



Empowerment Leadership

Refining and refocusing for real results

May 18, 2023

Laveen, AZ

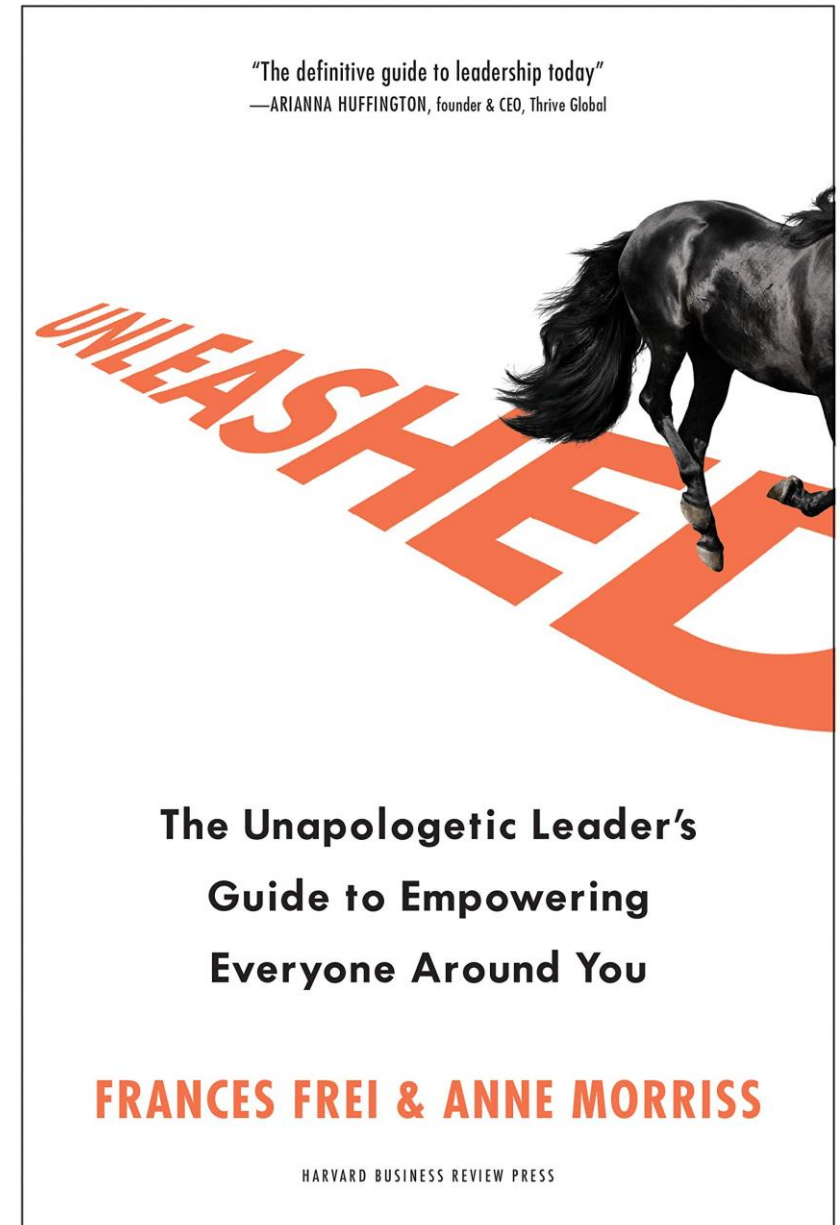


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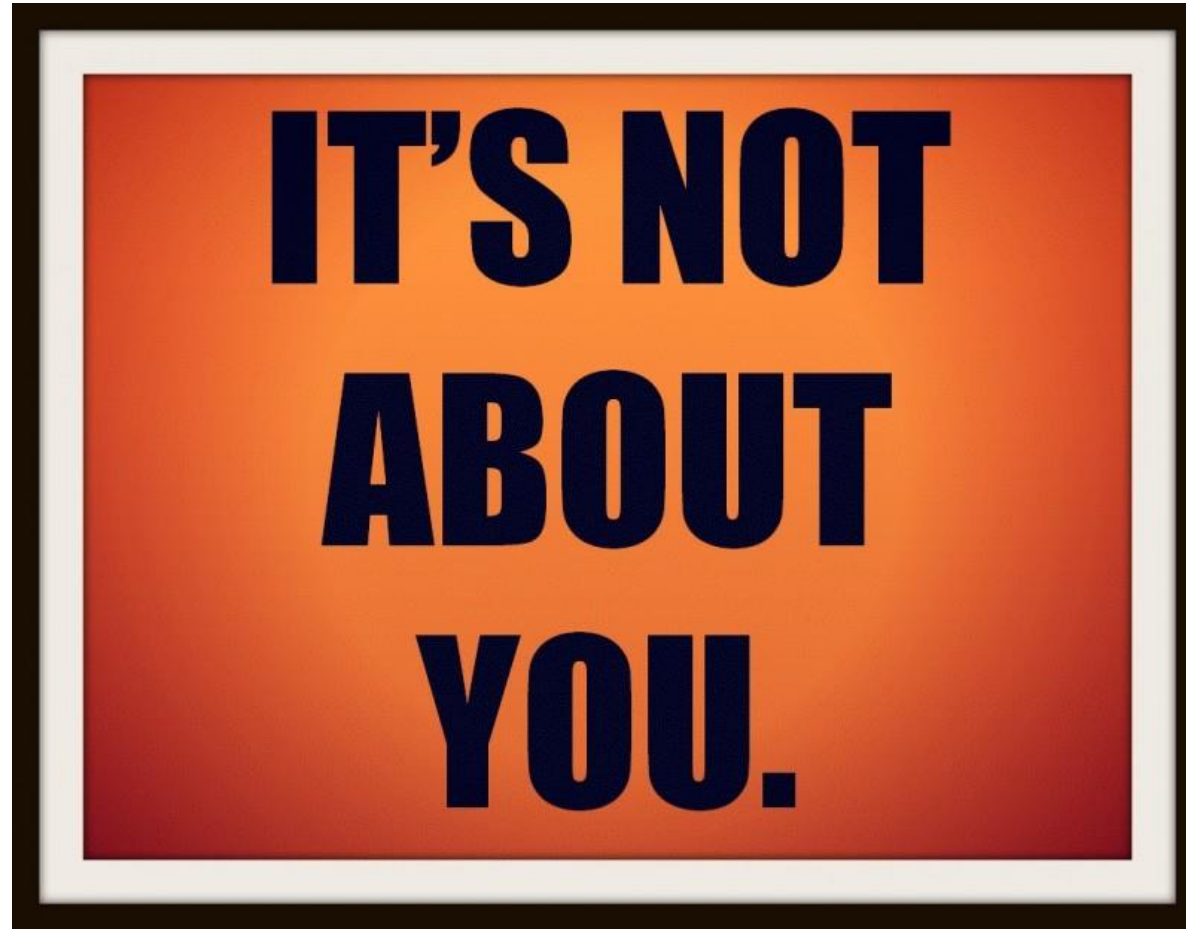


“Leadership is doing everything in your power—whether that power is formal or not—to create environments where people can thrive.”

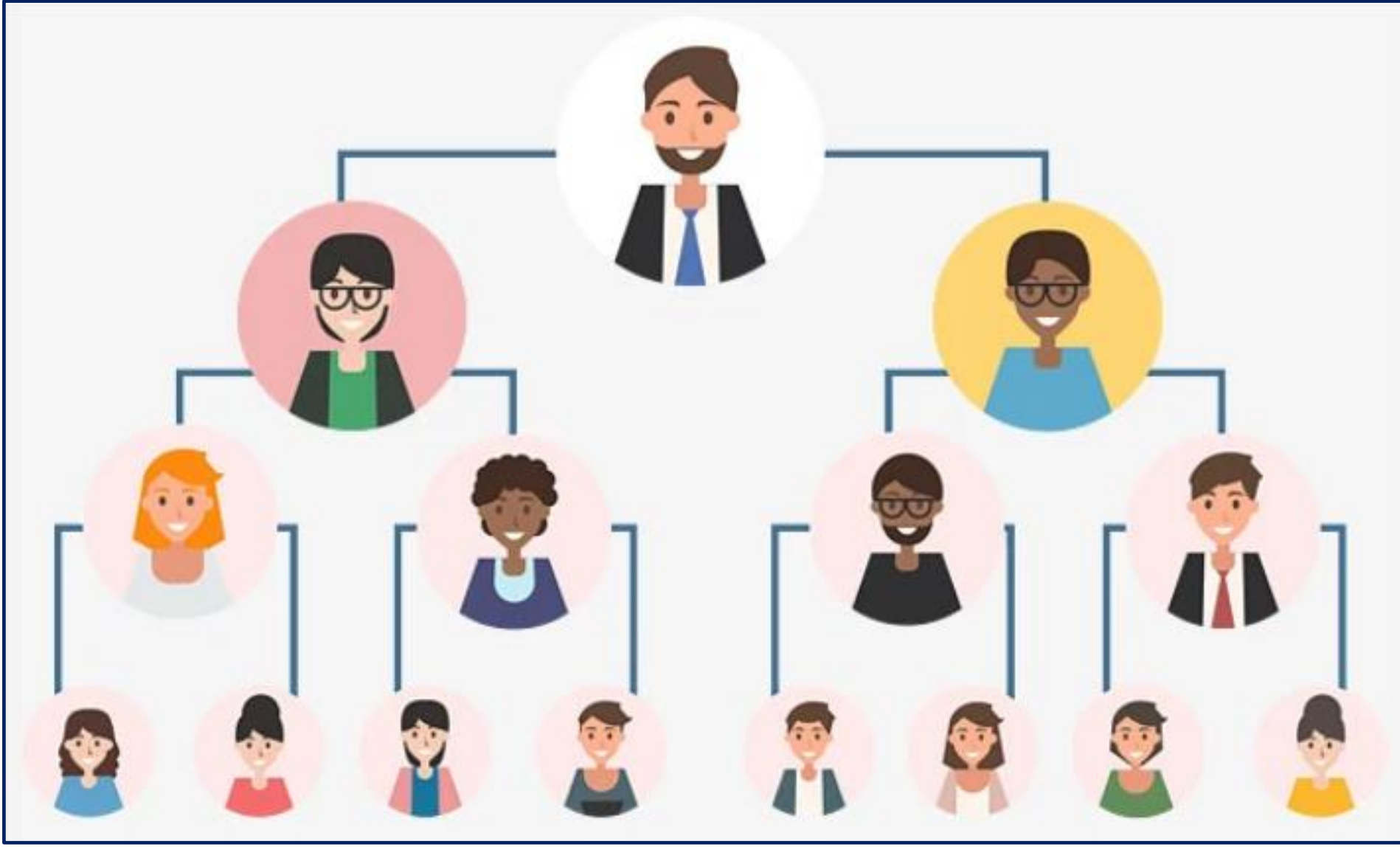
-Anne Morriss



Here's the secret...



FLIP YOUR ORG CHART



UPSIDE DOWN





“A leader’s mission is to ensure that everyone on the team—wherever they may be—has a fighting chance at **wild success.**”



-Francis Frei & Anne Morriss



“As a leader, you have to constantly shut off your own reel and watch all the movies playing around you.”



-Reid Hoffman, cofounder of LinkedIn





“Rather than threatening your own primacy, other people’s excellence becomes the truest measure of success, your way to go faster and farther than you ever could on your own. That’s the transformative impact of empowerment leadership.”



-Francis Frei & Anne Morriss



“Many of the tactics we use to protect ourselves as leaders...can backfire and undermine the perceptions we’re working so hard to cultivate. In order to look like leaders, we end up behaving like smaller, two-dimensional versions of ourselves. We obscure the parts of ourselves that real leadership demands, cutting off access to our full humanity.”

-Francis Frei & Anne Morriss

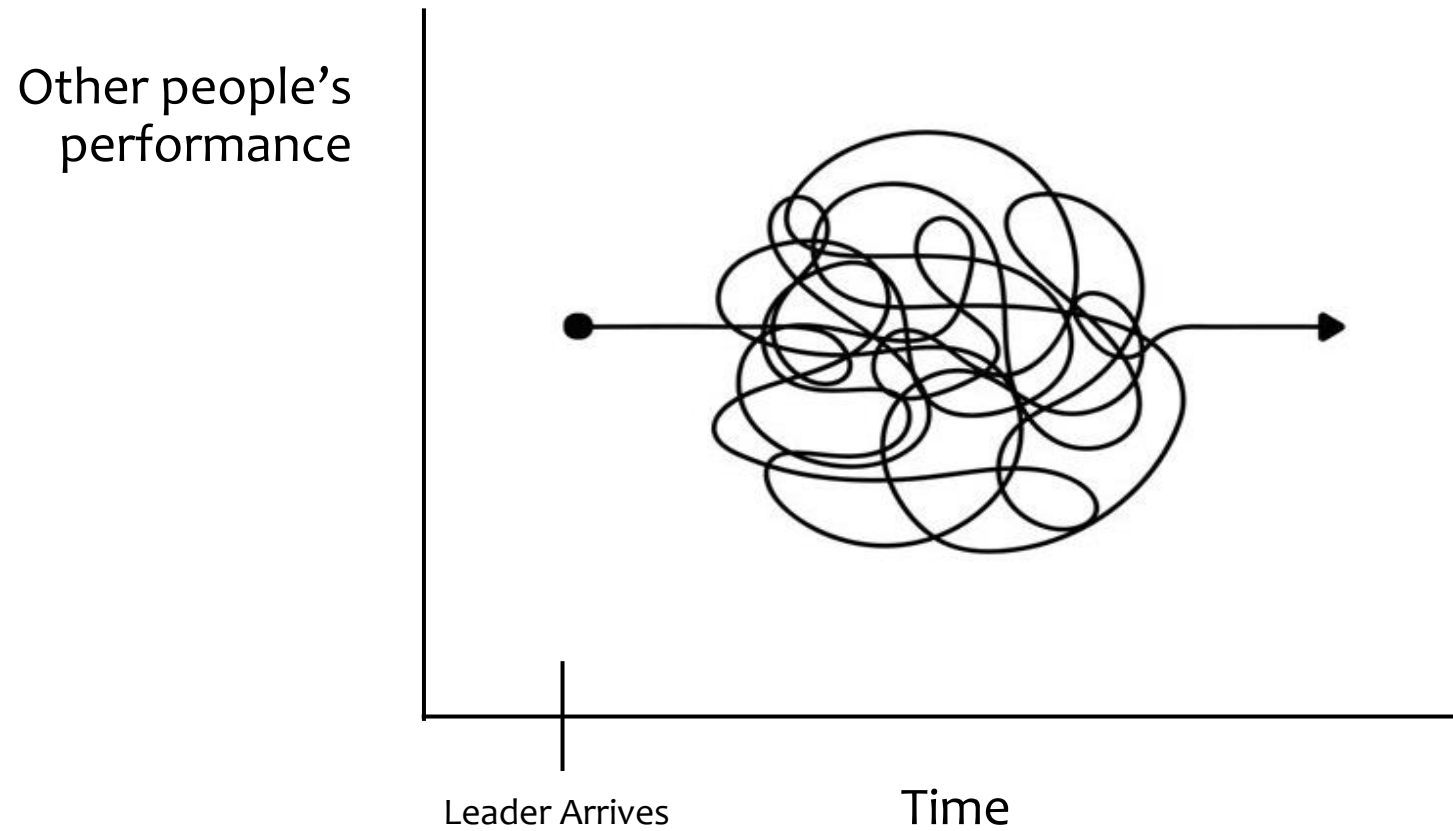


“In the choice to insulate ourselves from the judgment of others, we disconnect from leadership’s core mandate to make those very same people better...The relevant question [isn’t] ‘What do these people think of me?’, it is ‘What can I do to help make these people better?’ If you seek to lead, then your focus—by definition—shifts from elevating yourself to **protecting, developing, and enabling** the people around you.”



-Francis Frei & Anne Morriss

Leadership Performance Curve





“Start taking radical responsibility for the experiences of other people, which is the decision at the heart of empowerment leadership...if this level of accountability feels uncomfortable and unreasonable, then you’re doing the exercise correctly.”

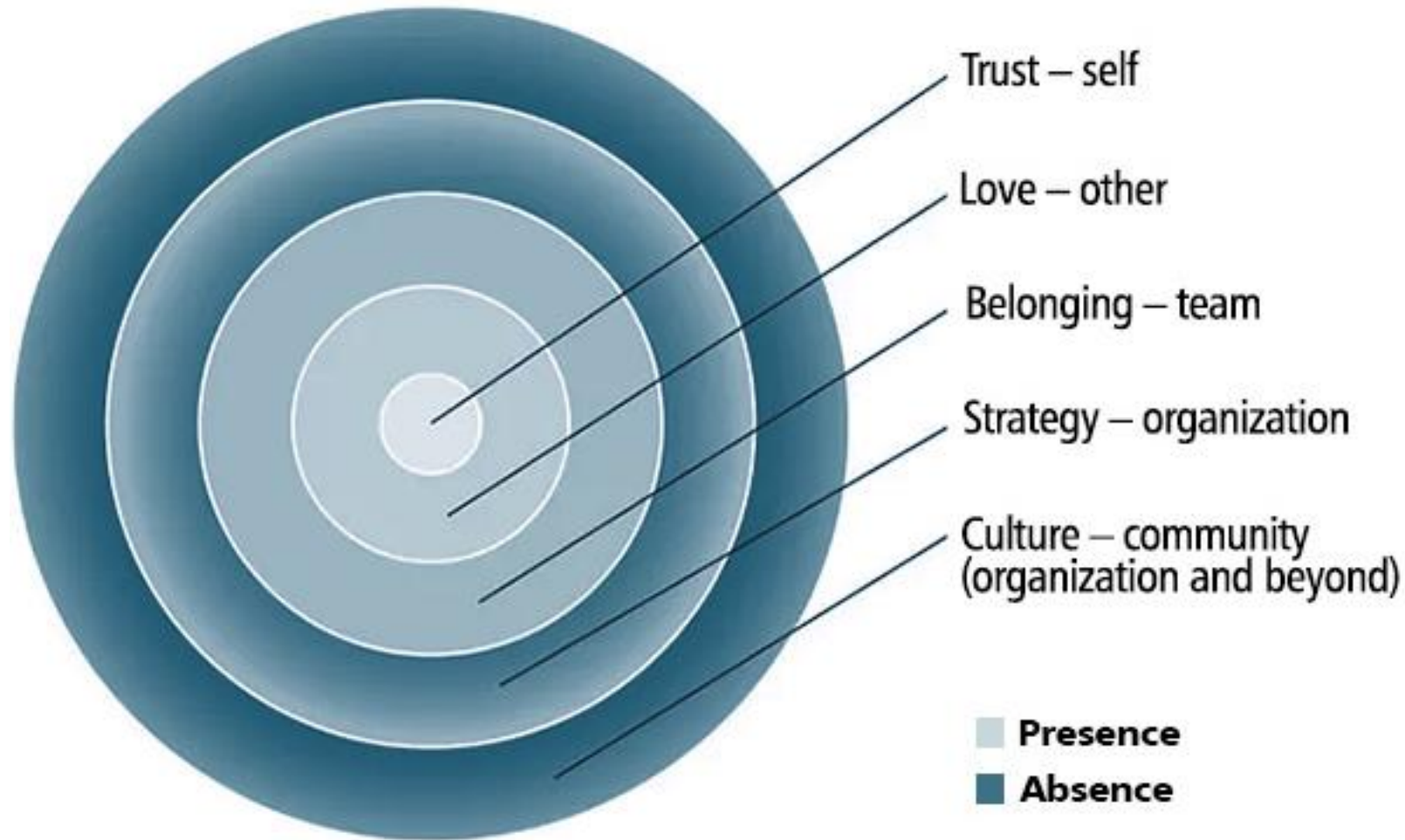
-Francis Frei & Anne Morriss

Become an Ambassador of OPA*



"It's electrifying to be seen not only as we are, rare enough in its own right, but also as the people we might become...we all have the ability to release the energy of possibility in someone else's life."

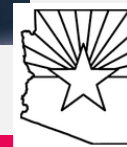
Rings of Empowerment Leadership





Building & Maintaining Trust

The Starting Point for Empowerment Leadership



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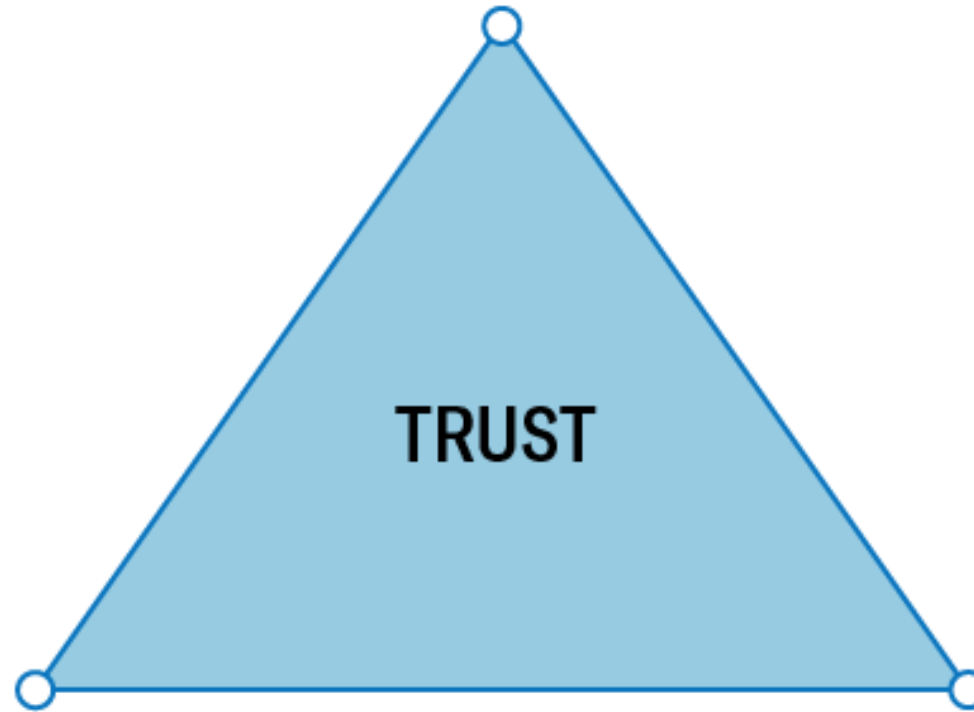
The Trust Triangle



Authenticity
*I experience
the real you.*

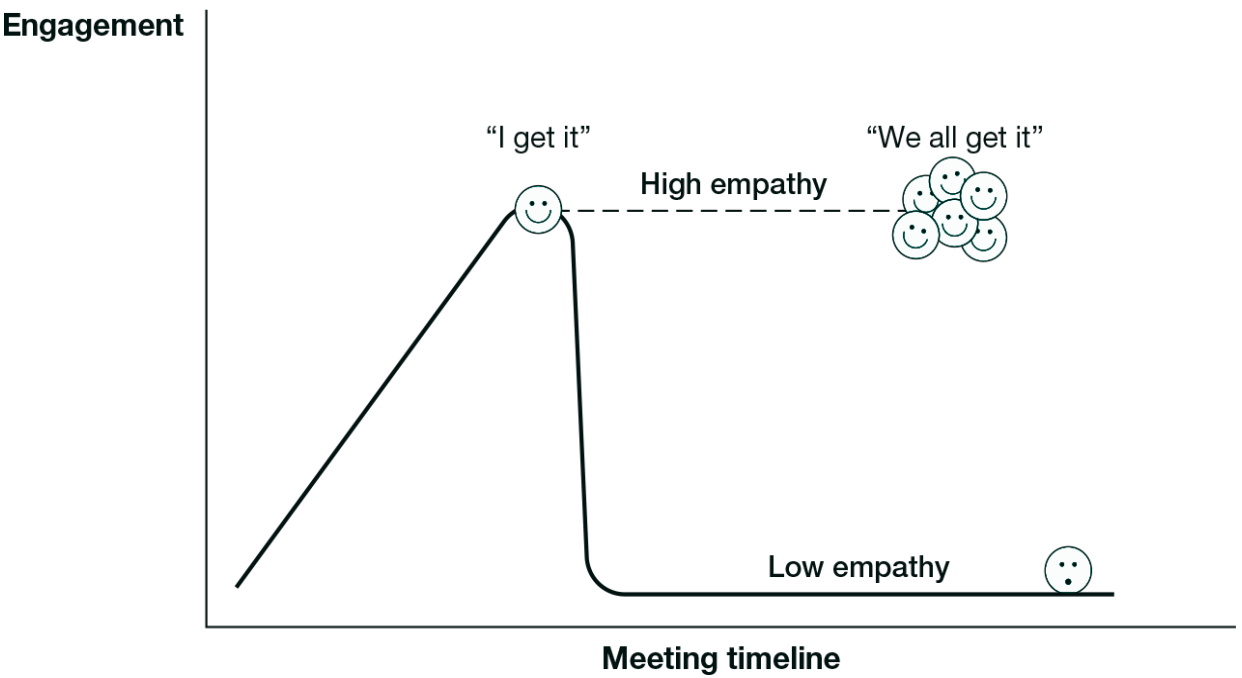


Logic
*I know you
can do it; your
reasoning
and judgment
are sound.*



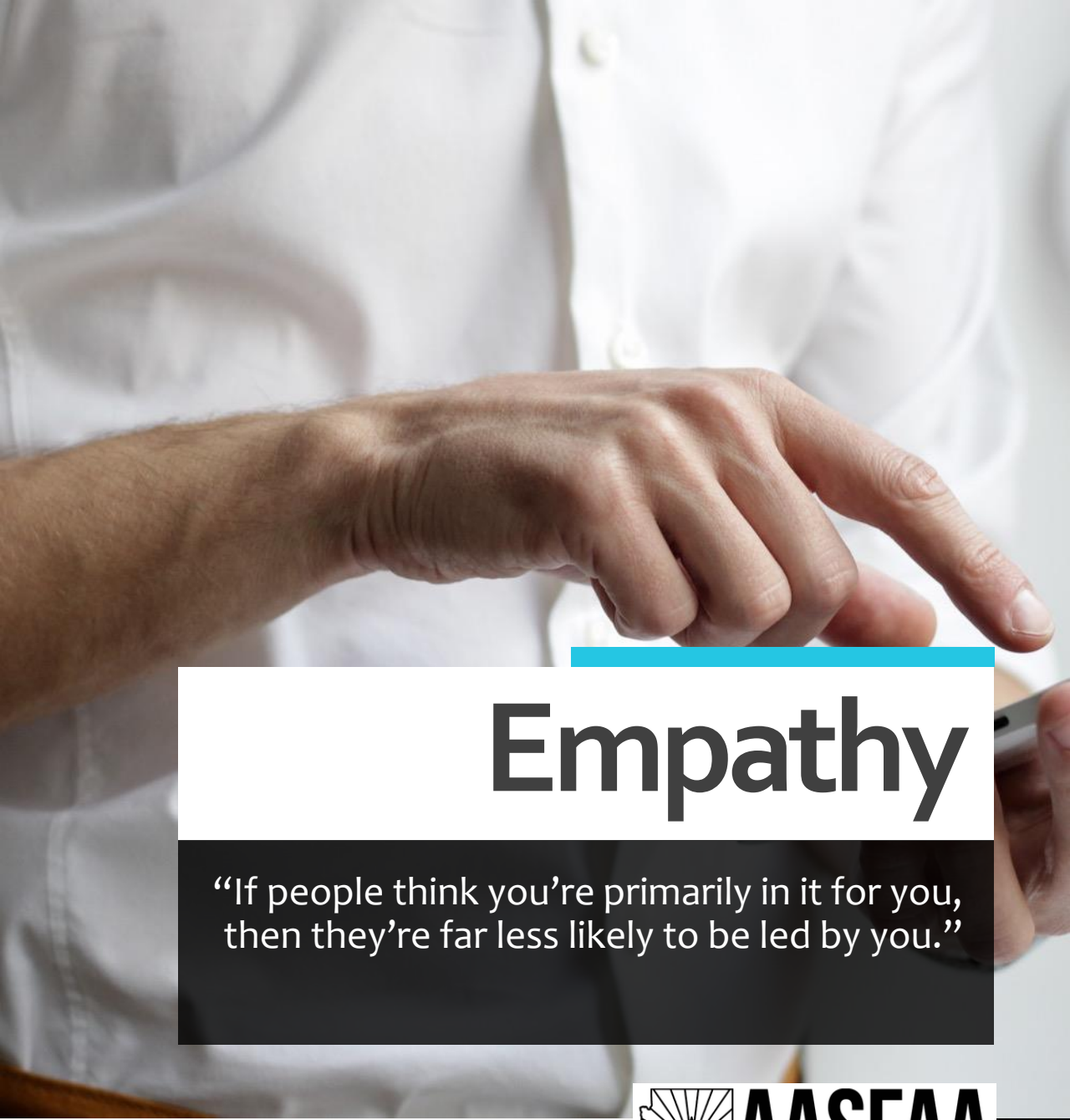
Empathy
*I believe
you care
about me
and my
success.*





This might be your wobble if:

- You're bored.
- You're impatient.
- You regularly multitask.



Empathy

"If people think you're primarily in it for you, then they're far less likely to be led by you."



Make this a strength by:

- Leaving your phone/laptop off or in your office.
- Turning your camera on and logging off email for virtual meetings.
- Making eye contact.
- Asking questions and focusing on others' needs and understanding.

Empathy

“If people think you’re primarily in it for you, then they’re far less likely to be led by you.”



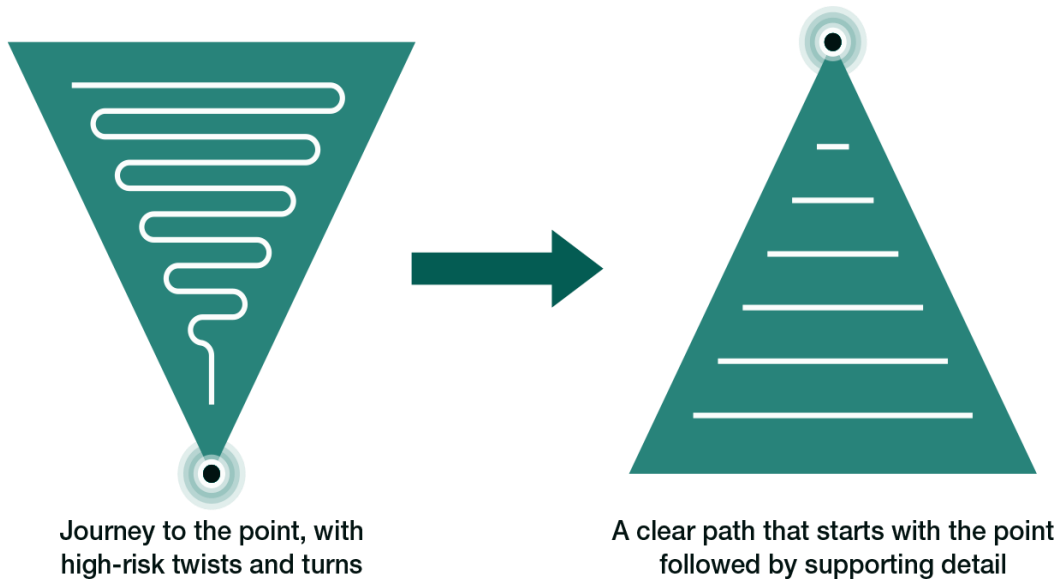
This might be your wobble if:

- People don't have confidence in your ideas.
- You make decisions in a vacuum.
- You either make rash decisions or rarely commit to one.
- You struggle to communicate the why.

Logic

“If we're not sure your judgment can handle the road ahead, then we're less likely to want you at the wheel.”





Make this a strength by:

- Admit what you don't know.
- Attend training.
- Ask for help.
- Learn to tell a story.

Logic

“If we’re not sure your judgment can handle the road ahead, then we’re less likely to want you at the wheel.”



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This might be your wobble if:

- People don't feel they're getting access to the "real" you.
- Work you is different from home you.
- You feel pressured to play a part or keep up appearances.
- You feel disconnected from your team members.

Authenticity

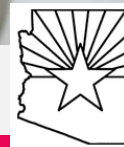
"The smaller we choose to make ourselves, the less likely we are to take up the space required to lead."

Make this a strength by:

- Not holding back.
- Taking back control of your primate brain.
- Finding your authenticity triggers.
- Dropping the script.
- Learning in public.
- Embracing inclusion and building a safe environment.
- Sharing your why.
- Focusing less on what others want to hear/see and more on what you can offer and what you need to say to them.

Authenticity

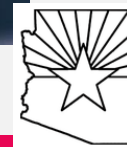
“The smaller we choose to make ourselves, the less likely we are to take up the space required to lead.”





Love (Wait, What?)

Creating the Conditions for Excellence



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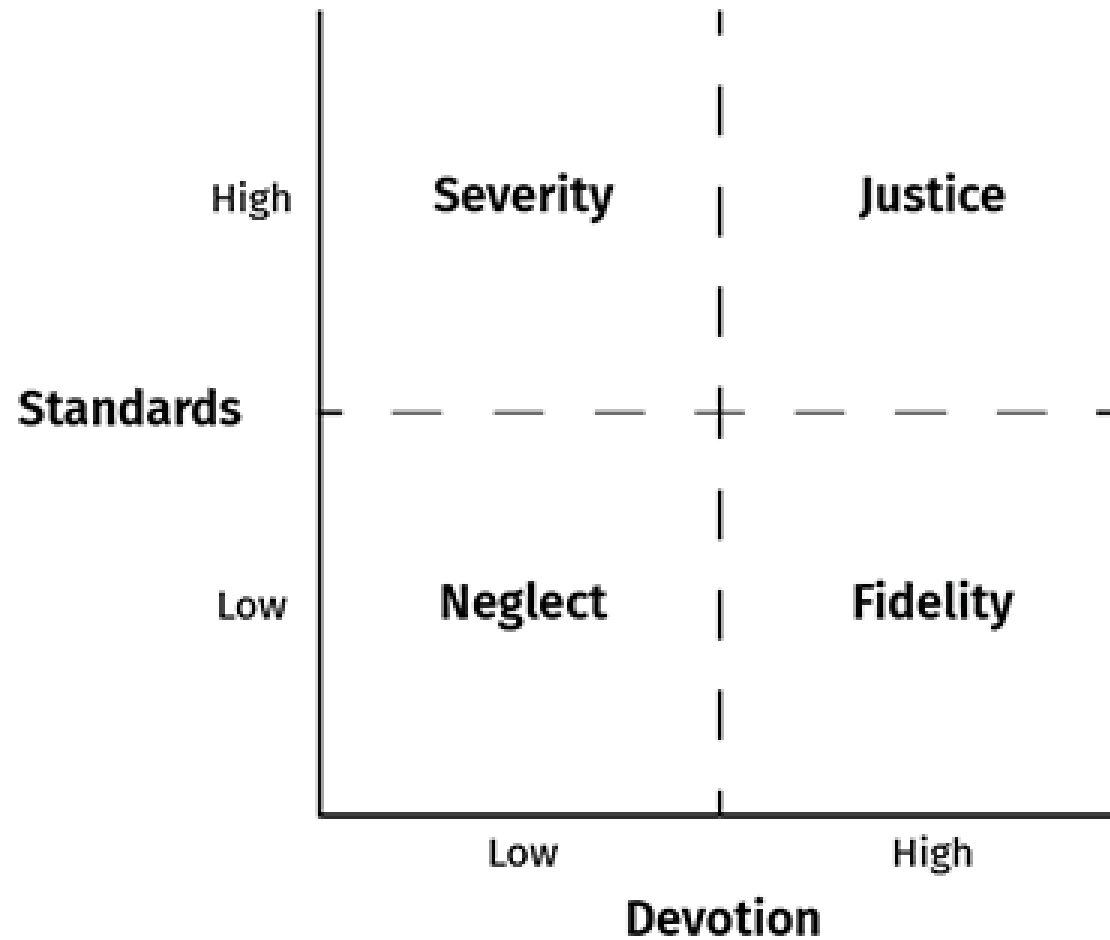


“Leaders are most effective in empowering other people when they create a context we describe as high standards and deep devotion.”



-Francis Frei & Anne Morriss

The Standards-Devotion Matrix



Severity

- Who are you “toughening up” out there?
- Who gets the impatient version of you, the one-strike-and-you’re-out you, the you with little tolerance for neediness and imperfection?
- Who needs to learn hard lessons about personal responsibility?

Justice

- Who reliably shows up around you as the best version of themselves, the one who’s eager to excel and grow?
- Who experiences your convictions about what’s possible for them?
- Who experiences your deep devotion but also grows because of your influence?

Neglect

- Whose name do you have trouble remembering?
- Who have you written off as not worthy of your time and attention?
- Who do you avoid and/or largely ignore?

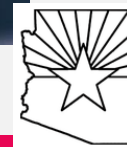
Fidelity

- Who has a prized place in your life, but pays a low price for maintaining that position?
- Who gets what they want from you (status, freedom, extra dessert), with relatively few conditions placed on the exchange?
- Who do you protect from hard truths such as how others experience them?



Belonging

Organizations win when people can bring their complete, multidimensional selves to work.



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The Inclusion Dial



Failing to act in the presence of bias is demoralizing and inhumane.



Attract & Select Diverse Talent

- Do the demographics of your team match the demographics of the broader population?
- Post your job openings in unfamiliar geographic and digital areas.
- In the description, highlight flexibility and remove bias.
- Use a blind review process with specific, objective criteria.
- Lengthen the job posting window.
- Develop and use metrics that advance the cause of inclusion.

Equal Opportunity to Thrive

- Be strategic and equitable with opportunities for trainings and conferences.
- Create and evaluate development programs, both formal and informal.
- Abandon “sink or swim” mentality.
- Make access to information and development as deliberate and systematic as you can.
- Promote your best people using a rigorous, transparent system.

The Inclusive Meeting

Excellent! I would have never thought of that?

What else are we missing?

It might not work, but I love the audacity of that idea. It's the kind of thinking we need to win.

If we were to think about this differently, what would it look like?



What will be the focus of your own leadership story? Will it be about the power you stockpiled and protected? Or about how much more you achieved by using that power to unleash the people around you? Risk making other people the heroes of your leadership story.





Thank You

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