

---

# What Kind of Leader do we Want for De Anza's President?

Part 1: Cynthia Kaufman, Kevin Glapion, Bob  
Kalpin

---

The qualities of leadership we most want for a college president are:

<b>Commitment to Shared Power</b>	<b>Sense of Public Mission</b>	<b>Character</b>	<b>Intentional Community Inclusivity</b>	<b>Professional Excellence</b>	<b>Knowledge of College Culture</b>



# Sources

- **Chart 1 From:**  
<https://blog.peoplefirstps.com/connect2lead/transactional-leadership-vs.-transformational-leadership>
- **Practices and Commitments**  
**From:**  
<http://sourcesofinsight.com/5-practices-and-10-commitments-for-leadership>
- **Both based on:** [The Leadership Challenge](#),  
James M. Kouzes and Barry Z. Posner

## What Transactional Leaders Do

<b>Focuses on:</b>	Short-term success; getting today's work done today
<b>Style is:</b>	Command & Control; authority-based to get immediate results
<b>Power source:</b>	Policies, performance management, extrinsic motivations (carrot & stick)
<b>Spends time:</b>	In meetings, monitoring metrics and reports, checking on daily tasks
<b>Talks about:</b>	Measurable goals, recent job performance, policies, best practices
<b>See success as:</b>	Output rate, savings, profit, programs, goal attainment for month/quarter
<b>Results are:</b>	Stuck and unsure how to get ahead, not promotable due to poor following

## What Transformational Leaders Do

Long-term success, getting people and systems in place for future growth
Heart & Soul; influence-based to emotionally engage employees
Inclusion, interest in individuals and their potential, intrinsic motivations
Coaching, developing, listening, giving individual feedback & encouragement
A shared vision for the future that includes all team members
Expanded competence & confidence of employees; growth in team capacity
High levels of employee engagement, promotable due to impact/following



# Model The Way

- Find your voice by clarifying your personal values
- Set the example by aligning actions with shared values



# Inspire a Shared Vision

- Envision the future by imagining exciting and ennobling activities
- Enlist others in a common vision by appealing to shared aspirations



# Challenge the Process

- Search for Opportunities by seeking innovative ways to change, grow, and improve
- Experiment and take risks constantly generating small wins and learning from mistakes



# Enable Others to Act

- Foster collaboration by promoting cooperative goals and building trust
- Strengthen others by sharing power and discretion



# Encourage the Heart

- Recognize contributions by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community.

–  
**Please work with a team of  
three to pick the most  
important items from the  
handout**