Introduction to Leadership

What is your definition of a successful leader?

Identify someone you would consider a leader - what qualities did that person have?
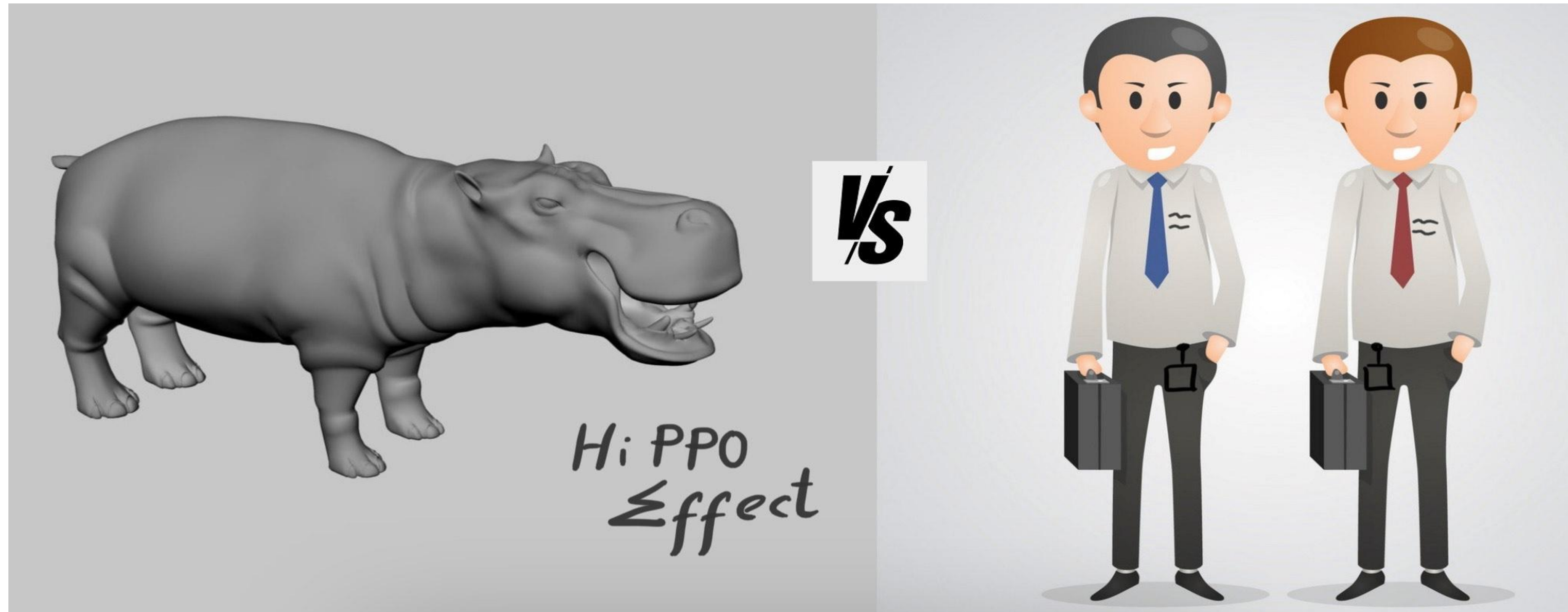
Could these qualities be learned?

How leaders differ from managers

Take a few moments to write down some of your thoughts...

Corporate decision making : The HIPPO Algorithm

- **Hi**ghest **P**aid **P**ersons **O**pinion

What all you associate With

Introduction to Leadership

•The process of communicating a vision, and influencing others to work willingly towards an organization's goals to the best of their capabilities.

•To help people achieve (maximize capability),

•To establish and communicate a vision for the future,

•To encourage, coach and mentor

•To establish and maintain successful relationships

Leadership Myths (Bennis)

- Leadership is a rare skill
- Leaders are born not made
- All leaders are charismatic
- Leadership exists only at the top of an organization
- The leader controls, directs, manipulates others

Leadership Characteristics

- Translate direction and mission into reality

- Align people to the goal

- Integrity

- Comfort with uncertainty

- Flexibility and adaptability

- Sense of humor

Leadership Is Not Management

What are your thoughts?

Leadership Is Not Management
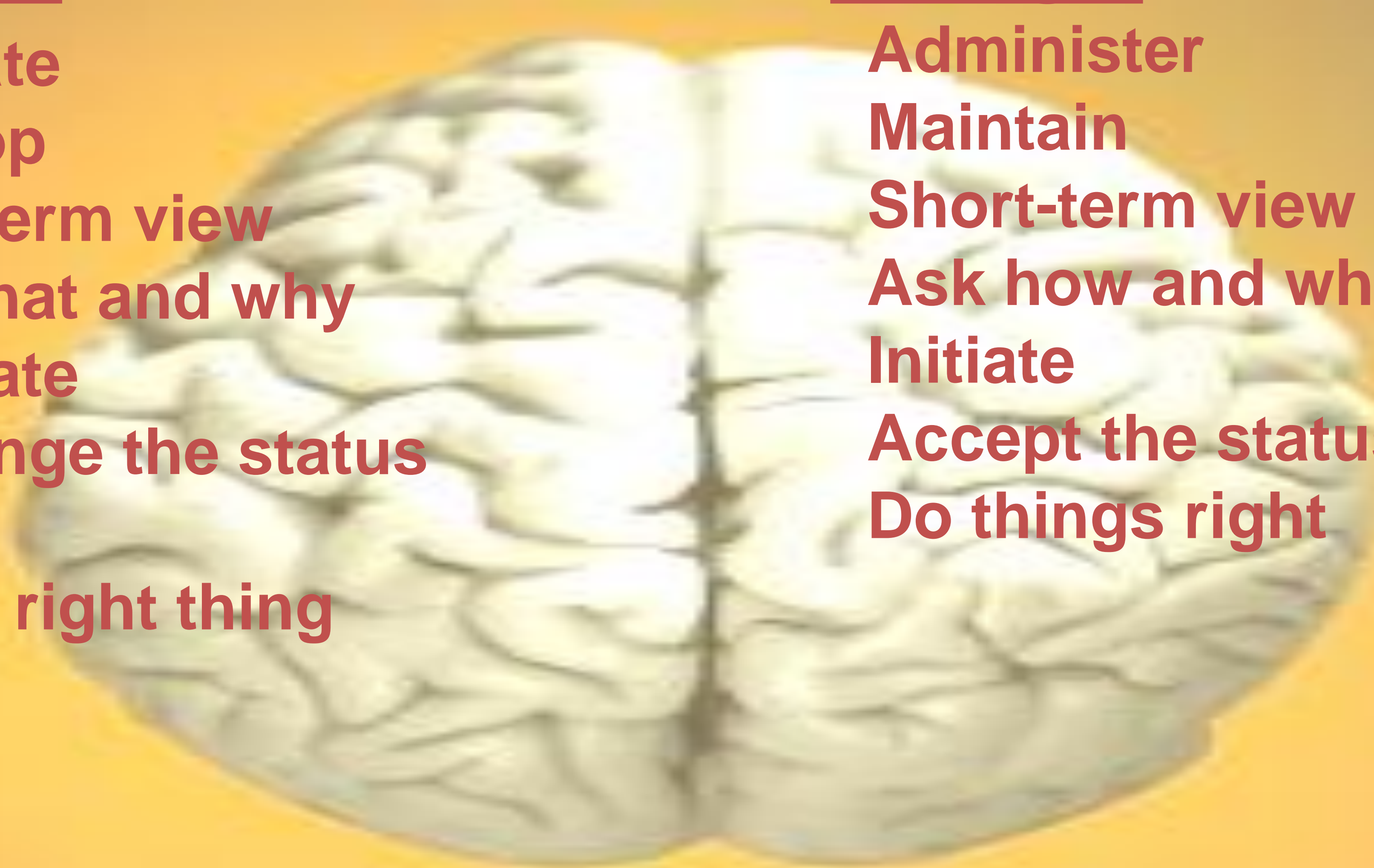
"You Manage <u>Things</u>
You Lead <u>People</u>"

Leadership Is Not Management

Leader

Manager

Innovate

Develop

Long-term view

Ask what and why

Originate

Challenge the status quo

Do the right thing

Administer

Maintain

Short-term view

Ask how and when

Initiate

Accept the status quo

Do things right

Leadership Is Not Management

Leader

Focus on people
Influence
Motivate
Build
Shape entities

Manager

Focus on things
Organize
Direct
Control
Follows the rules

MANAGER VS LEADER

MANAGER
- gives direction
- has subordinates
- holds authority
- tells you what
- has good ideas
- reacts to change
- tries to be a hero
- exercises power

LEADER
- asks questions
- has followers
- is motivational
- shows you how
- actions good ideas
- creates change
- makes hereos
- develops power

Leadership Pyramid

Types of Leaders

Leader by…

- The position achieved
- Personality, charisma
- Moral example
- Power held
- Intellect
- Ability

Leadership Models

Models help us to understand what makes leaders act the way they do in certain situations.

- Bass Trait Leadership Model

- Lewin et. al's Behavioral Leadership Model

- Blake and Mouton's Grid Leadership Model

Bass Trait Leadership Model

Majority of people admire and are willing to follow leaders who are:

Intelligence	Ambitious
Honesty	Originality
Initiative	Sociability
Aggressive	Adaptability
Self-confident	Inspiring

Lewin et. al's Behavioral Leadership Model

Authoritarian (Dictatorial)

**Autocratic**

Persuasive

Consultative

Democratic

Laissez-faire

Lewin et. al's Behavioral Leadership Model

- **Authoritarian**
  - Give directions & follow the commend of authority
- **Autocratic**
  - Leaders make decisions alone and instruct subordinates
- **Consultative**
  - Open for consultations & take decisions on consensus
- **Democratic**
  - Leaders involve subordinates in the decision-making process
- **Laissez-Faire**
  - Allow subordinates to make decisions on their own with little guidance or help

Blake and Mouton's Grid Leadership Model
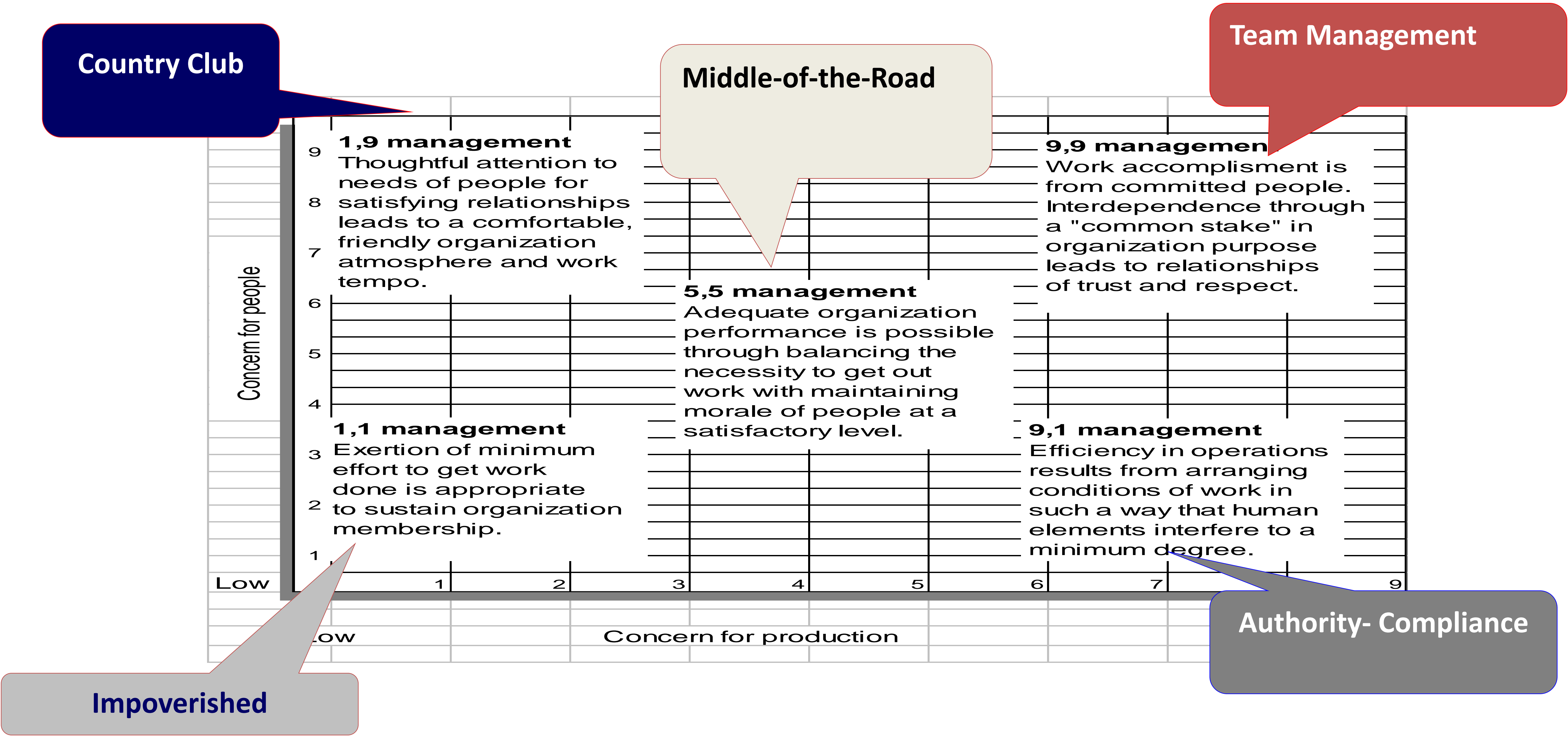
Team

Together

Everyone

Achieves

More

A team is a formal group that generates positive synergy

Creating and Leading Teams

Most teams aren't teams at all but merely collections of individual relationships with the boss. Each individual vying with the others for power, prestige and position.

- **Douglas McGregor** from <u>Group To Team</u>

- **A team is a group of people with a high degree of interdependence geared towards the accomplishment of common goal or a task**

- **A group, by definition, is a number of individuals having some unifying relationship.**

Creating and Leading Teams

Benefits of a team for the organization:

- It maximizes the organization's human resources.
- A success or failure is felt by all members, not just the individual, this gives them the courage to take chances.
- Successes are felt by every team member, this helps them to set and achieve bigger and better successes.
- There are superior outputs against all odds. This is due to the synergistic effect of a team
- There is continuous improvement. No one knows the job, tasks, and goals better than the team.

Developing Teams

- **Be Enthusiastic** - it's Contagious
- **Develop a Sense of** Urgency-Team members need to believe the team has a urgent and **worthwhile purpose**
- **Set Clear Rules of Behavior-**Such as:
    - Discussions - no sacred cows.
    - Attendance during team meetings - no interruptions to take telephone calls.
    - Confidentiality - personal revelations must remain among the tea.
    - Analytic approach - facts are friendly.
    - Constructive confrontation - no finger pointing.
    - The most important - everyone does real work.

Developing Teams

- **Keep Them Informed-** Challenge your team with fresh facts and information

- **Grow Together-** Teams must spend a lot of time together, especially in the beginning

- **Reinforcement Works Wonders-**Exploit the power of positive feedback, recognition, and reward. Positive reinforcement works well

Team Development

Team Development

FORMING

↓

STORMING

↓

NORMING

↓

PERFORMING

TRANSFORMING ← PERFORMING

Team Development

- **Forming** – characterized by caution, confusion, and uncertainty.
- **Storming** – characterized by tension, hostility, and intra-group conflict.
- **Norming** – characterized by establishing group norms and close relationships.
- **Performing** – characterized by focusing on the accomplishment of the task.
- **Transforming** – characterized by wrapping up activities and getting closure.

Elements of a Team

As a leader, there are a number of elements that need to be introduced into the team. Teams learn and demonstrate behaviors

- Clear team goal
- Increased Learning
- Productive participation of all members
- Open Communication
- Trust
- A sense of belonging
- Diversity
- Creativity and risk taking
- Change compatibility

Effective Teams

Dealing With Conflict

- The word conflict comes from the Latin word, *Conflicts*, meaning "collision" and from *Conflig(ere)*, meaning "to strike together "

- Leadership in today's world requires far more than a large stock of gunboats and a hard fist at the conference table.

Causes of Conflict

There are numerous causes of conflict, and these causes can be placed into three general categories: 1. Communication 2.Personal 3.Process

Communication causes of conflict come from infrequent or ineffective communication (e.g., lack of feedback, misunderstandings, lying, criticism, discounting, and sarcasm).

Personal causes of conflict come from ego, personal biases, and lack of empathy (e.g., differing personalities, perceived disrespect or lack of concern, past friction, differing backgrounds, differing values or beliefs, and prejudice).

Process causes of conflict come from differing views about what should be done or how it should be done (e.g., differing goals, differing approaches to a problem, differing perspectives on an issue, and differing sources of information.)

Conflict Resolution

Conflict resolution is an **active** process that depends on the **purposeful** implementation of behaviors and strategies that are **appropriate** to the given conflict situation. This requires an use of active listening skills, **assertive communication**
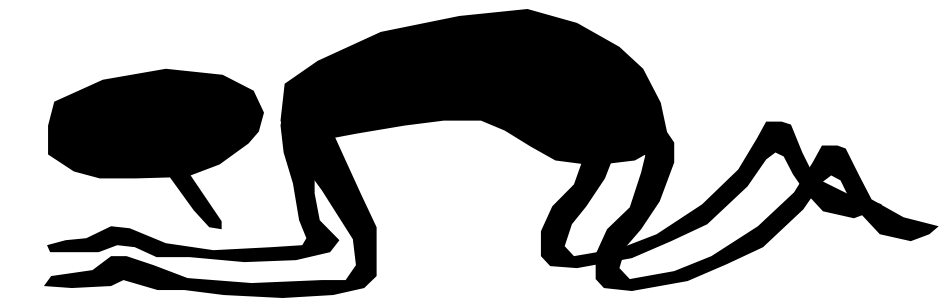
Five basic styles
- Avoidance … bury head in sand
- Accommodating… focus only on other -- it's all right
- Dominating… do it my way or else
- Compromise … each gains & loses
- Collaborative … focus on gains for each -- win-win
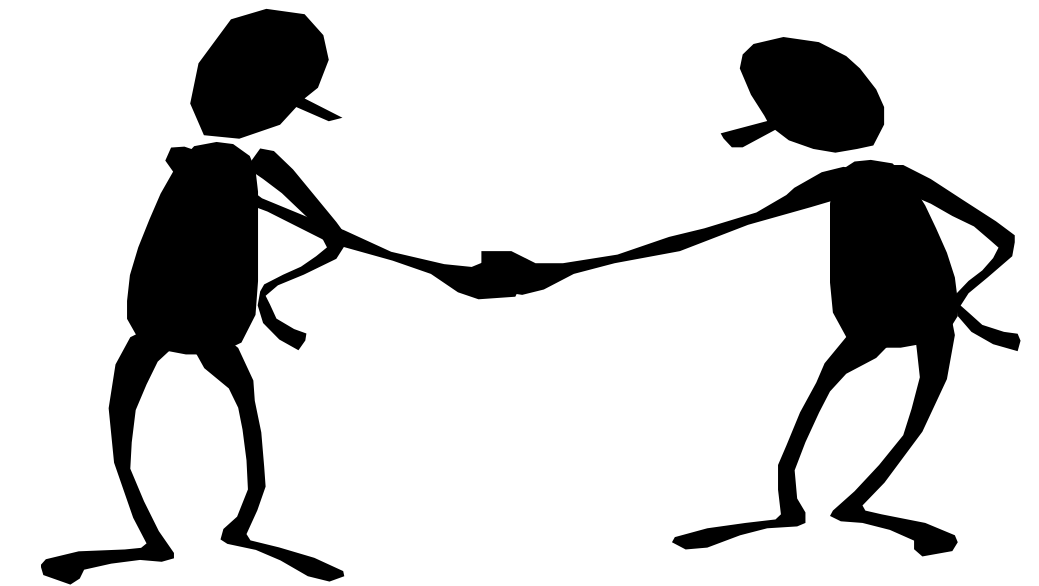
Conflict Management Styles
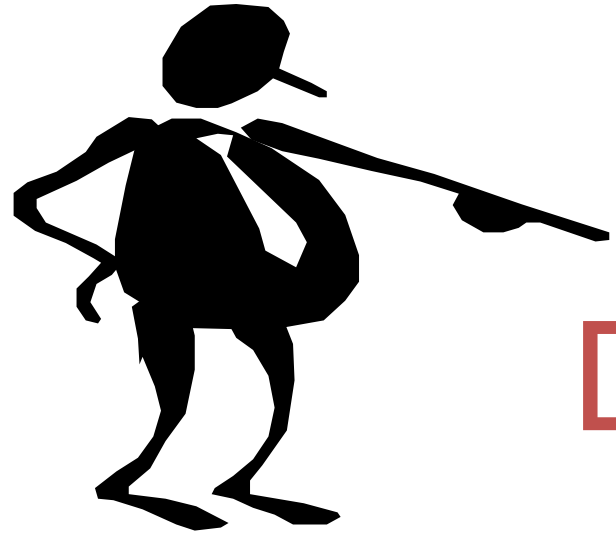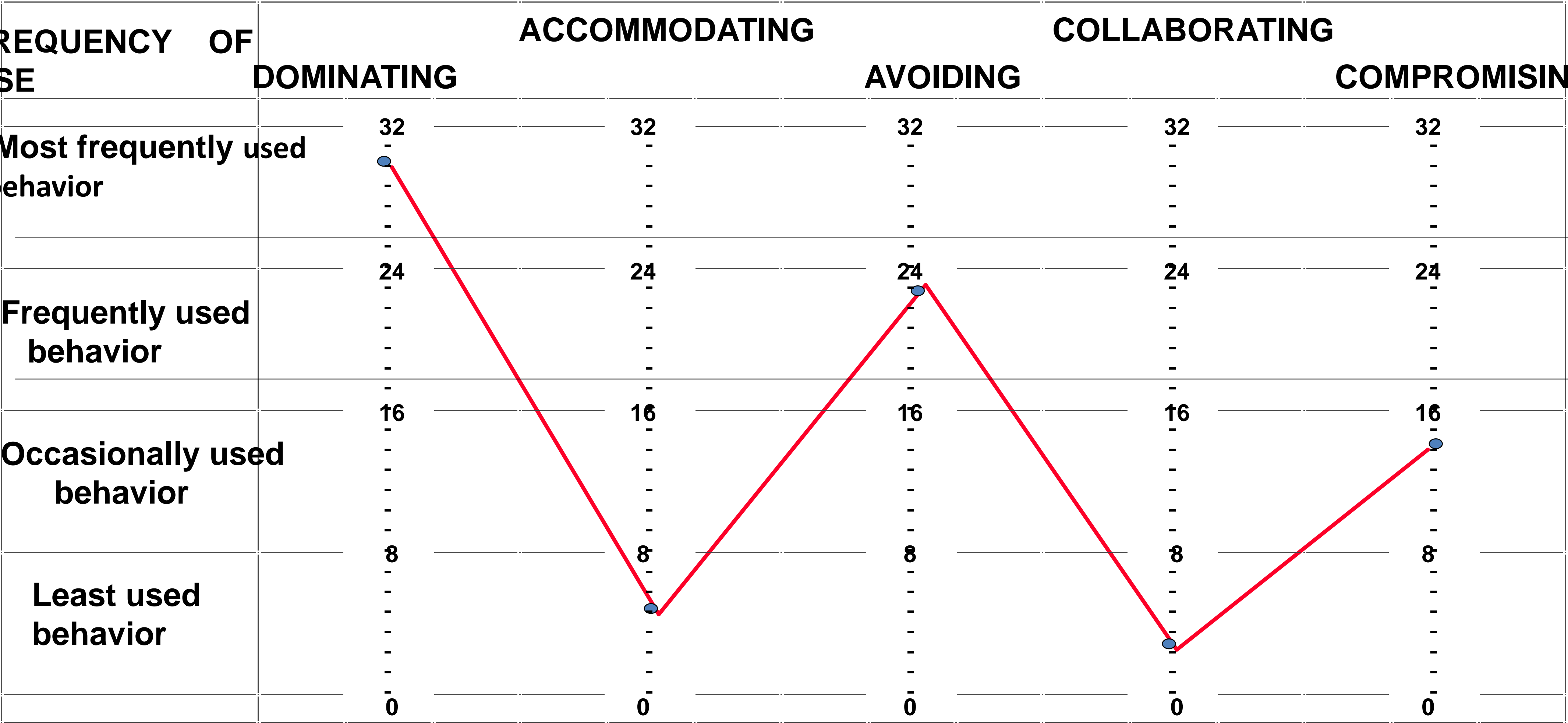
Dominating

Accommodating

Avoiding

Compromising

Collaborating

Conflict Management Style Profile

Motivating People

As a leader, you have the responsibility to motivate your team. The following guidelines form the basic view of motivation will help you in motivating your people:

- Allow the needs of your team to coincide with the needs of your organization.
- Nearly all people are influenced by the need for job security, promotion, raises, etc.
- They are also influenced by internal forces such as values, morals, and ethics.
- Ensure that your team is trained, encouraged, and provided the opportunity to advance.
- Reward good behavior.
- Although a certificate, letter, or a thank you may seem small, they can be powerful motivators. The reward should be specific and prompt.
- Set the example you must be the role model that you want your team to grow into.

Counseling

Counseling has a powerful, long-term impact on people.

- Counseling is talking with a person in a way that helps that person solve a problem or helps to create conditions that will cause the person to improve his behavior.

- Counseling involves much more that simply telling someone what to do about a problem.

Counseling

Leaders must demonstrate certain qualities in order to counsel effectively:

- **Respect** - This quality includes the belief that individuals are responsible for their own actions and ideas
- **Self-awareness** – The quality of understanding yourself as a leader.
- **Credibility** - This quality is achieved through both honesty and consistency between the leader's statements and actions
- **Empathy** - This quality entails understanding a subordinate's situation.

Training & Coaching

- Training and coaching help to create the conditions that cause someone to learn and develop.

De Becker -Five Ways to Lead

- Strategic Approach
- Human Assets Approach
- Expertise Approach
- Box Approach
- Change Approach

Leaders do the following:

- **Create a sense of purpose**
- **Make the goals team goals**
- **Treat people like the individuals they are**
- **Make members responsible for the team performance**
- **Share the glory, accept the blame**
- **Take every opportunity to build confidence**
- **Be involved, stay involved**
- **Be there**
- **Be a mentor**