PROBLEM-SOLVING LEADERSHIP

a presentation by: Maggie McCabe, Makena Mobley, Margaret Lee and Angelo Turan

OUR TEAM

MAGGIE
MCCABE

MAKENA
MOBLEY

MARGARET
LEE

ANGELO
TURAN

LEADERS INTERVIEWED

CATALIN MACARIE

Associate Professor of Business
Management (UC)
Founder & CTO (Cat Creatives)

DR. JANE SOJKA

Distinguished Teaching Professor
of Marketing & Professional Selling
Lindner College of Business
University of Cincinnati

JAMES MCCABE

Manager of Salesforce
Administration at
ConstructConnect

JONATHAN LOFQUIST

Marketing Manager
MRI Online

TRENT PINTO

Director
University of Cincinnati Resident
Education & Development

BARRY BAKER

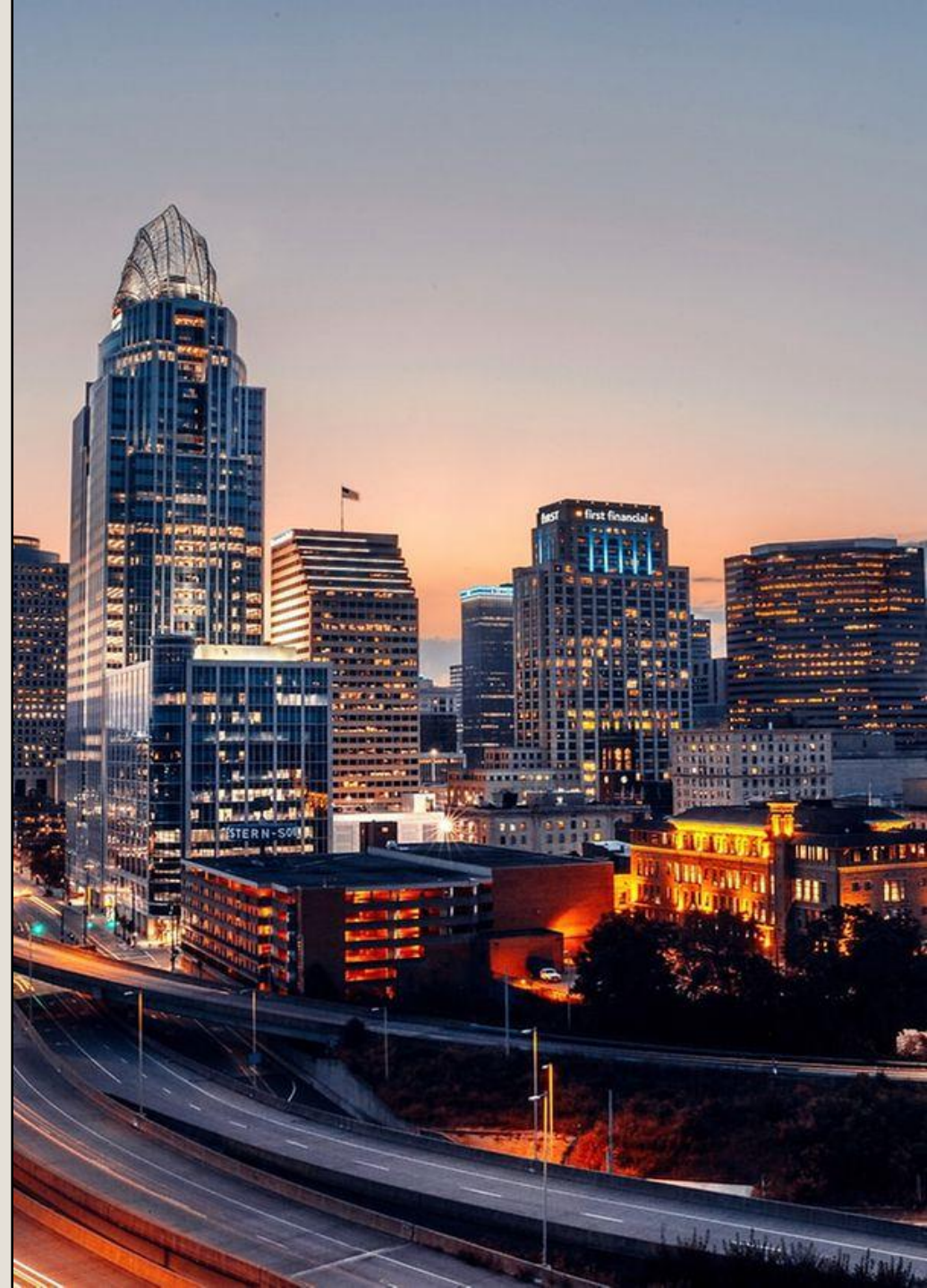Executive Vice President of
Youth Programs
City Gospel Mission Center

RICK COLLINGS

Southern Nuclear Fleet
Coordinator

JAMES MACK

UC Arts & Sciences
Divisional Dean

ORGANIZATIONS REPRESENTED

1	ASSOCIATE PROGRAMMER LINDER FIRST-YEAR EXPERIENCE
2	UC WOMEN IN SALES DIRECTOR
3	CONSTRUCTCONNECT
4	MRI ONLINE
5	UC RESIDENT EDUCATION & DEVELOPMENT
6	CITY GOSPEL MISSION CENTER
7	SOUTHERN NUCLEAR
8	UC COLLEGE OF ARTS & SCIENCES

PROBLEM:
THE DIFFICULTY OF LEADING A TEAM THROUGH CONFLICTS SUCH AS DIFFERING VALUES OR CRISES, LIKE THE COVID-19 PANDEMIC THAT AFFECTED US ALL.

DATA COLLECTION

DATA COLLECTION

Interviewee	Method
Catalin Macarie	Zoom call
Jane Sojka	In-person
James McCabe	In-person
Jonathan Lofquist	Zoom Call
Trent Pinto	In-person
Barry Baker	In-person
Rick Collings	Zoom call
James Mack	Zoom call

QUESTIONS

1. How to get subordinates to work together as a team
2. How are leaders working to bring their teams back after covid
3. How to relate personal values back to work
4. How to be relatable yet hold accountability
5. As an organization gets larger, there can be a tendency for the "institution" to dampen the "inspiration." How do you keep this from happening?
6. Which is most important to your organization–mission, core values or vision?
7. What is one characteristic that you believe every leader should possess?
8. While leading the organization forward, how do promote that vision to others?
9. With remote work being utilized more, what strategies do you use to keep people doing their job while being compassionate and flexible?
10. Often blame is looked up as a negative connotation, How do you hold accountability without pointing blame?
11. How would you describe the difference between being an empathic leader and being an accountable leader?
12. Do you have any role models or mentors?
13. What's the most important risk you took and why?

DATA ANAYSIS

Interpersonal
Relating to relationships or communication between people

Intrapersonal
The way an individual communicates within themselves and encompasses the use of unspoken words to engage in self-talk

Organizational
Relating to the organization or the way it is set up

Themes

"It was important for us to sit down and decide who we are going to be. This is what drives our ship. Embedding with everything we do, recognition, training, partnerships. "
- Trent Pinto

"To not act as a friend but more of a mentor. Be their biggest supporter and make it clear you are there to be a supporter. Create a safe space open for discussion and ideas."
- Jane Sojka

"I and several of my other teammate's work "outside" of our job description. If I have a talent, skill or personal experience that can help push a project to close that I don't have ownership of, I'd gladly do it. A high school teacher of mine always used the term 'Work Hard, Play Hard.'"
- James McCabe

Create small groups that creates confidence. Then when brought back into larger groups confidence stays.
- Jane Sojka

Organizational

Core Values

Culture

Work Ethic

Systems

"I am a very authentic person who translates that into my leadership style in a way that is authentic, you are going to know me, not just by my title; important to be a role model so that people can feel like they can be their authentic selves and feel more comfortable"
- Trent Pinto

"To be more compassionate in the changing world I have had to adapt. Adapting, because one size does not fit all. Standards are changing as should organizations and leaders."
- Catalin Macarie

"When there is conflict I always try to have thoughtful reflection and inner dialogue. I try to be open to my own mistakes and eliminate personal biases. I will also continually ensure my words are in accordance with my actions so I embody the integrity I look for
- Jonathan Lofquist

"...vision starts as an individual's passion project and develops an identity over time"
- James Mack

Intrapersonal

Authentic

Adapting

Showing up

Vision
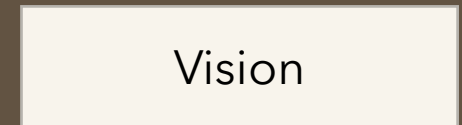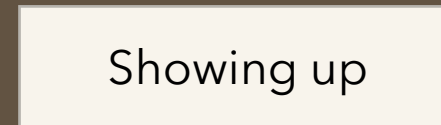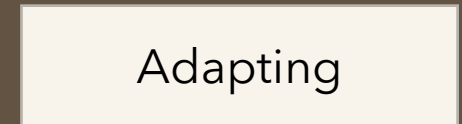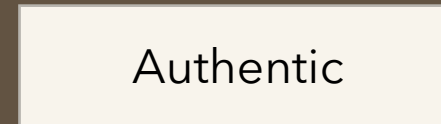
"An engaged workforce is driven by high standards-- our people must be elevated to those standards"
- Rick Collings

"Flexibility shows compassion while still holding accountability. It's about creating a space where others feel comfortable and safe. Along with building trust and respect"
- Jane Sojka

"I do not have a single mentor. I have 3 people that I really respect that I bounce ideas off of all the time. One is part of my current company, two are not. I like to get different ideas and use that to help guide my decisions" - James McCabe

"The goal is to advance the field and to incorporate overarching missions"
- James Mack

Interpersonal

Mentorship

Flexibility

Empathy

Relationships
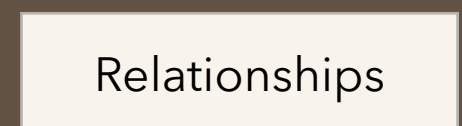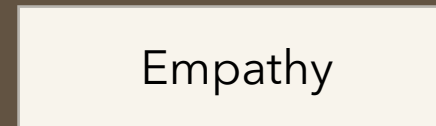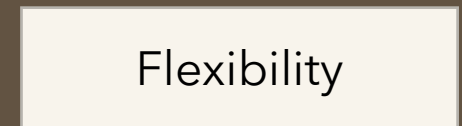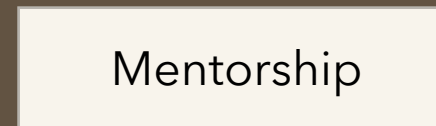
ORGANIZATIONAL

"Leaders are their organizations' ambassadors of shared values. Their mission is to represent the values and standards to the rest of the world, and it's their solemn duty to serve the values to the best of their abilities. People watch your every action, and they're determining if you're serious about what you say. "
(The Leadership Challenge)

Similar to Dr. Jane Sojka, Jonathan Lofquist, and James Mack

INTRAPERSONAL

"Self-knowledge, self-invention are lifetime processes. Those people who struggled to know themselves and become themselves as children or teenagers continue today to explore their own depths, reflect on their experiences, and test themselves." (Bennis, 51)

Similar to Barry Baker, Trent Pinto, James Mack

INTERPERSONAL

"Once relationships have been developed and trust built between groups, leaders can then begin the work on creating a common mission, vision, or set of goals"
(Inclusive Leadership Transforming Diverse Lives, Workplaces, and Societies)

Similar to Dr. Jane Sojka, Barry Baker, Trent Pinto

Problem: The difficulty of leading a team through conflicts such as differing values or crises, like the COVID-19 pandemic that affected us all.

Strengths	Limitations
Integrity	Touch decisions
Authenticity	Vulnerability
Empathy	Exhaustion

Recommendations for solving future problems:

- Break teams down into smaller units

- Establish professional distance at times when values and facts need to be considered over personal relationships

THANK YOU

To become a leader, then, you must become yourself, become the maker of your own life

Warren G Bennis

MARGARET LEE

MAKENA MOBLEY

ANGELO TURAN

MAGGIE MCCABE