Democratizing Leadership
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Hello! I’m Nicole.

4th year, Communication major

**Director**, Aggie Reuse Store (2015-2018)

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Why “democratizing leadership”?
Why “democratizing leadership”?

RADICAL CANDOR

BE A KICKASS BOSS

WITHOUT LOSING YOUR HUMANITY

“RADICAL CANDOR WILL HELP YOU INSPIRE TEAMS TO DO THE BEST WORK OF THEIR LIVES.”
—SHERYL SANDBERG

KIM SCOTT
Agenda

- Knowing your own leadership style
- Team building
- Project management
- Coaching
- Q&A
Why “build a team”? What’s the difference between building a team and just hiring?
Team building

Why “build a team”? What’s the difference between building a team and just hiring?

- Balanced and cohesive team = variety of people
- Diversity of identity, thought, and motivations
Internal motivations

Steep growth trajectory
- Change agent
- Ambitious in workplace
- Wants new opportunities
- “Superstar”

Gradual growth trajectory
- Force for stability
- Ambitious outside of work (personal life, hobbies) or just simply content in life
- Happy in their current role
Steep growth trajectory

Gradual growth trajectory

Excellent performance

Poor performance

Wrong role?

Push for greatness

Challenge

Honor

Part ways?
Common mistakes

- Placing someone in a category they do not belong in
- Pushing everyone to grow ≠ a high-performing team
- Thinking people stay where they are
Tips

Know each person well
Match roles and projects with people
Have human conversations frequently
What are some ways projects can go wrong?
Main ideas

1. Avoid diving straight into large project

2. Divvy up time amongst steps
   - Depending on your project

3. Embrace a cycle of constant improvement
Common mistakes

- Pursuing any old idea
- Moving forward in a project without communicating
- Making every decision
- Making your team do all the work
- Not making enough time to execute
How can leaders “coach” their team members?
Coaching

How can leaders “coach” their team members?

- Listening well
- Offering guidance and support
- Celebrating others successes
- Helping through difficult moments
1. Form strong relationships
2. Give and get strong feedback
3. Handle conflict artfully
Form strong relationships

Build trust
Socialize and ask about life
Respect boundaries
Handle emotions: yours and others
Give and get strong feedback

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<tr>
<th>Situation</th>
<th>Behavior</th>
<th>Impact</th>
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<td>Describe the situation where the observed behavior took place.</td>
<td>Describe the behavior you observed.</td>
<td>Describe the impact you observed.</td>
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Give and get strong feedback: be explicit

“The email you sent was immature.”

“When you sent that complaint to Grace via email saying our website looked like a child made it, she contacted me very pissed off. She questioned my ability as a leader and it strained our already weak working relationship.”
Give and get strong feedback: be explicit

“Steph handled the incident well.”

“Steph remained calm and open-minded while listening to criticisms from members. They told me afterwards they felt relieved because she was there for them.”
Give and get strong feedback: other tips

Seek immediacy - like brushing your teeth
Source feedback often and listen actively
Always choose in person, if possible
Acknowledge and understand emotions
Handle conflict artfully

Someone on your team comes to you with criticisms about another person on the team. What do you do?
Handle conflict artfully

Goal: create a solution they can both understand and live with

Insist they talk directly to each other

If they can’t, offer a 3 way conversation
Overall takeaways

Team building
- Build your team mindfully
- Spend time knowing each person

Project management
- Avoid diving straight into a project
- Be mindful of each step and person involved in the process

Coaching
- Form human relationships with people on your team
- Give and get feedback
- Handle conflict and emotions
Thank you and good luck!

Questions?

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Adapted from Radical Candor: be a kick-butt boss without losing your humanity, by Kim Scott