

Awareness is a key factor for those who would lead, a Forum session learns. Times change

Leadership that moves mountains

Forum reaches the peak

continued

many of us — perhaps all of us — were touched in no small way by what we experienced.”

Neary said she feels it is important to stay connected and continue to share knowledge and experience.

“I can honestly say that I feel we are just scratching the surface on all of this,” she said. “No matter what we accomplish, I get the feeling there will always be so much potential.”

Incoming CHBA President Richard Lind was an active participant in Forum round tables and general sessions. He also offered a very personal view of the challenges he faces in leading the CHBA into the future.

The chosen

EOs elected a new EOC Advisory Committee at their Jasper meeting. The new team:

Chair Grant Ainsley (Alberta), First Vice-Chair Peter Simpson (Greater Vancouver), Second Vice-Chair Sheila Hissa (Greater Barrie), Treasurer Doug Duke (Hamilton-Halton), Secretary Lois Langdon (London). Also serving: Past Chair Rhonda Neary (Eastern Newfoundland), and appointees Patsy Bourassa (Kamloops), and Lorraine Stratton (Peterborough & District).

REAL leaders can “move mountains” when they deal with people, the opening session of the EOC’s Jasper Professional Development Forum was told.

It’s a matter of how they think, and how they conduct themselves.

But mostly, it’s about being aware. Times change. So do real leaders.

That was the message Communications Specialist Cheryl Cran brought to the Forum.

“You *can* move mountains with your leadership,” she said. “It’s not as easy as it once was, but you *can* do it. It’s a matter of attitude — of believing.”

Four types

Cran said there are four types of leaders, and all can significantly influence people.

The four types can be labeled as “directional,” “dictatorial,” “relational,” and “emotional,” and all bring their own particular styles and thinking to the way they lead — it is not a “one dimensional” matter.

“Directional leaders are good at delegating,” Cran said. “The dictatorial types are, well, dictatorial; they do not negotiate. Relational leaders tend to get along well with others because they care about people. The emotional leaders have a good understanding of what it is that people care about.”

But no matter which style of leader one is, Cran said, it is important to be consistent. Regular behavior is important because it allows



★ *Real leaders adapt to changing circumstances, Communications Specialist Cheryl Cran tells the Forum’s opening session.*

the people being led to feel comfortable.

Perhaps more important are the five features that distinguish real leaders, Cran said. And she invited

EOs to rate themselves to determine how well they measure up to these criteria:

► **CHANGE** — the ability to adapt, and capitalize on, changing circumstances. Leaders who have this talent can encourage others to move forward because they notice the barriers that are an impediment to the move and can communicate the opportunities inherent in moving forward.

The challenge

Time, a shortage of skilled staff, and public perceptions are

real challenges for the leader who would implement change, Cran said.

► **COMMUNICATION** — a talent that requires being a “psychologist of people” and using all four “corners of understanding” (personality, generations, environment, and motivation).

“True leaders fall into one of four personality styles,” Cran said. “They are drivers, dancers, detailers, or deflectors. A driver moves fast, talks fast,

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● **MENTAL EXERCISE** with a physical component stimulated Cran's session.

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makes fast decisions, and tolerates no nonsense.

"The dancer likes to have fun and deals only with the 'big picture.' Dancers are greater starters, but not so great finishers. Detailers focus on details. Deflectors are congenial team-oriented people who want to be liked."

Their views

For all four personality types, communications is a challenge because of their particular views about time, perception, and priorities.

► **BOLDNESS** — the ability to lead with authority, inclusiveness, and authenticity.

This is an increasingly important ability in today's changing world, Cran said. The challenges to bold leadership are identifying one's strengths and weaknesses.

"We all have strengths and weaknesses," Cran said. "What you must do is determine what are your opportunities for growth. What are your strengths?"

Where can you develop skills?"

► **INNOVATION** — the ability to focus on creative solutions to problems.

"The leader with this talent can shift the challenges and see what comes up," Cran said. "This leader can also include others in generating ideas that lead to action."

► **INSPIRATION** — the ability to get people to perform.

"Do you inspire performance?" Cran asked EOs. "Do you understand and deal with generational differences? Are you settled in a comfort zone of how to lead? Do others line up to work for you?"

Cran wound up her session by

telling EOs there are other challenges that real leaders must face if they want to "move mountains." Among them are "challenging individuals" and industry perceptions.

But at core, people are the key. To succeed as a leader, Cran said, one must retain good people. That means providing interesting work in a dynamic environment. It means that when changes are made they are perceived as posi-

tive, and that recognition is an integral part of the package.

Cran said EOs could do worse than adopt the approach Bill Clinton took to his job as President of the United States. In a 1994 interview, she said, Clinton declared: "Half my job is keeping people in the right frame of mind."

Said Cran: "That should be half your job, too."

● **CRAN** takes in EO discussion of her suggestions. The responses were positive.

