

Leadership: What “Suit” Do You Wear?

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What is Leadership?

- ❖ Definition:
 - ❖ Ability to lead (to influence or persuade)
 - ❖ A person who guides or directs a group
- ❖ Synonyms:
 - ❖ Authoritative
 - ❖ Influence
 - ❖ Command
 - ❖ Effective

What is a Leader?

- ❖ Leaders must be motivators
- ❖ Leaders need to balance between individual effort and teamwork of the staff as a whole
- ❖ Leaders must lead themselves first
 - ❖ Know who you are
 - ❖ Know how you are perceived

The greatest gift a leader can give themselves is honesty

Motivation is the art of getting people to do what you want them to do
because they want to do it.

President Dwight D. Eisenhower

Qualities of a Good Leader

- ❖ Effective Leading begins with you as an individual
- ❖ Know Yourself – How do you...
 - ❖ Think about yourself
 - ❖ Think about your role
 - ❖ Relate to others as a boss
 - ❖ Try to influence others

You will evaluate yourself in a few minutes!

Too often...we enjoy the comfort of opinion
without the discomfort of thought.
President John F. Kennedy

Qualities of a Good Leader

- ❖ **L**ead
- ❖ **E**mpower
- ❖ **A**llow them to fail
- ❖ **D**irect and delegate
- ❖ **E**ducate
- ❖ **R**ecognize success

I not only use all the brains I have, but all I can borrow.

President Woodrow Wilson

It's amazing what you can accomplish if you do not care who gets the credit.

President Harry S. Truman

Lead – Conductor of the orchestra


Empower – hire smart people who know more than you; let them succeed

Allow them fail – First Attempt in Learning

Direct – do not micromanage – suffocates, demoralizes, kills creativity

Educate – provide both growth and educational opportunities

Recognize success – let it be known THEY did it, not you



Know Yourself...

❖ Evaluation Time!

Know Yourself

❖ What Suits You Best?

Which suits you best?

Which do you think fits your personality better?
Check either column A or column B.

	Column A	OR	Column B
1. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	adventurous	OR	cautious
2. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	aware of feelings	OR	deeply involved
3. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	can do person	OR	idea person
4. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	decisive	OR	contemplative
5. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	enthusiastic	OR	settled
6. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	generally pleasing	OR	stand on own feet
7. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	good talker	OR	action-minded
8. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	hardworking	OR	insightful
9. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	individualistic	OR	group-minded
10. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	informal	OR	formal
11. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	inventive	OR	systematic
12. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	kindhearted	OR	disciplined
13. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	methodical	OR	hard-driving
14. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	on one's toes	OR	steadfast
15. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	outspoken	OR	thoughtful
16. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	plainspoken	OR	easygoing
17. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	practical	OR	persuasive
18. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	precise	OR	creative
19. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	restrained	OR	energetic
20. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	sociable, friendly	OR	able, forceful
21. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	social minded	OR	right and proper
22. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	straightforward	OR	particular
23. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	task oriented	OR	levelheaded
24. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	well-grounded	OR	considerate

 _____ = 24

Know Yourself

❖ How do you work, what is your operating style?

HOW YOU WORK

		♠	♣	♥	♦
Operating Style		Future oriented and likes to explore implications of tomorrow Creative, artistic and innovative	Able to charm people into accomplishing anything Tend to influence the behavior and attitudes of others	Thrive on power, authority and dominance Deal with others in a direct, assertive manner	Keeps very low profile, yet understands systems and procedures Comfortable with the way things are
Likes:		Service activities Unhurried decisions Pleasant relationships Approval from individuals Suggestions, not orders	Worthy cause Novelty and change Authoritative support Discussion and debate Personal understanding Sense of personal freedom	Group attention Decisive action Physical activity Challenging tasks Competitive situations Matter-of-fact relationships	Group backing Minimum change Group approval Consistent controls Systems and procedures

Know Yourself

- ❖ What Motivates You and
- ❖ How do you Communicate?

MOTIVATION

	♦	♣	♥	♦
Motivation	Affiliation with significant others and esteem from peers Support and validation from friends Pleasant and cooperative work associations	Friendly and casual relationships with peers Stimulating and changing work environments Promotional and competitive setting	Power, authority and dominance Independence and freedom from accountability Tangible rewards for personal accomplishment	Security and stability Predictable life situations and low-profile employees Minimal personal contact
Communication Styles - Positives	Asks "Why" Considers all of the possibilities Prefers low-key personal approach Stimulated by creative work and ideas Directs through suggestion	Asks "Who" Expresses opinions openly Initiates relationships and puts others at ease Entertains and enlivens social situations Prefers direct communication	Asks "What" Motivates directly and decisively Keeps work on-track Acts and interacts quickly Insists on direct communication	Asks "How" Defines objectives and seeks solutions Provides documented facts Builds on past experience Prefers to communicate indirectly
Communication Styles - Negatives	May talk about people's feelings more than facts May give guarded responses May have difficulty bringing closure or being decisive	Can talk something to death Can skim over details to build enthusiasm Can be difficult to keep "on task"	Can have difficulty listening May lecture rather than encourage reciprocity May ask penetrating questions that put others at a disadvantage	May be preoccupied with details May be resistant to change May give minimal feedback

BRING OUT THE BEST IN OTHERS - MEETING THE NEEDS OF OTHERS

♣	♣
<p>Involve them in the planning Allow them to take the initiative in ways directly related to their talents Use a non-challenging approach Talk of future incentives Show how people in the organization will benefit Make use of their ideas and creativity Give them time to think things through</p>	<p>Realize the importance of recognition, compliments and appreciation Expect them to get involved and interact Capitalize on their ease in relating to others and making people comfortable Involve in presentation and ask for their input State a clear objective Be confident and enthusiastic Tell face-to-face what is required</p>
♥	♦
<p>Act, react, and respond to their initiative Be results oriented, time conscious and factual Show concrete benefits Be concise Give relevant facts Talk in terms of their bottom line Tell it like it is</p>	<p>Outline the task and let them find practical methods for accomplishing it Allow space and interact rationally and objectively Alleviate worry by having a clear-cut strategy Make definite appointments Be sure they buy into your facts prior to any group presentation Demonstrate that approach has been successfully done before Make details clear</p>



Now that You Know Yourself...

- ❖ Put your new found people skills to good use...

As a Leader...

- ❖ How do you get others to follow you?
- ❖ How do you manage others?

- ❖ Let's look at a few "best practices"....

Best Practice #1

- ❖ Catch people doing something right!
 - ❖ Help them reach their full potential
 - ❖ Provides them “baby steps” – small tasks done right
 - ❖ Tell them how it made YOU feel!
 - ❖ Encourage them to do more of the same

People who feel good about themselves, produce good results.

Best Practice #2

- ❖ It's not about them personally, it's about behavior.
 - ❖ Tell them what they did wrong – be specific
 - ❖ Reprimand immediately
 - ❖ Tell them how it made YOU feel! (what they did wrong)
 - ❖ Let them know you think well of them but not of their performance in this situation
 - ❖ Ask about (or provide) an alternative solution
 - ❖ Let them know how much you value them

We are not just our behavior,
we are the person managing our behavior.

Best Practice #3

- ❖ Everyone is a Potential Winner!
 - ❖ Some people are disguised as losers
 - ❖ Don't let their appearances fool you
- ❖ Everyone has strengths – let them shine!
- ❖ Everyone has weaknesses – challenge them!
- ❖ Goals help to begin behaviors
 - ❖ Lead them to and on the right path

Use your new found communication tools
to help them reach a new personal best!



Practice Communication Skills

Use your new found communication tools....

Communication Exercise, time permitting.....

Were instructions clear and succinct?

Did you listen?

What was frustrating or easy?

What would you do differently to produce better results?

Be a Leader And Bring Out the Best in Others...

❖ Be a Coach (a Leader), not a Boss

Boss vs. Coach (Leader)	
The boss...	The coach...
Talks a lot	Listens a lot
Tells	Asks
Fixes	Prevents
Presumes	Explores
Seeks control	Seeks commitment
Orders	Challenges
Works on	Works with
Puts products first	Puts process first
Wants reasons	Seeks results
Assigns blame	Takes responsibility
Keeps distance	Makes contact

Source: Effective Coaching by Michael J. Cook (New York: McGraw-Hill, 1999)



THANK YOU FOR YOUR TIME.

WHAT QUESTIONS DO YOU HAVE?

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