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**Administrative  
Management Professionals**

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# Getting Gilligan off the Island

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# Defining Leadership

## From the Literature:

Inspiring people...to participate with you in building a community of trust and then to follow you and be empowered by you to achieve a compelling vision (Lingenfelter, 2019).

One sees a need, based on one's governing convictions, and exercises initiative to address that concern: influence is then brought to bear on others to join in and contribute to accomplishing a stated objective (Howell, 2003).

# Defining Leadership

## Our definition today:

*By leveraging social and relational influence, leadership is the art of inspiring others to partner in a compelling vision and then complete it.*

# Management vs. Leadership

## Cutting the confusion

Though often confused as synonymous, management differs from leadership. Leaders master the context, and managers surrender to it.

When managers rely on formal authority, they may get control but seldom get commitment (Hill, 2003).

# The Necessity of Leadership

## Bennis' Desert Island

Bennis lays the foundation of leadership as he details how one person can exist in isolation absent leadership.

# The Necessity of Leadership



## Leadership in Practice

- If Gilligan is alone, he doesn't need a leader.
- Add the Skipper; they must agree on everything or have a leader.
- When the Professor, the Howells, Ginger, and Mary Ann join the 15-year and three-hour tour, you must have a leader!

# Leadership Skills

## The Three Virtues

- Humility
- Hunger
- People Smarts

# hu-mil-i-ty: the lack of excessive ego

- Humble leaders
  - Share credit.
  - Emphasize service over themselves.
  - Define success collectively rather than individually.
  - Provide psychological safety.
- Poor leaders
  - Lack humility and tolerate inflated egos in others.
  - Promote self-centered people.
  - Fail to confront ego in others.



# hu-mil-i-ty: continued...

## INSECURITY

- The overtly arrogant.
  - Everything is about themselves.
  - They brag **a lot** and soak up **all** the attention.
  - **They foster resentment, and division, and generate office politics.**
- Lack of self-confidence.
  - Tend to discount their own talents and contributions.
  - A lack of understanding of your own worth is a violation of humility.
  - **They fail to advocate for their own ideas or speak up about positive opportunities which hurts the organization.**

# hun-ger: sustainable commitment

- They don't have to be pushed to work harder, do more, or sustain good performance.
  - They are self-motivated and diligent.
  - They are always thinking about the next step/opportunity to serve.
  - Unproductive/dispassionate people always stand out, but these people are often overlooked and go unrewarded.
  - It is easy to “project” hunger to get promoted or recognized – but you cannot **sustain** hunger if you're not truly hungry!

# smärt: interpersonally appropriate...

- This is not intellectual capacity, this is your EQ.
  - Smart people ask questions, listen to others (instead of always talking), and actively engage in conversations.
  - They handle people well!
  - They have good judgment and intuition around the subtleties of group dynamics, and the impact of their words and actions.
  - **With effort, this grows over time.**

# Dangerous Territory



- Only promote people with all three qualities!
  - It will take an enormous amount of time to develop the capacity for all three, so move slowly, and coach often.
  - Use the next few slides to help you identify gaps and build a plan to grow your leaders.
  - Honest moment – some of these people have already slipped through the cracks but we have to address the gaps.

# Danger: Only the Lonely

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- Humble Only: The Pawn
  - Pleasant, lack ambition, and struggle to build relationships.
  - Thrive if you value harmony and don't demand performance.
- Hungry Only: The Bulldozer
  - Get things done but don't care how their actions impact others.
  - Can thrive unchecked if the org only cares about results.
- Smart Only: The Charmer
  - Entertaining and likable, but unconcerned for long-term org health.
  - Survive because they connect to people, but produce nothing.

# Two Are Better Than One



- It's harder to identify people who have two out of three.
  - They are more likely to overcome their challenges because they're just missing that one piece.
  - They are great as “second chair” or interim leadership

# Two: The Accidental Mess Maker

- Humble and Hungry, but not Smart
  - Want to lead, uninterested in credit, but handle people poorly.
  - You will be routinely cleaning up the messes they make.
- Getting Smarter:
  - Leverage training opportunities to boost EQ.
  - Be upfront with offending staff about the impact of their behavior.
  - Create regular coaching sessions to review progress.



## Two: The Lovable Slacker

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- Humble and Smart, but not Hungry
  - Shun undeserved attention, care about others, but lack passion.
  - You hate to confront them because they are lovable, but you must.
  - Stop promoting Peter Gibbons!
- Finding an Appetite:
  - Align their hunger with organizational mission.
  - Help them find meaning in their work.
  - Check for burnout!



## Two: The Skillful Politician



- Hungry and Smart, but not Humble
  - Ambitious and hard-working if it will benefit them personally.
  - They fake humility well and can leave a trail of destruction in their wake that is hard to identify until it is too late.
  - Most of us can immediately name one we've worked with before.
- Growing Humility:
  - Address the unspoken insecurity.
  - Find ways for them to appreciate and honor others' contributions.
  - Model humility – they need to see you being what you expect.

# The Trifecta: The Leader

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- Humble, Hungry, and Smart
  - Possess adequate measures of all three (not perfect, adequate).
  - Don't need excessive attention – but appreciate them in ways that are meaningful to them.
  - Work hard, take responsibility, and volunteer when no one else will.
  - Say and do what is necessary to make others feel valued, heard, included, and appreciated.



# Putting it in Practice

# Putting it in Practice



## Consensus

Is there someone that we can immediately strike from the list of potential leaders?

# Putting it in Practice



## Breakout Discussion

In groups, review the profiles and see if you can identify the best candidate to lead Gilligan and the rest of the castaways off the island.

# Putting it in Practice



## Reporting Results

Let's review the results of your group discussions.

# Additional Reading



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# Questions



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