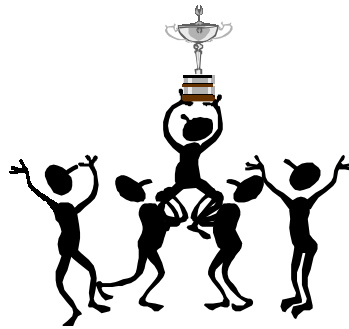


Laws and Action Ideas

Leadership for Technical Managers



“No one is good enough to lead without consent.”

Abraham Lincoln



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Leadership for Technical Managers

Contents

- The Nine Natural Laws of Leadership (science of leading)
- Three Skills: direction skills, influence skills, fundamental skills
- Action Ideas (application is the art of leadership)
- Recent Scientific Research
- Tools

Main Points

Introduction: Organizational effectiveness is dependent on multiplying “authentic leadership” at every level of the organization. The more leaders in the organization the better possibility it will be known as a leading organization in its arena.

1. Understand the laws that create leaders and leadership (science).
2. Recognize the differences between managing and leading.
3. Skill training: The five foundations (fundamental skills); direction skills; influence skills.
4. Take insights to action back in the workplace (art).
5. What does it mean to lead?
 - There are as many definitions of leadership as there are persons who have attempted to define the concept. Some say there are over 700 official definitions.
 - There are 35,000 leadership and management books in print, 2000 new ones are now being printed per year.
 - Dozens of contradictory theories exist.
 - Traditional definitions: Confuse the roles of the leader and manager; talk about managers as the leaders (utilizes only research done on managers).
6. Nine Laws define leaders at all levels.

Natural Laws of Leadership	4
LAW #1: Leaders have willing, voluntary, loyal follower(s).....	4
The Leader/Follower Test	4
The Three Types of Employees	4
Traditional Concepts (Myths).....	5
Action Ideas.....	5
Are There Natural Born Leaders?.....	5
What is the Difference Between Leading and Managing?	6
LAW #2: Leaders rely on influence beyond authority	6
Action Ideas.....	6
Summary of Differences Between Managing And Leading.....	7
LAW #3: Leadership is a field of interaction, a relationship between leader and follower(s).	8
Myths	8
Action Ideas.....	8
The Purpose of Leadership.....	8
Action Ideas – Trust Building.....	9
Action Ideas – Increase Productivity	10
Skill Set #1: Fundamentals	11
Three Organizational Models.....	11
The Five Foundations to Position Yourself To Influence & Be Influenced.....	3
1. RELATIONSHIPS— <i>Build (GLUE)</i>	3
ACTION IDEAS.....	3
ACTION IDEAS.....	3
Action Ideas – Relationship Building	5
Action Ideas – The Importance of Friendliness	6
The Q-12 Process	6
Creating an Engaged Workforce	7
LAW #4: Not everyone will follow a leader’s initiative.....	7
LAW #5: Leadership occurs as an event	8
Action Ideas.....	8
LAW #6: Leaders provide direction and operate outside the boundaries or organizationally defined procedures.....	8
LAW #7: Leadership involves risks and uncertainty.	8
Skill Set #2: Direction skills	9
Action Ideas.....	9
LAW #8: Consciousness, information processing creates leadership.	9
LAW #9: Leadership is a “self referral” process.	9
Action Ideas.....	10
Skill Set #3: Influencing Skills.....	10
Action Ideas.....	10
Summary of Critical Research Findings	11
Women in The Leader’s Role	13
Reference	18

Natural Laws of Leadership

LAW #1: Leaders have willing, voluntary, loyal follower(s)

- What is a leader?
- What is a follower?

The Leader/Follower Test

1. Is he/she competent?
2. Do you trust him/her?
3. Does he/she care about you as a person?
4. Would you follow your supervisor to another job or organization if he/she moved?
5. Are you committed to your supervisor personally?
6. Would you do whatever it takes for this person, as long as it is legal and ethical?
7. Do you want to come through for your supervisor so as not to disappoint him/her?

The Three Types of Employees

Engaged Employee—Follower

- ✧ Loyal
- ✧ Psychologically committed
- ✧ More productive
- ✧ More likely to stay at least one year
- ✧ Less likely to have accidents or steal on the job

Not Engaged—Subordinate

- ➔ Less productive
- ➔ Not committed
- ➔ More likely to miss workdays and more likely to leave

Actively Disengaged—Insubordinate

- ⇓ Physically present/psychologically absent
- ⇓ Unhappy with their work situation/ insist on sharing that unhappiness with co-workers.

The more important question is “How can I get people to follow me?” not, “How do I become a great leader?”

Traditional Concepts (Myths)

1. Manager is the leader. Formal authority gives one the right to lead.
2. Characteristics make the leader. For example, charisma or natural born.
3. Leaders do the right thing; managers do things right.
4. Once a leader, always a leader.
5. Followership is a derogatory term.

Action Ideas

1. Leader role is a role you “take.” Look for appropriate situations to take the leader role.
2. Ask, “Who do I need to follow me? Who do I need to get to follow me?”
3. Recognize that anyone who gets followers deserve to be called a leader.
4. Reward those who gain followers that meet a need and support the vision, mission, and values.
5. Strengthen the leader by becoming a committed follower.
6. Become as comfortable leading as you are following, and vice versa.
7. Focus on the critical few first: the vital few who can move the initiative forward.
8. Recognize those who follow as well as those who lead.

Are There Natural Born Leaders?

1. No one is born a leader unless they are born with followers.
2. We attribute natural-born leader status to those whom we consider to be our best leaders because they seem to demonstrate a set of skills that help them gain followers effortlessly, spontaneously, consistently, and frequently.
3. Anyone can be a leader because anyone can attract others to follow.
4. Followers are not given to us. We earn followership by using the skills of a developing leader.
5. People have an innate ability to learn and grow.
6. Anyone can upgrade themselves as leaders and become more effective at gaining followers by mastering new skills attributed to what we consider natural-born leaders.
7. As your skill level grows and you gain followers more effortlessly, spontaneously, consistently and frequently, more and more people will attribute natural-born leader status to you.
8. You may or may not become the leader of a country, company, or a large group of individuals, but you can become a more effective leader at whatever level and scale you’re on.

What is the Difference Between Leading and Managing?

1. Managers direct and influence subordinates to fulfill requirements
2. Managers can demand compliance
3. Manager is given the role
4. Manager is “in charge”
5. Managing is a profession and a verb
6. Managers reduce commitment and productivity by demonstrating “management malpractice”
7. Management malpractice is self-sabotage
8. Managing is position to position
9. Leading is person to person
10. Leaders have 360 degree influence

LAW #2: Leaders rely on influence beyond authority

- People don’t follow titles
- Power comes from followers
- Myth #1: Boss is the leader
- Myth #2: Title confers leadership

Action Ideas

1. Ask, “How can I gain commitment?”
2. Recognize when being self-led is your only option or when being self-led may limit your effectiveness.
3. Clarify when you are “in charge” by being decisive in your words and actions.
4. Hold direct reports accountable (count on them) with appropriate authority and control.
5. Realize the differences between gaining commitments vs. demanding compliance.
6. Use your authority wisely. Don’t use it till you have to.
7. Use relationship power. Authority is not power; relationships have power. Use relational power rather than positional power.

Summary of Differences Between Managing And Leading

MANAGERS <i>(Where management malpractice prevails)</i>	LEADERS <i>(Where engaged employees are the rule, not the exception)</i>
<ul style="list-style-type: none"> ❖ Have subordinates ❖ Rely on formal authority ❖ Use traditional command and control tactics (order) ❖ Follow prescribed rules, regulations, policies and procedures ❖ Are given the manager role ❖ Have a “Supervisor/ Subordinate mindset”— (position to position) ❖ Mind to mind— (mental connection) 	<ul style="list-style-type: none"> ❖ Have followers ❖ Use influence beyond authority ❖ Use interpersonal interaction to influence (persuade) ❖ Do more than is prescribed, operate in the discomfort zone ❖ Take the leadership role ❖ Have an “Associate (junior/senior) mindset”— (person to person) ❖ Heart to heart— (emotional connection)
<p style="text-align: center;">⌘</p> <p style="text-align: center;">REQUIRE COMPLIANCE</p>	<p style="text-align: center;">⌘</p> <p style="text-align: center;">INSPIRE COMMITMENT</p>

LAW #3: Leadership is a field of interaction, a relationship between leader and follower(s).

- Leadership equation: leader + follower = a power called leadership.
- Leadership equals partnership.
- Power of followership “No one is good enough to lead without consent.” Abraham Lincoln
- Traditional leadership confuses management or “higher management” with “the leadership.”

Myths

Myth #1: Only one leader exists

Myth #2: Followership is not a desirable role

Action Ideas

8. Treat employee feedback as you would customer feedback. Listen and follow through.
9. Transform subordinates, teammates, and customers into followers.
10. Get top and lower level people together to talk about expectations.
11. Consider all feedback as a valuable message about your relationship with others. It means something—identify how the feedback can help you be more effective.

The Purpose of Leadership

The purpose of all management / leadership strategies is to *increase* productivity and *reduce* stress.

Productivity _____ is based on

L_____ is based on

F_____ is based on

R_____ is based on

T_____

Action Ideas – Trust Building

1. Let your co-workers know that you understand and appreciate their individual goals and concerns.
2. Believe that your co-workers won't let you down.
3. Respect each of your co-workers, because each of them has a unique contribution to make.
4. Encourage your co-workers to comment on their thoughts and feelings.
5. Say what you mean and mean what you say.
6. Depend on your co-workers to help you out of a bind.
7. Depend on your co-workers to follow through on their commitments.
8. Compete to help your co-workers.
9. Assume that your co-workers are capable of doing their jobs.
10. Treat your co-workers as equals.
11. Count on your co-workers to meet the deadlines and performance standards defined for their work.
12. Be concerned about the well being of your co-workers. Play fair and respect their unique contributions.
13. Allow your co-workers to hold themselves accountable for their work.
14. Be willing to accept solutions proposed by your co-workers.

Action Ideas – Increase Productivity

(A is leader action, B is management malpractice.)

1. A) Encourage, support, and guide associates.
B) Intimidate, alienate and isolate them.
2. A) Assign tasks to encourage individuality, creativity, and freedom.
B) Stereotype or rank people. Maintain rigid roles and responsibilities, and supervise closely or micromanage.
3. A) Match tasks to people's skills.
B) Consistently assign tasks below or above a person's capability.
4. A) Provide necessary resources such as funding, training, and tools.
B) Withhold these necessary resources.
5. A) Reward and recognize: provide constructive feedback on a regular basis.
B) Withhold rewards and praise, or punish, criticize, and ridicule.
6. A) Cooperate, consult, and negotiate with associates. Entertain opinions.
B) Issue orders and disallow choices and input.
7. A) Communicate openly and honestly. Share information in a timely manner.
B) Communicate in a manipulative manner, such as withholding information or making people wait for necessary information.
8. A) Set directions, guidelines, and rules that are meaningful, consistent, and flexible.
B) Change direction frequently and set restrictive, unnecessary, or inconsistent guidelines.
9. A) Set realistic deadlines.
B) Set artificial or unrealistic deadlines.
10. A) Minimize layers of management and bureaucracy.
B) Support excessive layers of management and bureaucracy.

*Adapted from 20 years' research
Tor Dhal and Associates
Tor Dhal, Associate Professor
University of Minnesota
www.tordhal.com*

Skill Set #1: Fundamentals

1. Do not fall in love with a fancy strategy and lose sight of the fundamentals. -Vince Lombardi's game plan was on a 3x5 index card.
2. One of the hardest tasks of leadership is to understand that you are not what you are, but what you're perceived to be by others. -Edward Flom, CEO Florida Steel.
3. "An organization is an organic, living, breathing thing, not just an income sheet. You have to lead it with that in mind." -Carlie Fiorina, Former CEO of Hewlett Packard.

Three Organizational Models

PEOPLE
STRATEGY
OPERATIONS
MONITORING
BUDGET

PEOPLE
PROCESSES
PRODUCT
SERVICE
PASSION
PURPOSE


FAMILY
FACTORY
TEMPLE
JUNGLE

Notes

The Five Foundations to Position Yourself To Influence & Be Influenced

R E A D S

Relationships • Expectations • Assumptions • Direction • Self-Awareness

<p>1. RELATIONSHIPS—<i>Build (GLUE)</i></p> <ul style="list-style-type: none"> ✓ Managerial leadership requires building solid, comfortable, working relationships with others. ✓ Relationships tend towards entropy. ✓ Good relationships reduce stress and increase productivity. ✓ Constant building and nurturing is necessary. 	<p><i>ACTION IDEAS</i></p> <ol style="list-style-type: none"> 1. Conduct a “relationship audit” in the next month for your workplace. 2. Make the B.I.G. connection (Background, Interests, Goals) 3. Go down, up, and across your organizational ladder to visit two new people in the next week. 4. Disclose an important fact about yourself to every team member within the next month. Let people get to know you. 5. Create an “interaction space” near your office.
<p>2. EXPECTATIONS—<i>Clarify (GLASSES)</i></p> <ul style="list-style-type: none"> ✓ Expectations influence perceptions and drive behavior. Perception is reality. ✓ Expectations are like glasses. If you have red glasses on, everything is red; green: everything is green. ✓ Managerial leadership requires clarifying expectations, both concrete and subtle. ✓ What do you expect of your associates, of yourself? Your expectations are a vital part of the success formula. 	 <ol style="list-style-type: none"> 6. Hold “expectation clarification” meetings on a regular basis with work colleagues. Do this in small groups or one-on-one when appropriate. 7. Get top- and lower-level people together in the next week to talk about the expectations they have of each other. 8. Use the “two-minute warning” with people who stop by your work area when you’re busy.
<p>3. ASSUMPTIONS—<i>Challenge (JACKET)</i></p> <ul style="list-style-type: none"> ✓ Uncover the “hidden” beliefs underlying your, or others’ points of view. ✓ Beliefs are like jackets—they can be worn and/or changed. These jackets can be comfortable (success oriented) or like straight jackets — 	<p><i>ACTION IDEAS</i></p> <ol style="list-style-type: none"> 9. Ask someone with whom you are in conflict, “How can we work together?” 10. Get your “however’s” and your “but’s” out of your interactions with others. 11. Ask people to tell you what they believe you want them to do as a test of clarity regarding your directions. 12. Ask associates questions about money,

<p>constricting and limiting our thinking and performance.</p> <ul style="list-style-type: none"> ✓ Ask questions to test assumptions. 	<p>time, skill requirement, and risk/reward when planning and decision-making in order to surface assumptions. E.g., Do we have enough time to complete this task with that two-week deadline?</p>
<p>4. DESTINATION—<i>Determine</i> (<i>THINK BACKWARDS</i>)</p> <ul style="list-style-type: none"> ✓ Begin with the destination in mind. ✓ Think backwards and encourage planning backwards. 	<ul style="list-style-type: none"> 13. Begin a project, meeting, or planning/decision-making session with a clear picture of the result. 14. Set goals daily. Plan to plan. 15. Resolve to take the risk of initiative whenever a situation requires a leader. 16. Provide a vision of what has to be done. 17. Continually preview the future.
<p>5. SELF-AWARENESS—<i>Enhance</i> (<i>FEEDBACK</i>)</p> <ul style="list-style-type: none"> ✓ Effective leadership and management require a clear understanding of your strengths and weaknesses, likes and dislikes. ✓ Seek frequent 360-degree feedback on your performance to improve self-mastery. ✓ Give on-going feedback to associates. 	<ul style="list-style-type: none"> 18. View every interaction you have in the next month as a critical “moment of truth” —an opportunity to learn or teach. 19. Ask your boss (the person facilitating your success) for feedback on your performance before scheduled feedback sessions. 20. Give peer improvement suggestions face-to-face instead of telling someone else about the behavior. 21. Use the Appreciate/Improve tool once-a-month/two-months.

Action Ideas – Relationship Building

1. Be less judgmental and evaluative in your day-to-day dealings with people.
2. Check your common courtesies to others. Do you greet people in the morning, say “Hello” in the halls, and say, “Thank you”?
3. Listen to the input of your family and close friends. They often have insights about your style and personality that others may not share as openly.
4. Apologize to people when you have hurt or ignored them.
5. Focus on people’s good qualities rather than on their deficiencies.
6. Seek feedback from associates about your personal impact.
7. When dealing with people, try out different strategies depending on the situation and the people involved.
8. Learn about others by discussing:
 - Background
 - Family
 - Interests
 - Occupation
 - Goals
 - Recreation
 - Message
9. Be less abrasive and tactless in your interpersonal relations by confronting the issue, instead of the person.
10. Be less sarcastic. Have a trusted friend give you feedback whenever he or she hears you being sarcastic.
11. When you meet someone for the first time, be more friendly, positive, and optimistic.
12. Ask others directly how things are going for them.
13. Make sure you are not giving off signals of manipulation or in other ways creating a climate of mistrust around you. In particular, don’t use information unfairly to gain advantage.
14. Don’t allow yourself to become so busy and self-centered that you fail to notice the needs and concerns of others.
15. Ask if you can help when you see a colleague “in a bind” on a project or assignment.
16. Compliment your co-workers for comments, ideas, or successes that you appreciate.
17. Seek feedback from your manager/associate regarding instances when, a) you may have reacted without considering others’ feelings, b) your behavior is seen as self-serving.

Action Ideas – The Importance of Friendliness

1. Say “Please” and “Thank you.”
2. Look at people’s faces when they are talking to you.
3. Show a pleasant face.
4. Greet people with “Good morning,” or “Good afternoon,” before talking about their work.
5. Be prompt in keeping appointments so people don’t have to waste time waiting for you.
6. Treat people who come into your office as guests. Don’t make them wait or talk to the top of your head while you finish your paperwork. Ask them to forgive you if you must take a minute or two to complete your paperwork.
7. Apologize when you are late or have to interrupt a meeting.
8. Do not insult co-workers or waste their time by accepting unrelated phone calls during meetings.
9. Hold conversations with people rather than lecture to them.
10. Do not interrupt people when they are speaking.
11. Control emotional outbursts. You don’t have the right to speak loudly or otherwise abuse your employees.
12. Do not make sarcastic remarks.
13. Do not eat or drink when meeting with your employees unless you offer them the same privilege.

Adapted from the book *Why Employees Don’t Do What They are Supposed to Do and What to Do About It* by Ferdinand F. Fournies

The Q-12 Process

1. *Focus me*
2. *Equip me*
3. *Know me*
4. *Help me see value*
5. *Care about me*
6. *Help me grow*
7. *Hear me*
8. *Help me see importance*
9. *Help me feel proud*
10. *Help me build mutual trust*
11. *Help me review my contributions*
12. *Challenge me*

Creating an Engaged Workforce

The Gallup Organization's research shows that measuring the engagement of a workplace can be simplified into twelve questions. These twelve questions do not capture everything you may want to know about your workplace, but they do capture the most information and the most important information. They measure the core elements needed to attract, focus and keep the most talented employees.

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. Within the last seven days, have I received recognition or praise for good work?
5. Does my supervisor or someone else at work seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel like my work is important?
9. Are my co-workers committed to doing quality work?
10. Does my immediate supervisor create an environment where we can build effective working relationships?
11. In the last six months, have I talked with someone about my progress?
12. At work, have I had opportunities to learn and grow?

Excerpted from *First Break All The Rules*, Marcus Buckingham and Curt Coffman

LAW #4: Not everyone will follow a leader's initiative

1. You may not get everyone to follow and still get the job done.
2. In a democracy we need a majority. It is very rare to get 100% followership.

If a leader/follower relationship (**partnership**) can't be forged,
create mutually beneficial exchanges – **collegial**;
if you cannot be collegial, get cooperation – **create an ally**;
if you cannot create an ally, then the only choice you may have
is to **manage** the relationship – **position to position**.

LAW #5: Leadership occurs as an event

1. It has a beginning (the leader offers a direction), middle (first follower supports the solution or idea the leader offers), and, an end (the leaders' goal is accomplished or someone else initiates action).
2. Multiple events can and do occur
3. Myth #1: Only one leader emerges
4. Myth #2: Once a leader, always a leader
5. Myth #3: Boss must do all the thinking and make all the decisions and plans.

Action Ideas

1. Pass the baton of leadership. Let others take the lead.
2. Recognize and reward multiple leaders.
3. Get clear about how the science of leadership applies to all situations and accept how the art of gaining followers is always situational.

LAW #6: Leaders provide direction and operate outside the boundaries or organizationally defined procedures.

Leaders direct others when they:

1. Don't know what to do
2. Take no action
3. Take inappropriate action

LAW #7: Leadership involves risks and uncertainty.

1. There is no perfect organization. Systems fail and policies and procedures may hinder our ability to act.
2. Leaders cannot insure the "right" or correct result.
3. No matter how much is prescribed we cannot flawlessly predict action or results or control everything.
4. Leading requires real courage: accept that you may not succeed and take action anyway.
5. Ambiguity and uncertainty create the need to lead.

Skill Set #2: Direction skills

1. Leaders map the territory: Identify the need for leadership direction.
2. Leaders figure out “what’s going on” and then “what direction to take.”
3. The leader’s antenna is up; always alert for ideas and solutions.
4. They perceive, interpret and integrate information to create a meaningful strategy.

Action Ideas

1. Remind people of the mission
2. Ask key questions: What must be done?
3. What is possible?
4. What is the first right answer?
5. How many other right answers can we come up with?
6. Leaders utilize three ‘I’s Involve, Include, Inform.
7. Know when to alter course.
8. Remove constraints that the team has a tendency to place on itself unnecessarily.
9. Spend 15 minutes a week in a location of your organization you hardly visit.
10. Ask: “What are we doing that is stupid? How can we fix it?”
11. Make the rule: If you don’t have a solution give me a suggestion.

LAW #8: Consciousness, information processing creates leadership.

1. How do you talk to yourself?
2. What is your explanatory style?
3. Are you recognizing problems and simultaneously seeking solutions?
4. Is your self-dialogue energizing or de-energizing?
5. Do you use empowering language to re-energize colleagues?
6. Ask: What more do I need to know, do or believe to be effective?
7. What are my strengths? What team members can augment my weakness?
8. If I am going to make a change I must change the way I talk to myself.

Note: Most leaders do not possess all skills: people skills, strategic skills, operational skills and budget monitoring skills, and if they did possess them they couldn’t perform them all simultaneously.

LAW #9: Leadership is a “self referral” process.

1. Leaders lead based on their “inner identity”: The reference points of awareness that are used to determine one’s assumptions, beliefs and values.
2. Self- referral leadership is the “lens” through which we perceive the world “what is outside is based on what’s inside.”

Action Ideas

1. What kind of leader do you want to be?
2. Define the legacy you want to leave
3. Define:
 - What is your profession?
 - Who do you work for?
 - Who is the boss?
 - Who pays your bills?
4. How do you define business or the business of government?

Skill Set #3: Influencing Skills

1. How do you define influence?
2. How do you define persuasion?
3. Establishing credibility—building a base to gain commitment
4. People believe in the leader and or the leader's direction (idea to solve the problem or take advantage of an opportunity).
5. The secret of credibility is its subjective nature; your credibility is not based on your view of self but how others' view you in your role.

Action Ideas

1. Find out what makes one credible in your specific role.
Tool: Ask, "Of all your past managers what made them credible and what discredited them in your eyes?"
2. Show colleagues WIIFM "What's in it for me," if they commit to your course of action.
3. Identify people's needs, desires, and interests; show them how following your lead enables them to get what they want.
4. Ask the Abrashoff questions
 - Where are you from?
 - Why did you join the navy?
 - What are your goals in your job?
 - What do you like most about your job?
 - What do you like least?
 - What things would you change if you could?
5. Speak the followers' language.
6. Stay on message: determine key points and don't get distracted.
7. Be congruent with your message.
8. Be one of the first people to offer ideas in meetings, if you usually let others take the lead.
9. Prepare for your next meeting by looking over the agenda and thinking about the contributions you can make.
10. Informally talk with your peers and your manager about their goals and concerns. Use this information when you need to link your ideas to their needs.
11. Practice being more forceful in situations such as community meeting; where the costs, risks, and implications, are not as great as they are at work.

Summary of Critical Research Findings

Principle: Positive climate affects bottom line.

1. Employees who feel upbeat will do more to please customers. The logarithm that predicts that relationship is as follows: For every 1% improvement in the service climate, there is a 2% increase in revenue. Source: *Lyle Spencer, Consortium For Research on Emotional Intelligence in Organizations. Cambridge, MA: April 19, 2001.*
2. In a study of 32 stores in a U.S. retail chain, outlets with positive employees showed the best sales results. Source: *Mood, Customer Service and Sales: George and Bettenhausen, "Understanding Prosocial Behavior."*
3. What does climate have to do with leaders/managers? Research showed that it was the store manager who created the emotional climate that drove employee moods—ultimately, sales—in the right direction. When managers themselves were peppy, confident, and optimistic, their moods rubbed off on the staff. Source: *Jennifer George, Leader Positive Mood and Group Performance: The Case of Customer Service, "Journal of Applied Psychology," 25, No. 9 (1995), pp. 778–794.*
4. Climate does not determine performance totally, but research suggests that overall, the climate—how people feel about working in an organization—can account for 20 to 30 percent of business performance. In a study of nineteen companies, the climate created by CEOs among their direct reports predicted the business performance of the entire organization— In 75 percent of the cases, climate alone accurately sorted companies into high versus low profits and growth. Source: *Ashkanasy and Tse, "Transformational leadership as Management of Emotion: A Conceptual Review," Ashkanasy, Hartel, Zerbe, Emotions in the Workplace: Theory and Practice. Westport, CT: Quorum books, 2000, pp. 221–235.*
5. Gallup Organization Key Finding: The talented employee may join an organization because of its charismatic leaders, its generous benefits, and its world-class training programs, but—
 - how long that employee stays and
 - how productive she is while she is there is determined by her relationship with her immediate supervisor.Source: *Twenty-year-plus research project done by the Gallup Organization. The study is summarized in First Break All the Rules by Buckingham and Coffman.*
6. There is a profound connection between a leader/manager's style and the productivity of their followers. More than twenty years of study shows that changes in a leader's style can improve productivity from between 10 to 20 times. (Note: *Not "percent," but "times."*)
A manager's style was measured using three criteria:
 - What kind of stress, positive or negative, did leaders/managers generate?
 - How did managers/leaders exert control, positive or negative?
 - How satisfied or dissatisfied were their employees/followers with their work?

Source: Tor Dahl, University of Minnesota. *Peak Performance—The Role of Satisfaction, Stress and Control*. www.tordahl.com

7. Every “Good to Great” company had “Level 5 Leadership” during the pivotal transition years.

Level 5 Leaders embody a mix of personal humility and professional will. Are ambitious, first and foremost, for the company, not for themselves.

- a. Level 5 leaders set up their successors for success in the next generation. Level 4 (egocentric) leader/managers set up their successors for failure.
- b. Level 5 leaders display a compelling modesty, are self-effacing, and understated. In contrast, two thirds of the comparison companies (companies that did not go from “good to great” or remained mediocre) had manager/leaders with gargantuan personal egos that contributed to the demise or continued mediocrity of the company.
- c. Level 5 leaders display a workmanlike diligence—more plow horse than show horse.
- d. Level 5 leaders are resolved to do whatever it takes to make the organization great, no matter how big or hard the decision.
- e. Level 5 leaders attribute success to other than themselves. When things go poorly they blame themselves and take full responsibility. The comparison company leaders did the opposite.

One of the most damaging trends is the tendency to select dazzling, celebrity leader/managers and to de-select potential Level 5 leaders. Source: *Six-year study by Jim Collins and Team, summarized in the book Good to Great: Why Some Companies Make the Leap and Others Don't*.

8. During a survey of department heads in a retail store where the question was asked, “What would you most like to evaluate when it comes to your store manager’s (their boss) performance?” the answer was **attitude**. The overwhelming response was that if a store manager was in a bad mood that it would be better for the store if they stayed at home that day.

Source: Jim Bagnola and Robert Stevens interview of 100 department heads for 360-Degree Performance Evaluation Format. Southwest Kroger Marketing Area. Houston, Texas, 2000.

9. During an organizational analysis of one of the Kroger Marketing Areas (KMA) two challenges surfaced which may have been causing a higher-than-average employee turnover rate. How people were being hired, and what kind of climate the store and department managers were creating for employees. Some of the employee statements indicated that managers may be chasing people off faster than they could be hired, simply because of lack of training.

The KMA launched a managerial training series to assist managers in their effort to improve the store climate and achieve greater efficiency and productivity.

This training, coupled with improved hiring practices, dropped turnover rates from 150 percent to just under 100 percent – a 42 percent improvement in just over two years of training. This turned out to be one of the lowest turnover rates in the Kroger organization throughout the U.S. In an industry where turnover rates average about 110 percent, this was a vast improvement. Source: Warren Blank. *The 108 Skills of Natural Born Leaders*. Amacom Books, 2001. pp. 191–192.

10. Checking your ego at the door creates a climate that cultivates open dialogue rather than shutting it down. It unites rather than polarizes the organizational climate.

How do you know when you haven't checked your ego at the door?

- You are showcasing your brilliance.
- You are constantly seeking the approval of others.
- You are being defensive.
- You are spending more time talking than listening.
- You take it personally when your ideas are challenged.
- You are surprised when people don't agree with you.
- You are afraid to share your true thoughts and opinions for fear that others may not agree with or accept you.
- You interrupt people because you think their point is irrelevant or inferior.
- Viewing people you report to as your "boss" and the people who report to you as "your employees," rather than as your partners. Source: "Business Think." Marcum, Smith and Khalsa.

Women in The Leader's Role

I imagine . . .

A woman in the White House.

A new epoch in which we all (men as well as women) honor, reward, and take advantage of women's extraordinary strengths.

An enterprise doctrine that views women as much of the answer, not only to the "talent problem," but also to the "leadership problem."

Tom Peters, "Meet the New Boss: Women Rule," in Re-imagine! Business Excellence in a Disruptive Age. Dorling Kindersley Limited: 2003

✿ **"Tomorrow belongs to women."** That's the unhedged bet offered by Helen Fisher in *The First Sex: The Natural Talents of Women and How They Are Changing the World*.

Her argument, in summary: On average, women and men possess a number of different innate skills. Current trends suggest that many sectors of the 21st century economic community are going to need the natural talents of women.

"Women have many exceptional faculties bred in deep history:

- A talent with words
- A capacity to read non-verbal cues
- Emotional sensitivity
- Empathy; patience
- An ability to do and think several things simultaneously
- A penchant for long-term planning
- A gift for networking and negotiating

- A preference for cooperating and reaching consensus, and
- Leading via egalitarian teams.

✿ **“It’s time for U.S. organizations to act,”** writes Judy Rosener in *America’s Competitive Secret: Women Managers*.

“No other country in the world has a comparable supply of professional women waiting to be called into action. This is America’s competitive secret.”

Judy Rosener’s list of women’s leadership strengths echoes Helen Fisher’s list.

As leaders, women tend to ~

- Link rather than rank workers.
- Favor interactive-collaborative leadership styles.
- Sustain fruitful collaborations.
- Be comfortable sharing information.
- See redistribution of power as victory, not surrender.
- Readily accept ambiguity.
- Honor intuition as well as pure “rationality.”
- Be inherently flexible.
- Appreciate cultural diversity.



✿ **Tom Peters has a short list of attributes** in his book *Re-imagine! Business Excellence in a Disruptive Age*:

- Women practice improvisation skills with much greater ease than men.
- Women are more self-determined and more trust-sensitive than men.
- Women appreciate and depend upon their intuition more than men do.
- Women, unlike men, focus naturally on empowerment, rather than on “power.”
- Women understand and develop relationships with greater facility than men.
- One difference in particular throws a spotlight on why the New Economy favors women. Namely: Women are far less “rank-conscious” than men.

Denis Waitley says in *Empires of the Mind*:

- Most women listen more openly than men do.
- Women listen between the lines, capturing body language together with actual words.
- Women are more intuitive, possibly by nature.
- They ask more questions to draw others out.
- They are better at forming groups because they more easily subordinate their egos for the common good.
- They are better at understanding customer needs.
- They are naturally better communicators, perhaps because their communication skills mature earlier than men's, almost always in their teens.
- Women listen more before presenting.
- They open up and yield more often, rather than forcing.
- They facilitate others, rather than moving quickly to assert themselves.
- They empower, rather than try to overpower.
- McDonald believes women have a higher tolerance for ambiguity, because they've always been responsible for attending to the emotional needs of others, which are very fluid.
- Women learn to read between the lines, and come up with creative solutions for accommodating people.
- Women have been trained for today's demands on management: listening, communicating, getting to the root of the problem.

Empires of the Mind: How to Lead and Succeed in a Knowledge-Based World
(Nightingale Conant)

Recommended Research-Based Readings

1. Buckingham, Marcus and Curt Coffman. *First, Break All the Rules*. Simon and Schuster, 1999.
2. Buckingham, Marcus and Donald O. Clifton, PhD. *Now Discover Your Strengths: How To Develop Your Talents and Those of The People You Manage. Based on the Gallup study of over two million people*. The Free Press, 2001.
3. Coffman, Curt and Gabriel Gonzalez-Molina, PhD. *Follow this Path: How The World's Greatest Organizations Drive Growth By Unleashing Human Potential*. Warner Books, 2002.
4. Collins, Jim. *Good to Great: Why Some Companies Make the Leap and Others Don't*. Harper Business, 2001.
5. Collins, James C., and Jerry Porras. *Built to Last: Successful Habits of Visionary Companies*. Harper Business, 1994.
6. Dahl, Tor: Chairman, World Federation of Productivity Science; Professor, University of Minnesota. Paper: "Peak Performance: The Role of Satisfaction, Stress and Control." Website: www.tordahl.com
7. Gittel, Jody Hoffer. *The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance*. McGraw Hill Books, 2003.
8. Goleman, Daniel. *Emotional Intelligence: Why it Can Matter More Than IQ*. Bantam Books, 1995.
9. Goleman, Daniel, Richard Boyatzis and Annie McKee. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Harvard Business School Press, 2002.
10. Kouzes, James M., and Barry Z. Posner. *The Leadership Challenge: How to Get Extraordinary Things Done in Organizations*. Jossey-Bass Inc., 1987.
11. Kouzes, James M., and Barry Z. Posner. *Credibility: How Leaders Gain and Lose it; Why People Demand It*. Jossey-Bass Inc., 1993.
12. *Leadership and Self-Deception: Getting out of the Box*. The Arbinger Institute.

Additional Recommended Reading and Video

1. Barker, Joel. *Leadershift: Five Lessons for Leaders in the 21st Century*. (video) 1-800-PARADIGM
2. Bennis, Warren. *Leaders: The Strategies for Taking Charge*. NY: Harper & Row, 1985.
3. Bennis, Warren. *The Unconscious Conspiracy: Why Leaders Can't Lead*. NY: Amacom Books, 1976.
4. Blank, Warren. *The 9 Natural Laws of Leadership*. Amacom Books, 1995.
5. Blank, Warren. *The 108 Skills of Natural Born Leaders*. Amacom Books, 2001.
6. Cohen, Alan R. and David Bradford. *Influence Without Authority*. NY: John Wiley & Sons, Inc., 1989.
7. Maxwell, John C. *Developing the Leader Within*. Thomas Nelson Publishers, 1993.
8. Oakley, Ed and Doug Krug. *Enlightened Leadership*. Stone Tree Publishing, 1992.

KEEPERS

Research shows that if you use an idea within 24 hours of hearing it, you are more likely to integrate it into your routine. Ideas may jump into your mind at any moment during a presentation—don't let them get away.

Reference

Natural Laws of Leadership	4
LAW #1: Leaders have willing, voluntary, loyal follower(s)	4
The Leader/Follower Test	4
The Three Types of Employees	4
Engaged Employee—Follower	4
Not Engaged—Subordinate	4
Actively Disengaged—Insubordinate	4
Traditional Concepts (Myths)	5
Action Ideas	5
Are There Natural Born Leaders?	5
What is the Difference Between Leading and Managing?	6
LAW #2: Leaders rely on influence beyond authority	6
Action Ideas	6
Summary of Differences Between Managing And Leading	7
LAW #3: Leadership is a field of interaction, a relationship between leader and follower(s).	8
Myths	8
Myth #1: Only one leader exists	8
Myth #2: Followership is not a desirable role	8
Action Ideas	8
1. Treat employee feedback as you would customer feedback. Listen and follow through.	8
2. Transform subordinates, teammates, and customers into followers.	8
3. Get top and lower level people together to talk about expectations.	8
4. Consider all feedback as a valuable message about your relationship with others. It means something—identify how the feedback can help you be more effective.	8
The Purpose of Leadership	8
Action Ideas – Trust Building	9
1. Let your co-workers know that you understand and appreciate their individual goals and concerns.	9
2. Believe that your co-workers won't let you down.	9
3. Respect each of your co-workers, because each of them has a unique contribution to make.	9
4. Encourage your co-workers to comment on their thoughts and feelings.	9
5. Say what you mean and mean what you say.	9
6. Depend on your co-workers to help you out of a bind.	9
7. Depend on your co-workers to follow through on their commitments.	9
8. Compete to help your co-workers.	9
9. Assume that your co-workers are capable of doing their jobs.	9
10. Treat your co-workers as equals.	9
11. Count on your co-workers to meet the deadlines and performance standards defined for their work.	9

12. Be concerned about the well being of your co-workers. Play fair and respect their unique contributions.	9
13. Allow your co-workers to hold themselves accountable for their work.	9
14. Be willing to accept solutions proposed by your co-workers.	9
Action Ideas – Increase Productivity	10
1. A) Encourage, support, and guide associates. B) Intimidate, alienate and isolate them.	10
2. A) Assign tasks to encourage individuality, creativity, and freedom. B) Stereotype or rank people. Maintain rigid roles and responsibilities, and supervise closely or micromanage.	10
3. A) Match tasks to people’s skills. B) Consistently assign tasks below or above a person’s capability.	10
4. A) Provide necessary resources such as funding, training, and tools. B) Withhold these necessary resources.	10
5. A) Reward and recognize: provide constructive feedback on a regular basis. B) Withhold rewards and praise, or punish, criticize, and ridicule.	10
6. A) Cooperate, consult, and negotiate with associates. Entertain opinions. B) Issue orders and disallow choices and input.	10
7. A) Communicate openly and honestly. Share information in a timely manner. B) Communicate in a manipulative manner, such as withholding information or making people wait for necessary information.	10
8. A) Set directions, guidelines, and rules that are meaningful, consistent, and flexible. B) Change direction frequently and set restrictive, unnecessary, or inconsistent guidelines.	10
9. A) Set realistic deadlines. B) Set artificial or unrealistic deadlines.	10
10. A) Minimize layers of management and bureaucracy. B) Support excessive layers of management and bureaucracy.	10
Skill Set #1: Fundamentals	11
1. Do not fall in love with a fancy strategy and lose sight of the fundamentals. -Vince Lombardi’s game plan was on a 3x5 index card.	11
2. One of the hardest tasks of leadership is to understand that you are not what you are, but what you’re perceived to be by others. -Edward Flom, CEO Florida Steel.	11
3. “An organization is an organic, living, breathing thing, not just an income sheet. You have to lead it with that in mind.” -Carlie Fiorina, Former CEO of Hewlett Packard.	11
Three Organizational Models	11
The Five Foundations to Position Yourself To Influence & Be Influenced	3
1. RELATIONSHIPS— <i>Build (GLUE)</i>	3
ACTION IDEAS	3
ACTION IDEAS	3
Action Ideas – Relationship Building	5
1. Be less judgmental and evaluative in your day-to-day dealings with people.	5
2. Check your common courtesies to others. Do you greet people in the morning, say “Hello” in the halls, and say, “Thank you”?	5
3. Listen to the input of your family and close friends. They often have insights about your style and personality that others may not share as openly.	5
4. Apologize to people when you have hurt or ignored them.	5

5. Focus on people's good qualities rather than on their deficiencies.	5
6. Seek feedback from associates about your personal impact.	5
7. When dealing with people, try out different strategies depending on the situation and the people involved.	5
8. Learn about others by discussing:	5
o Background	5
o Family	5
o Interests	5
o Occupation	5
o Goals	5
o Recreation	5
o Message	5
9. Be less abrasive and tactless in your interpersonal relations by confronting the issue, instead of the person.	5
10. Be less sarcastic. Have a trusted friend give you feedback whenever he or she hears you being sarcastic.	5
11. When you meet someone for the first time, be more friendly, positive, and optimistic.	5
12. Ask others directly how things are going for them.	5
13. Make sure you are not giving off signals of manipulation or in other ways creating a climate of mistrust around you. In particular, don't use information unfairly to gain advantage.	5
14. Don't allow yourself to become so busy and self-centered that you fail to notice the needs and concerns of others.	5
15. Ask if you can help when you see a colleague "in a bind" on a project or assignment.	5
16. Compliment your co-workers for comments, ideas, or successes that you appreciate.	5
17. Seek feedback from your manager/associate regarding instances when, a) you may have reacted without considering others' feelings, b) your behavior is seen as self-serving.	5
Action Ideas – The Importance of Friendliness	6
1. Say "Please" and "Thank you."	6
2. Look at people's faces when they are talking to you.	6
3. Show a pleasant face.	6
4. Greet people with "Good morning," or "Good afternoon," before talking about their work.	6
5. Be prompt in keeping appointments so people don't have to waste time waiting for you.	6
6. Treat people who come into your office as guests. Don't make them wait or talk to the top of your head while you finish your paperwork. Ask them to forgive you if you must take a minute or two to complete your paperwork.	6
7. Apologize when you are late or have to interrupt a meeting.	6
8. Do not insult co-workers or waste their time by accepting unrelated phone calls during meetings.	6
9. Hold conversations with people rather than lecture to them.	6
10. Do not interrupt people when they are speaking.	6
11. Control emotional outbursts. You don't have the right to speak loudly or otherwise abuse your employees.	6

12. Do not make sarcastic remarks.	6
13. Do not eat or drink when meeting with your employees unless you offer them the same privilege.	6
The Q-12 Process	6
Creating an Engaged Workforce	7
LAW #4: Not everyone will follow a leader's initiative	7
1. You may not get everyone to follow and still get the job done.	7
2. In a democracy we need a majority. It is very rare to get 100% followership.	7
LAW #5: Leadership occurs as an event	8
1. It has a beginning (the leader offers a direction), middle (first follower supports the solution or idea the leader offers), and, an end (the leaders' goal is accomplished or someone else initiates action).	8
2. Multiple events can and do occur	8
3. Myth #1: Only one leader emerges	8
4. Myth #2: Once a leader, always a leader	8
5. Myth #3: Boss must do all the thinking and make all the decisions and plans.	8
Action Ideas	8
1. Pass the baton of leadership. Let others take the lead.	8
2. Recognize and reward multiple leaders.	8
3. Get clear about how the science of leadership applies to all situations and accept how the art of gaining followers is always situational.	8
LAW #6: Leaders provide direction and operate outside the boundaries or organizationally defined procedures.	8
1. Don't know what to do	8
2. Take no action	8
3. Take inappropriate action	8
LAW #7: Leadership involves risks and uncertainty.	8
1. There is no perfect organization. Systems fail and policies and procedures may hinder our ability to act.	8
2. Leaders cannot insure the "right" or correct result.	8
3. No matter how much is prescribed we cannot flawlessly predict action or results or control everything.	8
4. Leading requires real courage: accept that you may not succeed and take action anyway.	8
5. Ambiguity and uncertainty create the need to lead.	8
Skill Set #2: Direction skills	9
1. Leaders map the territory: Identify the need for leadership direction.	9
2. Leaders figure out "what's going on" and then "what direction to take."	9
3. The leader's antenna is up; always alert for ideas and solutions.	9
4. They perceive, interpret and integrate information to create a meaningful strategy.	9
Action Ideas	9
1. Remind people of the mission	9
2. Ask key questions: What must be done?	9
3. What is possible?	9
4. What is the first right answer?	9
5. How many other right answers can we come up with?	9

6.	Leaders utilize three 'I's Involve, Include, Inform.	9
7.	Know when to alter course.	9
8.	Remove constraints that the team has a tendency to place on itself unnecessarily.	9
9.	Spend 15 minutes a week in a location of your organization you hardly visit.	9
10.	Ask: "What are we doing that is stupid? How can we fix it?"	9
11.	Make the rule: If you don't have a solution give me a suggestion.	9
LAW #8:	Consciousness, information processing creates leadership.	9
1.	How do you talk to yourself?	9
2.	What is your explanatory style?	9
3.	Are you recognizing problems and simultaneously seeking solutions?	9
4.	Is your self-dialogue energizing or de-energizing?	9
5.	Do you use empowering language to re-energize colleagues?	9
6.	Ask: What more do I need to know, do or believe to be effective?	9
7.	What are my strengths? What team members can augment my weakness?	9
8.	If I am going to make a change I must change the way I talk to myself.	9
LAW #9:	Leadership is a "self referral" process.	9
1.	Leaders lead based on their "inner identity": The reference points of awareness that are used to determine one's assumptions, beliefs and values.	9
2.	Self- referral leadership is the "lens" through which we perceive the world "what is outside is based on what's inside."	9
Action Ideas		10
1.	What kind of leader do you want to be?	10
2.	Define the legacy you want to leave	10
3.	Define:	10
4.	How do you define business or the business of government?	10
Skill Set #3:	Influencing Skills	10
1.	How do you define influence?	10
2.	How do you define persuasion?	10
3.	Establishing credibility—building a base to gain commitment	10
4.	People believe in the leader and or the leader's direction (idea to solve the problem or take advantage of an opportunity).	10
5.	The secret of credibility is its subjective nature; your credibility is not based on your view of self but how others' view you in your role.	10
Action Ideas		10
1.	Find out what makes one credible in your specific role. Tool: Ask, "Of all your past managers what made them credible and what discredited them in your eyes?"	10
2.	Show colleagues WIIFM "What's in it for me," if they commit to your course of action.	10
3.	Identify people's needs, desires, and interests; show them how following your lead enables them to get what they want.	10
4.	Ask the Abrashoff questions	10
?	Where are you from?	10
?	Why did you join the navy?	10
?	What are your goals in your job?	10
?	What do you like most about your job?	10
?	What do you like least?	10

□ What things would you change if you could?	10
5. Speak the followers' language.	10
6. Stay on message: determine key points and don't get distracted.	10
7. Be congruent with your message.	10
8. Be one of the first people to offer ideas in meetings, if you usually let others take the lead.	10
9. Prepare for your next meeting by looking over the agenda and thinking about the contributions you can make.	10
10. Informally talk with your peers and your manager about their goals and concerns. Use this information when you need to link your ideas to their needs.	10
11. Practice being more forceful in situations such as community meeting; where the costs, risks, and implications, are not as great as they are at work.	10
Summary of Critical Research Findings	11
Women in The Leader's Role	13
Reference	18