**Title Slide**

Why Einstein? While today there is a heightened awareness of gender bias in the workplace, can you imagine what the challenges would have been for a woman in 1905 when the theory of relativity was published? The mathematical evidence provided was irrefutable but it would be another fifteen years before women would win the right to vote. Would the scientific community have accepted this remarkable submission?

**Slide of portraits.**

How many of you recognize the names Mary Albertson, or Margaret Lindsay Huggins, or Henrietta Swan Leavitt. All of them were contemporaries of Einstein’s and made important scientific contributions of their own yet their legacies are silently recorded and rarely mentioned.

**Train Slide**

Einstein was so well recognized that one afternoon while taking the train out of Princeton the conductor noticed that he must have been searching for his ticket. He walked passed and returned later, seeing professor Einstein on his knees looking for the lost ticket. He took a moment to tell Einstein that he knew who he was and didn’t need to see his ticket. Einstein replied by saying “I know who I am as well. I’m searching for my ticket because I don’t know where I’m going…”

**E=MC2 Slide**

Even today his image and E=MC2 cover everything from greeting cards to…leadership PowerPoints.

**Klein Slide**

Assembling my notes for today, I noticed that I had inadvertently spelled out leadhership. My first mental reaction was “wow, what a fortuitous Freudian Slip”. Even our mistakes are attributed to males in the vernacular! I renamed this a Kleinian Slip as a reminder

Melanie Klein, creator of child psychoanalysis - Austria to London-Died 1960 in London

No formal higher education other than curiosity, creativity and adaptability.

As a homogenous group of humanity, we recognize that additional change is needed.

***More positive change is needed.***

Change in the working environment happens continuously and at a frantic pace in both IT and education.

How many of you have had this experience?

At the beginning of the day you’re telling yourself “I’ve got this”

**Lead Slide 1**

Around the time that you want to eat lunch, but the seventh person walks through your open door, it begins to feel a bit more like this…

**Lead Slide 2**

And at six o’clock when you haven’t finished your revised plan for tomorrow it has expanded to resemble…

**Lead Slide 3**

Not too long ago it was enough to learn a skill or process, and then simply repeat it over and over again.

Today, that measure isn’t sustainable. We must continue to learn and develop new skills. We have to **adapt** in order to…Handle workplace stress - Solve problems creatively

Effectively navigate unpredictable or changing work situations.

**ALL** while acquiring new skills, technologies, and procedures.

**Matchstick Leadership Slide - How do we do this?**

By leading…duh.

Marni and myself set out to describe four of these qualities in the short amount of time that we have today. Analogous framing, which is fancy academic speak for Story-telling, Creativity, Humor and Adaptability.

These four qualities enable a wide swath of leadership styles and they have the following characteristics in common:

**Attributes Slide**

They share a sense of Curiosity, a desire for life-long learning, imagination, and a shifting perspective. When summed, they allow us to navigate through change in a more effective and efficient way. But also, and perhaps even more important, these qualities allow us to enjoy the process as our leadership adapts to the constant of change. It looks to the long term, but happens and is defined in the moments.

We discovered after submitting the description of this presentation that you’re attending…. that it sounded really great, intelligent, on point, active, we looked good...we even used the word ‘rigorous’… and as we went to work creating and crafting this presentation soon discovered that it was…….impossible to pull off in 50 minutes, or even 2-3 hours.

After careful consideration, an overt use of creativity and humor, and a bit of red wine we elected to adapt the presentation to fit the time allowed.

Scores of programs from military training to corporate survival guides have been crafted around the development of leadership characteristics.

And yet, it remains an elusive trait.

To borrow chief justice Potter Stewart’s response to a landmark question…“I know it when I see it…”

I’m going to turn the honorable jurist’s observation sideways and include another quality in a moment or two.

What we do know for sure, great leadership and great leaders, regardless of gender, have several characteristics in common.

Leadership that inspires increases our emotional attachment to the problem, the objective, the plan, the situation, the changing environment and several other goals based issues.

And inspirational leadership is an artful combination of the characteristics mentioned earlier.

If you’ve forgotten them already… **Storytelling, humor, creativity and adaptability.**

How many of you have taken the Gallup strength finder assessment?

That’s amazing…but were not going to talk about that today.

**Clifton Slide -**

What I did want to share is that 35 years ago, the company that I was working for at the time recognized Selection Research (yes, that weren’t always known as Gallup) as a key partner in leadership recognition and development. As a brash young manager, the concept of taking a survey to tell me about *myself* had to be a total waste of time.

Don Clifton’s insight as a psychologist, and his ability to design questionnaires and tests that revealed individual’s abilities were a hallmark of his career. What truly defined him, however, was his extraordinary capacity at being human.

The same company that paid for the personality surveys also hosted a private seminar with Mr. Clifton. Joining a group of twenty plus other managers from the organization, we listened and watched while Don Clifton captivated us with his innate ability to place himself in a position of trust. The room was not a large space, and while he talked to and with us, he made his way in and about the entire group. The topic was about how we exchange emotional energy with those we encounter. He referred to it as “sand in our buckets”. That throughout the day, we either add or remove sand from each other’s buckets, and when he mentioned doing so, he would extend both hands, cupped like a small shovel, and offer them to the person he was standing in front of at the moment.

Without telling anyone that was present what they should or should not do to add leadership to our organization, he made a memorable impression on at least one young manager in the room. I’ve never forgotten how it made me feel. I share that moment because it elicited change in the way I view others, and myself.

**What does this mean for you and me?**

Leadership is not only when you see it, but more importantly, *when you feel it*.

Developing the capacity to gain organic attachment to an objective, or change, through emotional buy in allows people to set aside previous beliefs or biases and make way for change that they have adopted as their own. Presenting factual data and steps in a plan create constructs, but they don’t create ownership. While you as a leader may own a project, the challenge is to imbue that sense of ownership in the individuals assembled to perform the needed steps in that plan. Framing the project or plan in the terms of a story that a team can relate to helps in accomplishing that goal.

Einstein was fond of saying that if you couldn’t explain something in simplistic terms, you didn’t understand it well enough. I think that this lies at the center of communicating through story telling. And it is a strength that is gaining in acceptance for management and instruction. Checking the news a few weeks back I noted this photo included about another leadership conference this month.

**Wick Conference Slide**

It is an attribute of leadership that has been long overlooked, but thanks to the efforts of authors like Annette Simmons, it is enjoying a resurgence as a valuable tool at all leadership levels.

**Story Factor Slide**

I encourage everyone of you work at cultivating this skill as part of your leadership talents. Like Don Clifton did so many years ago, you will allow people to ***feel*** your sense of leadership, as well as observe it.

Adaptable leadership is about being ready for change.

When we **adapt** our leadership style to meet the needs of a changing environment, the needs of different people, and the variety of opportunities that arise on a daily basis it requires us to move outside the comfort zone of a single leadership style.

While you may have end-goals and a strategic plan to reach them, adaptability allows for the course corrections as needed, or a complete revision of goals when required. This develops appropriate responses to the demands of the moment, and cultivates participation by those tasked with executing your plans. When you anticipate for needed change, it allows those individuals, your team, cohorts or staff to be adaptive as well. Detours and unforeseen circumstances are welcomed and viewed as opportunities. Adaptable leaders make the most of such change and take advantage of variety.

When I approached Marni about partnering on this presentation it was from a sense of knowing her as a life-long friend, a talented comedian and a person that was in demand for delivering poignant keynotes to a variety of audiences… (looking at Marni) did I say that right Marni?

What we both discovered is that working together on a joint effort is entirely different than the interactions you share on a social basis. Personalities and past experiences play a significant role in how we each approached the content delivery for this presentation. As a business school graduate, my approach was first and foremost a strategic plan. Marni, as an educator and a long time public speaker, was oriented towards the humanistic side of the content. We deliberated. We taught each other what we were familiar with, adapted to each other’s methods, and opted to split the presentation down the middle. I would get the first 30 percent and Marni would get the second half.

Adaptability allowed us to move past the unexpected barriers that we encountered and create this delivery. sNeither one of us needed to surrender what we knew or what we are capable of. That sense of adaptive behavior allows for expanded problem solving, but also encourages the development of new leaders.

**And with that, I encourage Marni to continue where I didn’t leave off…**