

# POSITIVE ACADEMIC LEADERSHIP IN THE COVID CONTEXT: IT'S MORE THAN JUST SMILING

## What Positive Leadership Is...

1. Positive leaders place greater emphasis on developing what's already working than on correcting what is flawed.
2. Positive leaders encourage everyone in a supervisory position to devote time to their best performers rather than having their energy drained by troublemakers, chronically dissatisfied employees, or squeaky wheels.
3. Positive leaders personalize the type of guidance they give to each employee rather than assuming that a single leadership style works equally well for all people.
4. Positive leaders adopt a systems approach, emphasizing the efficient operation of the group as well as the unique contributions of each member.
5. Positive leaders are future oriented and proactive, constantly exploring what's possible instead of being bound by past decisions and disappointments.
6. Positive leaders emphasize rewards and recognitions over punishments and penalties.
7. Positive leaders are at least as people oriented as they are goal oriented.
8. Positive leaders prefer team-based and collaborative approaches to rigid hierarchies and chains of command.
9. Positive leaders treat each member of a group as a rational, capable member of the team, not as someone who needs to be led or manipulated.
10. Positive leaders rely on a subtle, at times nearly invisible type of guidance rather than the "my way or the highway" style of management that authoritarian leaders adopt.

## What Positive Leadership Is Not...

1. Positive leadership does not consist of motivational speaking or filling the workplace with inspirational messages.
2. Positive leadership isn't a matter of simply going along to get along and suppression of one's own feelings.
3. Positive leadership doesn't require supervisors to provide life coaching to employees.
4. Positive leadership doesn't provide an excuse for supervisors to impose their religious or political views on others.
5. Positive leadership isn't blind optimism, the power of positive thinking, or simply hoping that things will eventually get better.

