The Mission of CCCAOE is to provide leadership for occupational education and economic development professionals involved in workforce development and the enhancement of California’s position within a global economy.
“Community college leaders are turning to colleagues to work together to develop innovative solutions, such as community partnerships, entrepreneurial ventures, educational collaborations, and alliances with business and industry.”

“Refocused college missions and goals have become more clearly delineated to directly address the critical programming that supports basic skills education, vocational and technical career tracks, and transfer coursework.”
When you Finish the Leadership Workout, you’ll be able to...

- Name one or more areas of your own leadership style or traits that you would like to continue improving
- Describe three tools or exercises you can use on your own to continue learning about leadership
- Identify how you can use your position to lead from the middle
Managers, Leaders...OR BOTH!

- Managers organize, control, plan, attend to details and “take care of business”
- Leaders provide vision, inspire, change, build relationships, and see the “big picture”
- “Managers do things right. Leaders do the right thing.” – Warren Bennis
- You fill both roles!
The CTE/EWD Leader’s Challenge: Leading from the Middle

- Create the CTE/EWD vision
- Focus on the college AND the community
- Forge relationships that go from middle school through multiple layers and education delivery options to jobs/careers
- Understand a broad range of faculty, programs, and classes
- Find funding and resources for your programs
- Embrace constant change!
The Leadership Workout!
# Leadership Workout Goals and Skills

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Exercise #1: Become a Change Agent

Skill: Reflection

Choose one of the quotations and take 5 minutes to write your thoughts, ideas, and reflections on that quote.

Why Reflection is Important …

The ability to think about our experiences and give meaning to them (reflection) is the only trait consistently identified in studies of effective leaders.

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Adapting to Change

- **CTE Deans**
  Perkins funding and other state initiatives require development of new programs and/or features

- **EWD Professionals**
  Responding to dynamic economic conditions requires the ability to analyze change, react positively, AND proactively forecast future needs
Leading from the Middle
As a Change Agent

- Managers help organizations deal with change
- Leaders see where change is needed and become change agents, promoting change in ways that grow the organization
- Leading change begins with making a case
- Basic elements of a compelling case
  - A vision or narrative story
  - An argument informed by evidence and information
  - An identity influenced by the person making the case
Exercise #2: Know and Grow Your Leadership Skills, Traits, Attributes

Skill: Storytelling

Take a moment to think about your earliest memory of a leadership moment. Then think about one of your most recent experiences, hopefully within the context of your job.

Share these with your partner and then come up with a short list of traits illustrated by your stories.
“Useful” CTE/EWD Leadership Attributes

- Adaptable, open to change
- Good Communication (listening, oral, written)
- Insightful
- Visionary
- Team Builder
- Willing to accept responsibility
- Confident, accepting of self
- Motivating others
- Planning
- Networking
- Decision-making
- Information Management
Why Storytelling is Important

- Stories can change the way people think, act, and feel
- Stories can influence and motivate
- Stories create legends that culture can build upon
- Stories have the power to break down barriers and turn bad situations around
- Stories capture the imagination and make things real in a way that cold, hard facts may not be able to
Exercise #3: Build a CTE/EWD Vision

Skill: Big Picture Thinking

- Mission statements guide day-to-day operations
- Vision provides a sense of direction for the long term—the means to the future.
- In Big Picture Thinking we try to get an aerial or high-level view of our program
“Big Picture”
Covers a Lot of Territory

- You lead many programs and projects (some may be unfamiliar to you)
- Understand how each one fits into the big picture: college/district/region
- Be impartial...provide ALL of your programs with direction, support, and encouragement
- Recognize similarities and honor differences between programs
- Remember all of the smaller pieces when making “big picture” decisions
Big Picture Thinking

National Organizations, Government, Funding & Issues

CCC Chancellors Office
State Government
Statewide Projects and Organizations like CCCAOE

Sectors, Business & Community Groups and Teams

Regional Consortium

College/District Projects/Programs & Teams

Other College Teams

Your Program(s) and Team
Exercise #4: Lead Your Team
Skill: Self-Assessment

Teams you may have to lead:
- CTE/EWD Program Staff and Faculty
- Community and Business Leaders
- College + other community organizations
- Local and regional...with other colleges and chancellor’s office resources

Why Use Self-Assessment?
Knowing our strengths gives us a foundation for practicing strong leadership. Understanding weaknesses gives us a foundation for growth.
How Team Leaders Lead from the Middle

More often a team member than a team leader? Practice leading from the “middle”:

- Look for ways CTE programs can support each other
- Create **interlocking teams** to give your program strength and resiliency by actively participating on multiple campus and community teams
- Connect your external teams to the college and use them to help solve problems
Exercise #5- Be an Agenda Setter

**Skill: Be Proactive**


*Why it’s important to be proactive!*

The leader’s job is to see and pursue choices for the program, even in the hardest of times. When you are proactive in this way, you become an agenda setter.
Becoming an Agenda Setter

- Managers are problem solvers, leaders are problem definers
- Agenda setters define problems and issues and communicate them in a way that engages others
- Agenda setters determine the priorities for their own programs and influence priorities for the larger organization AND community
Practice Being Proactive

Circle of Influence - Things you can do about this problem (even though they may not solve the problem entirely)

Circle of Concern - Things that worry you but over which you have no control
Exercise #6: Conflict Resolution

Skill: Sharing & Counseling

- The perception of your program as a positive, valuable part of the organization depends in part on your ability to resolve conflict and unite others around your vision and mission.
- Be a creative problem solver.
- Win/Win negotiation is a powerful conflict resolution technique in which discussions center on ways that both parties can meet their goals.
Counseling as a Leadership Tool

- Counseling is a powerful conflict resolution skill and also a way to motivate and develop the people around you.

- Counseling requires:
  - **Respect** for the other person, no matter their position or rank.
  - **Self Awareness** - know your own values, needs, and biases.
  - **Credibility** - establish this through honesty and consistency between “walk and talk”.
  - **Empathy** - understanding the other person’s situation.
Exercise #7: Continuous Learning

Skill: Practice! Practice!

“For more than a decade, calls have been issued for the transformation of CTE in light of changes in the nature of work, the ethnic/cultural composition of the student body, and public demands on education. As a result, a new model of transformational leadership is advocated to point CTE in new directions and influence others to believe and follow, adjusting to change and shaping the debate in education.”

Michael Wonacott
The Transformational Leadership Challenge

“Transformational leadership is the process of perceiving when change is needed and influencing the group by such non-coercive means as persuasion and example in its efforts toward goal setting and goal achievement.”

Changes in the environment in which CTE operates have led to a new model of transformational leaders, empowering and engaging others as active participants in the process of change; a transformational leader is the facilitator, rather than the director, of change. –Michael Wonacott
Shared Governance and Transformational Leadership

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The Leadership Workout: An Opportunity for Continuous Learning
Practice Strategies For Leading From the Middle

- Look for ways to create capacity
- Devote time to think about the future
- Don’t miss time with your peers
- Become a developer of people
- Look for opportunities to influence outside your assigned area
- Always work to make your boss successful
The Strong CTE/EWD Leader

Like the airline instructions to put on your own oxygen mask before assisting others around you, as a CTE/EWD PROFESSIONAL, YOUR LEADERSHIP EFFECTIVENESS DEPENDS ON TAKING CARE OF YOURSELF PHYSICALLY, MENTALLY, AND EMOTIONALLY.
Exercise # 8: Connecting

Skill: Networking

Try This Networking Tip When You Get Back to Your Office

Review the list of contacts you have made during the Leadership Academy. Instead of thinking, “What can I get from each person” think, “What can I OFFER this person?” Follow up with an email or call to share or offer your help.
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Remember Today’s Objectives

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- Identify how you can use your position to lead from the middle