AAFP

"Preparation, Principles, & Practice: Three Keys to Effective Leadership"

npower

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Through Npower **Karyn Nishimura Sneath** partners with and guides over one dozen facilitators, strategists, consultants, and speakers with her consulting company. She has 28 years of experience working in higher education, association management, and leadership consultancy. Over the past eighteen years she has custom designed and presented over 750 training programs to meet the needs of various association and higher education constituencies. She has presented workshops for 30-1000 people. Nishimura Sneath has also designed and implemented long-term strategic planning initiatives with various institutions and associations. Her most recent writing adventures include contributing a chapter in 2011 on "Delivering the Learning Experience," in 199 Ideas – Enhancing Learning Experiences; a chapter in the 2009 book, ***Discover Your Inner Strength*** along with Ken Blanchard and Stephen Covey; and a module on *Teamwork* for the 2010 book, ***Emotionally Intelligent Leadership for Students: Facilitation & Activity Guide.***

Npower is a consultancy empowering leaders of today and tomorrow.
We:
- Design innovative personal and professional development curricula;
- Create personal growth experiences focusing on individual skill development;
- Create group activities focusing on team development;
- Design and facilitate strategic planning initiatives; and
- Custom-design programs that work best for you and your organization.

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Preparation: Thinking as a Change Agent

Systems emerge as individuals decide how they can live together. From such relationships, a new entity arises with new capacities and increased stability. Yet this system-wide stability depends on the ability of its members to change. Strangely, the system maintains itself only if change is occurring somewhere in it all the time. – Margaret Wheatley and Myron Kellner-Rogers from "A Simpler Way"

In today's world there are two kinds of companies… the quick and the dead. –anonymous

Change your thoughts and you change your world. – Norman Vincent Peale

Destiny is not a matter of chance, it is a matter of choice; it is not a thing to be waited for, it is a thing to be achieved. – William Jennings Bryan

One's philosophy is not best expressed in words; it is expressed by the choices one makes. In the long run, we shape our lives and we shape ourselves. The process never ends until we die. And, the choices we make are ultimately our own responsibility. – Eleanor Roosevelt

Of all earthly creatures, humans alone have the power to choose. – anonymous

What is necessary to change a person is to change his awareness of himself. – Abraham Maslow

Some people change when they see the light, others when they feel the heat. – Caroline Schroeder

The fear of the unknown is greater than the misery of the known. - Anonymous

To keep our faces toward change and behave like free spirits in the presence of fate is strength undefeatable. – Helen Keller

CHANGE: The crisis consists precisely in the fact that the old is dying and the new cannot be born; in this gap between the two a great variety of morbid symptoms appear. - anonymous

Growth means change and change involves risks, stepping from the known to the unknown. – George Shinn

You must be the change you wish to see in the world. – Mahatma Gandhi

The power of an idea can be measured by the degree of resistance it attracts. – David Yoho

Managing Complex Change:

VISION	+	SKILLS	+	INCENTIVE	+	RESOURCES	+	ACTION PLAN=	CHANGE
[_____]	+	SKILLS	+	INCENTIVE	+	RESOURCES	+	ACTION PLAN=	CONFUSION
VISION	+	[_____]	+	INCENTIVE	+	RESOURCES	+	ACTION PLAN=	ANXIETY
VISION	+	SKILLS	+	[_____]	+	RESOURCES	+	ACTION PLAN=	GRADUAL CHANGE
VISION	+	SKILLS	+	INCENTIVE	+	[_____]	+	ACTION PLAN=	FRUSTRATION
VISION	+	SKILLS	+	INCENTIVE	+	RESOURCES	+	[_____]=	FALSE STARTS

Change is inevitable, growth is intentional. – Glenda Cloud

Insanity: doing the same thing over and over again and expecting different results. – Albert Einstein

They must often change who would be constant in happiness or wisdom. – Confucius

We cannot become what we need to be by remaining what we are. – Max DePree

It is not necessary to change. Survival is not mandatory. - W. Edwards Denning

When we can no longer change a situation, we are challenged to change ourselves. – Viktor Frankel

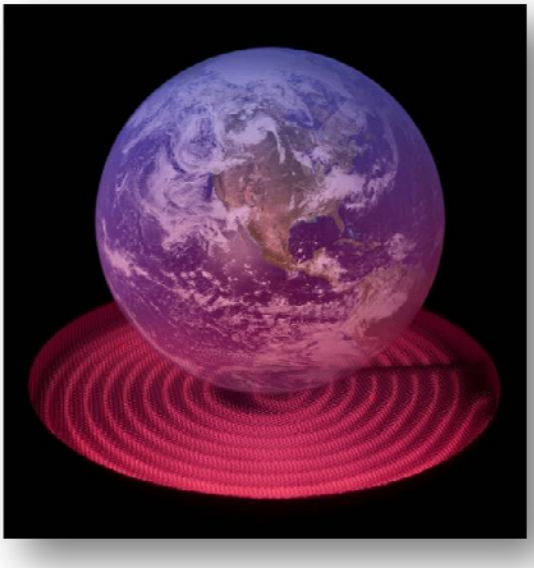
We must always change, renew, rejuvenate ourselves; otherwise we harden. – Johann Van Goethe

Think like a queen. A queen is not afraid to fail. Failure is another steppingstone to greatness. - Oprah Winfrey

Change does not roll in on the wheels of inevitability, but comes through continuous struggle. And so we must straighten our backs and work for our freedom. A man can't ride you unless your back is bent. - Martin Luther King, Jr.

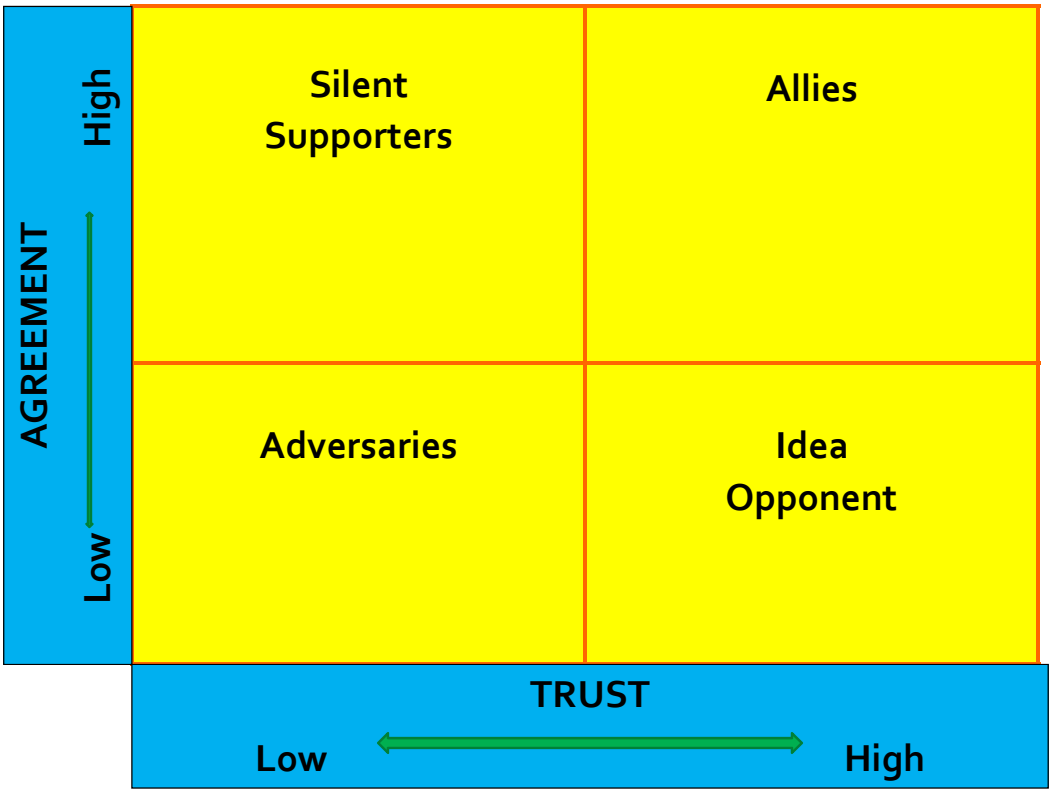
If you don't like something, change it. If you can't change it, change your attitude. **-Maya Angelou**

Open your arms to change, but don't let go of your values. – Dalai Lama



Preparation: Examining Personal Change Styles

Originators	Pragmatists	Conservers
• Challenge the structure • Prefer change that is expansive	• Explore the structure • Prefer change that is functional	• Accept the structure • Prefer change that is incremental



Adapted from "The Empowered Manager: Positive Political Skills at Work by Peter Block

Strategies for Strengthening Trust and Agreement:

Principles: Sample Values List

This is a "short" list of values! Please take time to choose your top 10 values by circling the value from the list below (or, if there is a value important to you feel free to add it).

1. Accountability
2. Accuracy
3. Achievement
4. Adventure
5. Agility
6. Altruism
7. Assertiveness
8. Autonomy
9. Balance
10. Calmness
11. Caring
12. Carefulness
13. Challenge
14. Cheerfulness
15. Collaboration
16. Commitment
17. Competition
18. Confidence
19. Conformity
20. Consistency
21. Cooperation
22. Courage
23. Courtesy
24. Creativity
25. Curiosity
26. Democracy
27. Dependability
28. Determination
29. Directness
30. Discipline
31. Diversity
32. Empathy
33. Endurance
34. Energy
35. Enthusiasm
36. Exploration
37. Fairness
38. Flexibility
39. Fluency
40. Freedom
41. Friendliness
42. Frugality
43. Genuineness
44. Gratitude
45. Growth
46. Happiness
47. Hard work
48. Harmony
49. Helpfulness
50. Honesty
51. Humor
52. Inclusion
53. Independence
54. Individuality
55. Innovation
56. Integrity
57. Justice
58. Knowledge
59. Learning
60. Logic
61. Love
62. Loyalty
63. Mindfulness
64. Modesty
65. Open mindedness
66. Optimism
67. Order
68. Originality
69. Patience
70. Persistence
71. Playfulness
72. Pragmatism
73. Preparedness
74. Professionalism
75. Punctuality
76. Purpose
77. Reliability
78. Realism
79. Resilience
80. Resourcefulness
81. Respect
82. Safety
83. Security
84. Self-control
85. Self-esteem
86. Self-reliance
87. Simplicity
88. Skillfulness
89. Speed
90. Spontaneity
91. Stability
92. Structure
93. Support
94. Sympathy
95. Synergy
96. Teamwork
97. Thoughtfulness
98. Tolerance
99. Trust
100. Truth
101. Uniqueness
102. Unity
103. Variety
104. Vitality
105. Zest

Principles: Prioritization Exercise

Discussion Questions:

How did you choose these values?

Who helped you develop these values?

I am interested in paying more attention to this value_____ because:

Why this focus will help me become a better leader: