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Leadership

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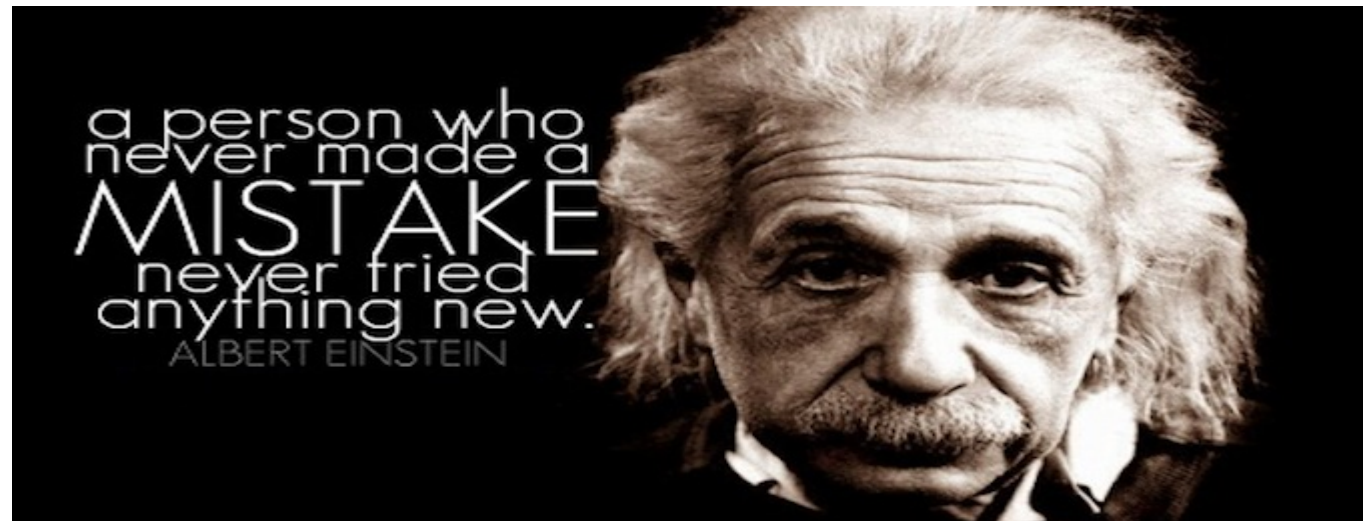
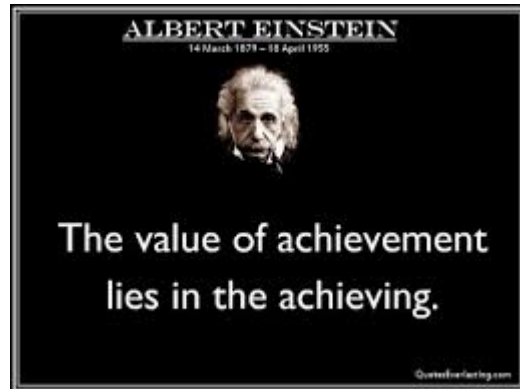


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Objectives

- Describe key leadership qualities
- Discuss individual attributes of leadership
- Discuss the situational factors that influence leadership

Einstein Quotes





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Boss versus Leader



Are a boss and leader always the same?
Think about a boss, and think about a leader.



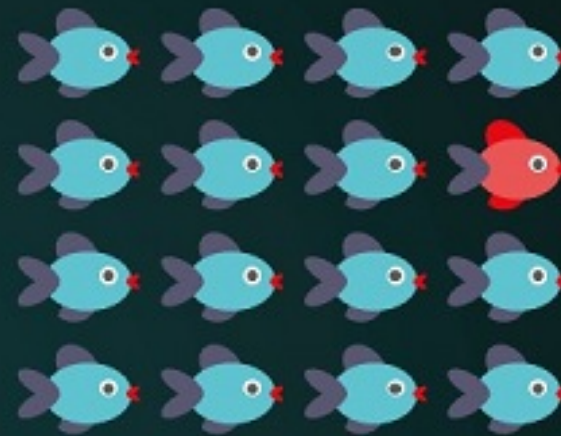
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- What qualities make a good leader?
- What leadership qualities do I want to develop?
- Who are the role models I look to for inspiration?
- Which traits of those role models would I want to emulate?
- Do these role models exhibit all the qualities and characteristics that I've listed in my response to the
- first question?



Differences between

BOSS ← Vs. → LEADER



- **Drives** employees
- Depends on **authority**
- **Inspires fear**
- Says **"I"**
- Places **blame** for the breakdown
- **Knows** how it's done
- **Uses** people
- **Takes** credit
- **Commands**
- Says **"Go!"**

- **Coaches** employees
- Depends on **goodwill**
- **Generates enthusiasm**
- Says **"we"**
- **Fixes** the breakdown
- **Shows** how it's done
- **Develops** people
- **Gives** credit
- **Asks**
- Says **"Let's go!"**



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Skills of Effective Leaders

- Building and sustaining relationships
- Developing and communicating a vision
- Influencing people
- Making decisions
- Overcoming setbacks and adversity
- Understanding people's needs



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“Management is doing things right,
leadership is doing the right things”

Warren Bennis and Peter Drucker



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“Leaders are made, they are not born.
They are made by hard effort, which is the
price which all of us must pay to achieve
any goal that is worthwhile.”

Vince Lombardi



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“Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish.”

Sam Walton



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Leadership is doing what is right when no one is watching."

George Van Valkenburg



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Good Leaders Always...

- Challenge people to think
- Communicate clear expectations
- Lead by example
- Make decisions
- Make others feel safe to speak up
- Measure and reward performance
- Properly allocate and deploy talent
- Provide continuous feedback-positive and negative



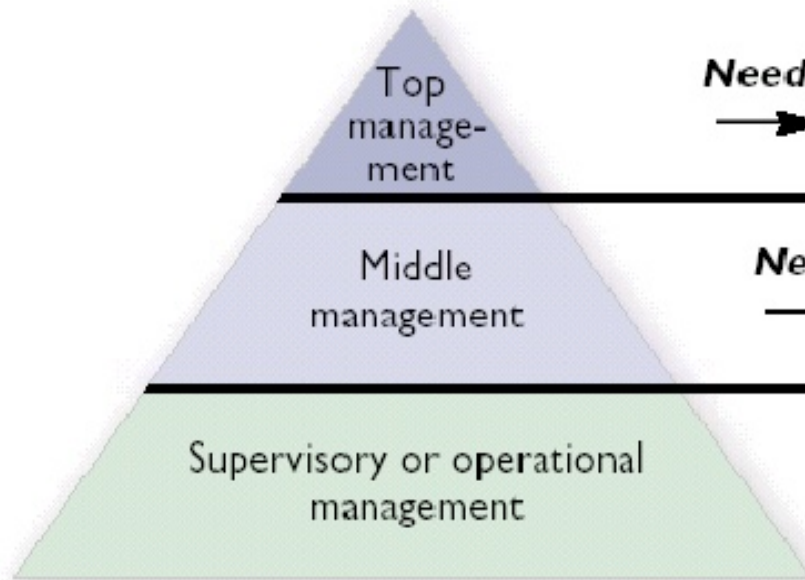
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Good Leaders Always...

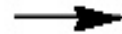
- Are accountable to others
- Are great teachers
- Ask questions and seek counsel
- Create a positive, energetic atmosphere
- Genuinely enjoy responsibility
- Invest in relationships
- Problem solve without procrastinating

Management Level and Skills

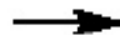
MANAGEMENT LEVELS



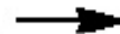
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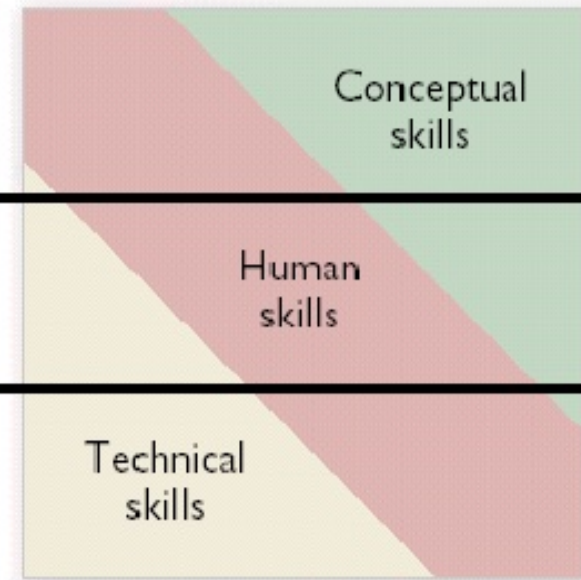
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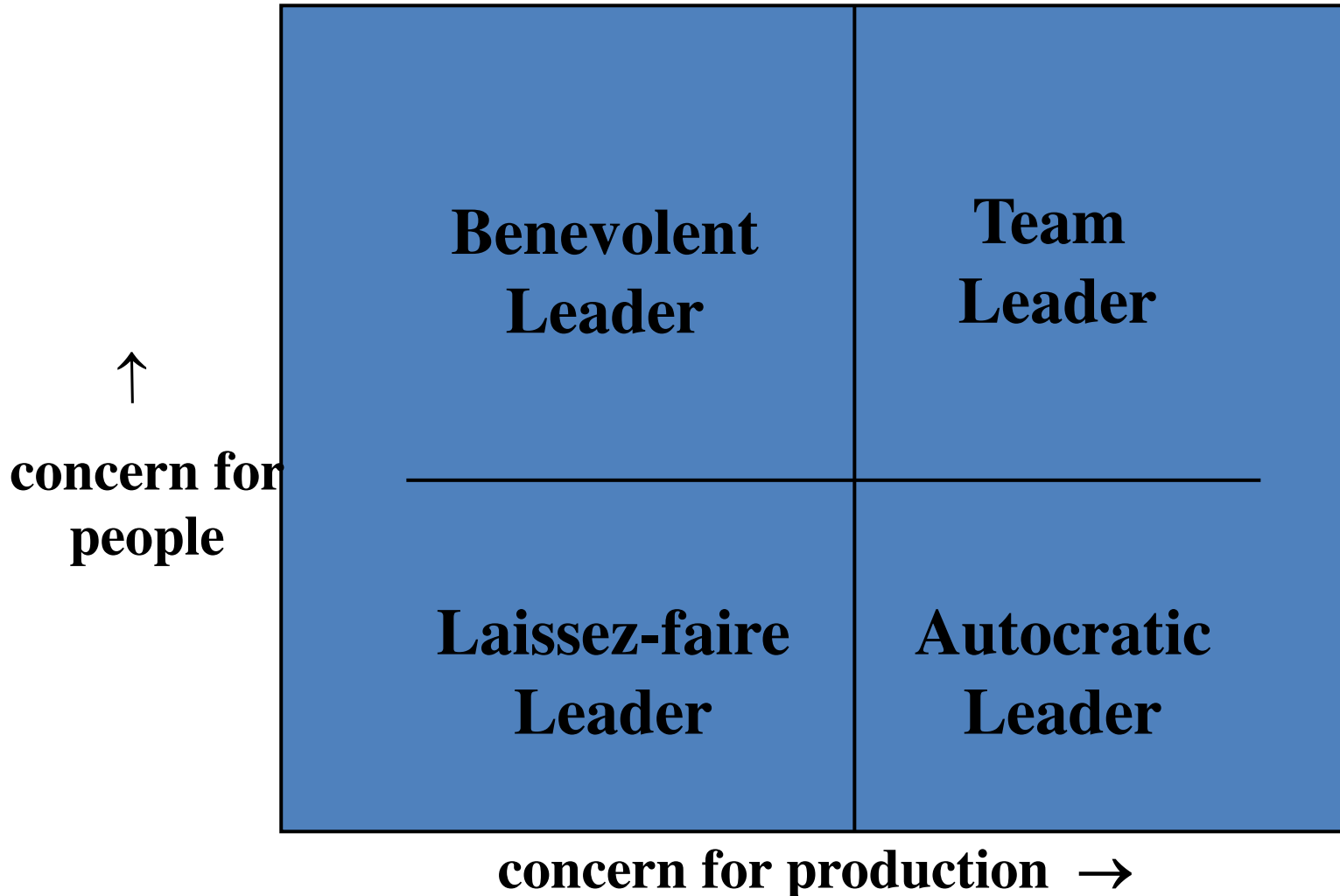
SKILLS NEEDED





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Styles of leadership





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Laissez-faire leader

- Uninvolved - “leave them alone”
- Sees main role as passer of information
- Lets others make decisions
- Basically abdicates responsibility for team or unit



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Autocratic leader

- Lacks flexibility
- Controlling and demanding
- “carrot and stick” approach
- Focused solely on productivity



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Benevolent leader

- Very people oriented; encouraging
- Organizes around people
- Can be paternalistic
- Friendly atmosphere: non-competitive



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Team leader

- Balances production and people issues
- Builds a working team of employees
- Team approach: *involves* subordinates
- Organization is a *vehicle* for carrying out plans



Results of leadership styles

- Laissez Faire: “Missing management”
 - Very low productivity
- Autocratic: “My way or the highway”
 - Job stress; low satisfaction; factions form
- Benevolent: “Relaxed”
 - Low achievement; good people leave
- Team Leader: “Good manager”
 - High productivity, cooperation, low turnover, employee commitment



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Which style of leadership works best?

- Team Leader has proven to be the *most effective* in general
- Requires a “balancing act” of getting things done *and* having a genuine concern for people



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The Job of a Leader is to Grow More Leaders

- If you're not building more leaders, then you're not leading, you're following.
- Your job (regardless of whether or not you have a title) is to help people do work they never dreamed they could do
- Your job is to inspire people to own their talents, express their gifts and do the best work of their lives.
- That's part of what it truly means to lead.



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Nothing Happens Until You Move

- Start small, dream huge but begin today.
- Nothing happens until you take action.
- Procrastination is nothing more than the defense mechanism of choice used by scared people..



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Your Behavior Reveals Your Beliefs

- You tell the world what you believe by how you behave.
- Complain all day long and you reveal a set of beliefs that you are powerless and apathetic.
- Present work that has typos and poor wording and you express a belief that average is OK
- Mistreat others and you reveal that you're selfish



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Take Care Of Relationships

- Leadership is about relationships.
- Do nice things for people.
- A title, position and a large office do not guarantee people will respect you.
- The quickest way to earn respect is to give it.
- Victims make excuses while leaders drive exceptional results



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An Effective Leader....

- knows that a leader is someone who has followers.
- knows that a leader is not someone who is loved or admired.
- knows that leaders are highly visible.
- knows that leadership is not rank, privileges, titles, or money.
- asks, “What needs to be done?” rather than “What do you want?”
- asks, “What can and should I do to make a difference?”
- asks, “What are the organization’s mission and goals?”
- are extremely tolerant of diversity and do not look for carbon copies of themselves.
- are not afraid of strength in their associates.
- submit themselves to the “mirror test.”



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