



# The OSUAP Connection

Issue #62

January 14, 2021

*Know an Admin  
who is new to  
The Ohio State University?  
Please forward this  
Newsletter to her or him!*

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## OSUAP Goals

- ◆ Encourage professional development
- ◆ Develop leadership skills
- ◆ Network with peers

## Special Notes:

- Please visit the [Safe and Healthy Buckeyes](#) website for the latest information on the university's response to COVID-19. For stories that highlight the many ways the Ohio State community is contributing to the fight against COVID-19, visit the [Together As Buckeyes](#) website.
- Retirement changes? <https://hr.osu.edu/benefits/retirement/2021enhancements/>



## 5 Leadership Types: Which One Are You? *by Jo Miller*

You don't need a title to be a leader, and you don't need to head up a team to accomplish remarkable things. Not everyone needs to be, or should be, a people leader. And you don't need to have people reporting to you to be a leader.

All of the examples I'm about to share come from remarkable leaders I interviewed while writing my book, *Woman of Influence*. They've all made great things happen without managing a team.

They fall into five leadership types: **change, people, results, service, and thought leaders**. Organizations need them all, but somehow word got around that people leaders are the only type worthy of the title "leader." This could not be more wrong!

Who are **you** as a leader, *really*? The answer lies not in changing who you are but in revealing where you already sparkle. As you review the description of each leadership type, see if you can recognize which role you're best suited to playing.

## 5 Leadership Types

### 1. Change Leaders

Change leaders are strategizers, optimizers, and roadblock removers. They take large, complex business goals that can't be achieved by an organization in its current state and lead transformation so the goal becomes possible. They

eliminate inefficiencies and break down barriers that others fail to see.

Kathy Tyra once worked at a company that kept having problems with either too much inventory or not enough. Kathy, now vice president of workplace resources and real estate with a tech company, saw the mounting delays and costs and decided there had to be a better way. She worked with vendors to come up with a plan to streamline the materials pipeline without causing delays to customers, and she spent a good deal of time thinking through how it would work. She solicited input from coworkers, leaders, customers, and suppliers, and she delivered presentations to communicate the idea. "Because I used a collaborative process, everyone felt ownership for making the implementation a success," she says.

Signs that you're a **change leader**:

- You can't help but spot improvements that could make life easier for your customers or team.
- You love to attack a stretch goal by changing underlying conditions and mindsets that could be preventing the goal from being realized.

You have a passion for excellence and are always looking for a smarter, faster, more efficient way to get things done.

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## OSUAP Member Spotlight—Featuring Christina Adams



OSUAP Member Christina Adams

### How long have you been with OSU? Tell us about your current position.

I have been with OSU since April 2019 and am the Development & Events Assistant with University Libraries. I support our Senior Director of Development and also work on our Outreach and Engagement team. I enjoy my position because I have a good amount of variety in my day to day work, and I sit across from the lovely Q (Quanetta Batts) who I am learning so much from in my short time at OSU!

### What is your favorite family tradition?

My parents are both from Circleville, Ohio so my favorite family tradition is visiting the Circleville Pumpkin Show as a family each October. There are so many fantastic pumpkin foods to try, but my

favorite is the pumpkin donut from Lindsey's Bakery. Those donuts are worth the wait in the long line!

### If you could have dinner with anyone, dead or alive, who would it be? Why?

I'm currently obsessed with Dax Shepard and Kristen Bell so I'd like to hang with them along with Dax's partner on his Armchair Expert podcast, Monica Padman. I think the whole dinner would be full of laughter and that is my favorite kind of dinner!

### What is your favorite book? If you don't have one, tell us about the last book you read.

I definitely need to up my reading game now that I am a Libraries employee! I just finished *Untamed* by Glennon Doyle. I keep a list of books to read in my notes on my phone, but am often distracted by the latest streaming happenings... currently finishing up *Bridgerton*, which has a bit of a Gossip Girl meets *The Crown* vibe. Also started to read President Obama's new book, but then it was time to gift it to my dad for Christmas, ha-ha! I'll have to borrow it when he is done.

### What are you most proud of?

I am most proud of all of us for surviving 2020! If I never hear the word pivot again (unless it is in the scene with Ross moving the couch in *Friends*), I will not be mad! Here's hoping 2021 treats us all a little better. Happy New Year!

## Future-Proof Your Career by Developing Project Management Skills *by Chrissy Scivicque*

Did you know that the typical office professional spends about 80% of his or her time working on projects? Research suggests this number is only going to increase in the future.

If you think about it, you can quickly see why.

Tasks (or single-step operational to-do items) are easily automated. Over the past few years, technology has probably already reduced the number of tasks on your plate; but projects are fundamentally different.

Projects involve an interconnected set of tasks designed to achieve a specific outcome within a finite period of time. Technology can help organize your projects, and it can even help execute certain elements of your projects, but it can't manage your projects for you.

Project Management is a role that requires a human. To do it well, you need a wide array of skills, including but not limited to:

- **Investigative** skills to collect the necessary details and parameters for success
- **Critical thinking** to analyze information and formulate your strategy
- **Organization** to establish a step-by-step plan for execution
- **Time management** to stay on track and meet deadlines
- **Communication** to set expectations with stakeholders and keep them invested
- **Leadership** to motivate and focus your project team
- **Resource management** to ensure you're using budget and supplies responsibly

And that's just the beginning! Project Management is very complicated; it's an entire field of study and a profession.

However, the vast majority of people who manage projects are not formal "Project Managers" by title. In fact, they are often

administrative professionals who have little to no training. Consequently, they often encounter serious problems while attempting to manage projects.



According to the Project Management Institute, failed projects cost organizations millions of dollars a year. It's no exaggeration to say that project failure can also inflict serious damage on the careers of the people involved.

This is one area of professional development that you can't afford to ignore. No matter what your title is, you probably already spend the majority of your time working on projects. If you don't now, you will in the very near future. And without training, it's only a matter of time before it overwhelms you.

If you want to put yourself in the best possible position for the future, Project Management is one of the most important skills you can learn. When you expand your PM capabilities, you naturally expand all of the other skillsets listed above (communication, leadership, organization, time management, etc.). You become a more well-rounded professional.

When you understand the methodology involved with Project Management, your confidence will increase. You'll no longer just be "winging it." You'll have the skills you need to tackle even the largest, most complex projects.

(5 LEADERSHIP TYPES Continued from page 1)

## 2. People Leaders

People leaders take time to understand others, identifying their strengths and exploring what motivates them. They build people up and help them grow. They also ensure that the right people are in the right roles and everyone's working together as a team, focused on a common goal.

"Our team had a technology project to complete that was new for all of us," says Ann Finkner, senior vice president and chief administrative officer for Farm Credit Services of America. Reflecting on a time when she held an individual contributor role, she explained that most people on the team didn't know where to start or even what needed to get done. Not knowing the answers either, Ann offered to lead the project on behalf of the team. The project's success required not only understanding the new technology but also educating and engaging her teammates. "It became a catalyst for my career to evolve into higher-level leadership," says Ann.

When I asked Ann about the traits she now most appreciates seeing in aspiring people leaders in her organization, she described how they artfully blend personal risk taking with patience, teamwork, and collaboration. Their standout skills include listening, asking good questions, and being inquisitive.

Signs that you're a **people leader**:

- You enjoy motivating, empowering, and developing people.
- You give credit to others and recognize people who do great work. Your greatest joy is seeing others succeed.

## 3. Results Leaders

Results leaders are attracted to audacious targets and will do what it takes to achieve them. They are ambitious, persistent, and tenacious "goal-getters" who enjoy celebrating success and recognizing others when they win. This type of leader has a knack for interpersonal influence and rallying others around a challenging goal. "I always make my number," says one results-oriented operations leader who has never been in charge of a large team or a big budget but knows how to enlist support from across her organization.

Alice Katwan is now senior vice president of North America sales at Salesforce, but her first sales role was at Montgomery Ward, where she sold drapes and blinds. She was the top salesperson. Never mind that she was only part time and still in high school.

Alice loved being able to objectively measure and track her performance. "I have always liked being able to know where I stand at all times," she says. "No one can argue with the numbers." Later, working her way through college, Alice sold faucets and toilets for a kitchen and bathroom supplier, where again she was the top salesperson. Her results-oriented drive gave her a sense of job security. "Because I exceeded my monthly sales targets, I was able to focus on school instead of worrying about whether I was doing a good job."

Signs that you're a **results leader**:

- You get fired up by having clear, meaningful, measurable goals and unleashing the competitive spirit in others.
- You thrive in competitive work environments. When faced with a demanding goal that might make others crumple, you say "watch me."

## 4. Service Leaders

Service leaders are fueled by fierce determination to make life better or easier for people—whether they're clients, consumers, or even humankind. They champion the products, services, solutions, or experiences that customers love. They see themselves as partners, advocates, and activists. They have the uncanny ability to step into another's shoes, comprehend that person's situation, and channel that

empathy into solutions and tangible change. Service leaders were the rarest leadership type among those I surveyed. Our world needs more of them.

Liz Brenner, a former vice president of human resources, counts customer-centric thinking as one of her most deeply ingrained core values. Years ago, Liz was asked to develop a unified digital marketing strategy for her company's services. Each service had its own marketing person or team, and all were vocal about why their agenda mattered most. Liz put on her "customer hat" to push for a more holistic view and corralled her peer group to speak with one voice. Says Liz, "We often get so involved in our day-to-day work that we lose sight of the big picture and who we are trying to serve." She went on to take increasingly customer-centric roles, at first championing the cause of external customers and later her company's employees.

Signs that you're a **service leader**:

- You side with your customers, elevate their voice, and champion their cause.
- Your values and personal mission come alive in your work. Your purpose is to stand up for others and help them thrive.

## 5. Thought Leaders

"Thought leaders are the trusted opinion leaders and go-to people in their fields of expertise," says Denise Brosseau, author of *Ready to Be a Thought Leader?* They are more than just "ideas" people. "They galvanize and inspire others with innovative ideas and help them scale those ideas into sustainable change," says Denise. They build deep, specialized expertise in an area they're passionate about. They work to stay on trend with new developments, and they contribute game-changing breakthroughs to their field, cause, or industry.

Nina Bhatti, PhD, is Director Of Engineering at Google Cloud. Early in her career as a researcher and technologist, the CEO of her company signed a deal with an important customer, promising cutting-edge innovations that no other supplier could deliver. There was just one problem.

"Nobody knew what that meant, and people were scared," says Nina, who holds 24 patents and invented the first accurate color-matching system that worked on smartphones. She raised her hand and asked to lead the project. As she listened to her customers describe their challenges, Nina realized they wanted to move into the mobile space. She went on to contribute new mobile-computing technologies and build first-of-a-kind solutions.

Signs that you're a **thought leader**:

- You're passionate about your area of expertise, have a thirst for learning, and love to share your knowledge with others.
- You're always looking for ways to apply your knowledge to make a difference.

You light up when you discover a challenging problem to solve.

Every leader needs to drive change, engage and empower others, deliver results, make a positive impact, and generate big ideas. (You'll hopscotch across the boundaries every day. The question is *which you're most at home with and what role really makes you light up*.)

### Own It: Which of The 5 Leadership Types Are You?

In business, we need more than just one type of leader. Which one are you?

Reflect on the five leadership types—change, people, results, service, or thought—and think about which one you relate to the most. (You might also be a mashup.) As you review the signs to look for, note any you strongly identify with. Ask yourself, "Where does my primary motivation come from?" From there, select the role that suits you best. Or show the list of five leadership types to a handful of people who know you well. Ask: "Am I best suited to being a change, people, results, service, or thought leader?"

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## THE OSUAP EXECUTIVE COMMITTEE

Effective Sept. 1, 2020

President: Roxann Damron  
Vice-President: Katrina Matthews  
Secretary: Sherrie Kauffman  
Treasurer: Heidi Hamblin  
Membership Chair: Christine OConnell  
Member-at-Large: Alice Gardner and Kristina Toliver  
Immediate Past President: Quanetta Batts

Have suggestions for the Newsletter?

Want to share some good news?

Let us know!

Email: [Michelle Pennington](mailto:Michelle.Pennington@osu.edu)

Chair, Communications Work Group

Please be sure to submit suggestions by the 24th of each month to be included in the next month's Newsletter!

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Columbus, Ohio 43210



THE OHIO STATE UNIVERSITY

**"Success is not final,  
failure is not fatal: it is  
the courage to continue  
that counts."**

**~Winston Churchill**

### Upcoming Important Dates

1/11-1/22	Spring semester and first session classes begin with virtual delivery
1/18	Martin Luther King Jr. Day—Offices Closed
1/22	Bi-Monthly OSUAP Meeting: Workday Presentation/Q&A with Janis Wolens <a href="#">Registration Survey</a>
2/23-2/24	Instructional Break

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Adapted from *Woman of Influence: 9 Steps to Build Your Brand, Establish Your Legacy, and Thrive* (McGraw-Hill, 2019) by Jo Miller.

This post was first published by [Forbes](#).

A leading authority on women's leadership, [Jo Miller](#) is a sought-after, dynamic, and engaging speaker, delivering more than 70 speaking presentations annually to audiences of up to 1,200 women. Her expertise lies in helping women lead, climb, and thrive in their corporate careers. Jo has traveled widely in Europe, North America, Asia Pacific, and the Middle East to deliver keynotes and teach workshops for women's leadership conferences, women's professional associations, and Fortune 1000 corporate women's initiatives. Jo is founding editor of [BeLeaderly.com](#). Learn more about her speaking engagements at [www.JoMiller.net](http://www.JoMiller.net) and follow [@Jo\\_Miller](#) on Twitter.



(FUTURE-PROOF YOUR CAREER Continued from page 2)

With solid Project Management skills, you'll be an indispensable asset to your organization, now and in the future. As technology continues to take over more task-oriented positions, you'll be perfectly poised to successfully transition into the next phase of work.

#### EDITOR'S NOTE:

Chrissy has several Project Management Learning Labs (and many more including Task & Time Management, Career Planning, and Career Transition!) scheduled for this year and has generously offered a special **\$20 discount** for all OSUAP Members!

Please go to <https://eatyourcareer.com/the-learning-lab/> to learn more. The offer is only good for the **January 29, 2021 and the April 30, 2021** dates of the **Project Management Learning Lab**. Use code **OSUEDU20** at checkout for the \$20 savings.

**Please note that the expiration date for the code is January 28th, so sign up before then to claim the savings. Also, Early Bird Pricing is currently available for most Learning Labs!**

### Professional Development Links and OSUAP Opportunities

- BuckeyeLearn - <https://buckeyelink.osu.edu/task/all/buckeyelearn>
- Employee Assistance Program (EAP) - <https://hr.osu.edu/benefits/eap/>
- Leadership Center - <https://leadershipcenter.osu.edu/>
- Learning and Development - <https://hr.osu.edu/services/learning-and-development/> and [gatewaytolearning.osu.edu](http://gatewaytolearning.osu.edu).

OSU HOLIDAY CALENDAR	2021
NEW YEAR'S DAY	Jan 1, 2021
MARTIN LUTHER KING DAY	Jan 18, 2021
MEMORIAL DAY	May 31, 2021
INDEPENDENCE DAY	July 5, 2021
LABOR DAY	Sept 6, 2021
VETERANS DAY	Nov 11, 2021
THANKSGIVING DAY	Nov 25, 2021
INDIGENOUS PEOPLES' DAY/ COLUMBUS DAY (OBSERVED)	Nov 26, 2021
PRESIDENTS' DAY (OBSERVED)	Dec 23, 2021
CHRISTMAS DAY	Dec 24, 2021

[Chrissy Scivicque](#) (pronounced "Civic") is an award-winning writer, certified career coach and experienced corporate trainer. She holds a Bachelor's Degree in Marketing from Sonoma State



University, Certification in Copy Editing from UC San Diego, and Certification in Clinical Nutrition from Bauman College in Penngrove, CA. Chrissy is also a Certified Professional Career Manager (PCM) and she has completed 120+ hours of CTI core curriculum for life coaches.

Chrissy has trained teams in companies large and small, including Northrop Grumman, Capital One, TIAA-CREF, Turner Broadcasting, and W.W.

Grainger (to name just a few). She has also presented at numerous conferences including the ASAP's Administrative Professionals Conference (APC), IAAP Annual Forum, Office Dynamics Conference for Administrative Excellence, and many more. [www.eatyourcareer.com](http://www.eatyourcareer.com)

Two of Chrissy's books are [The Proactive Professional](#) and [The Invisibility Cure](#). Even more great books can be found here.