Leadership

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The "Right Stuff"

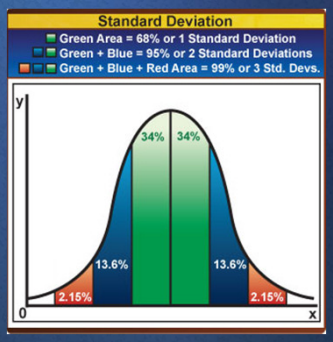
- Trait Approach
  - Born With "IT"
  - *You have IT… or, you don't*
    - *Intelligent*
    - *Bold*
    - *Good Looks*

Leading…

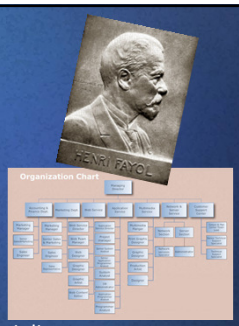
What do you see?

Pass Me the Charisma…

- *Here's the deal.*



Management…

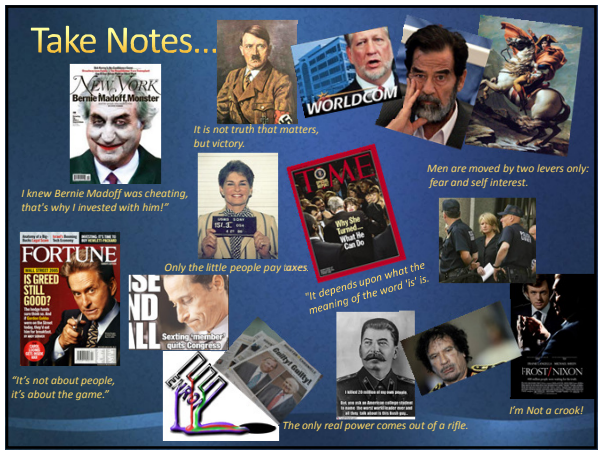


- Five Functions
  - Plan
  - Organize
  - Coordinate
  - Direct
  - Control
- Chain of command
- Centralization
- Separation of powers
- Procedural and process discipline
- Alignment and order
- Stability and predictability

Positional Power

- Conferred (top—down)
- External
  - Title
  - Office
  - Rank
- Defined
- Limited resource
- Unsustainable

Take Notes…



It is not truth that matters, but victory.

I knew Bernie Madoff was cheating, that's why I invested with him!"

Men are moved by two levers only: fear and self interest.

Only the little people pay taxes.

"It depends upon what the meaning of the word 'is' is.

"It's not about people, it's about the game."

I'm Not a crook!

The only real power comes out of a rifle.

Leadership vs Management…

No questions about it!

- Lead…
  - "Who"

"Leaders sell the tickets for the journey;

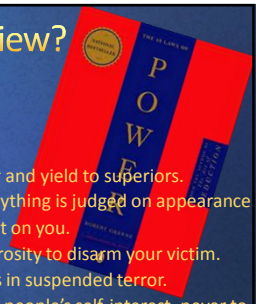
- Manage…
  - "What"
    - Budgets
    - Projects
    - Objectives

Managers drive the bus to the destination."

What's your World View?

- *The 48 Laws of Power*

by Robert Greene



- Some noteworthy examples:
  - Never outshine the master.
  - Play the perfect courtier: Flatter and yield to superiors.
  - Court attention at all costs: Everything is judged on appearance
  - Learn to keep people dependent on you.
  - Use selective honesty and generosity to disarm your victim.
  - Be unpredictable to keep others in suspended terror.
  - When asking for help, appeal to people's self-interest, never to their mercy or gratitude.
  - Discover each man's thumbscrew.
  - Do not commit to anyone.
  - Get others to do the work for you, but always take the credit.

Your Clinical Observations…

- How "healthy" is my workplace environment?
  - How much pain do I feel/observe in my workplace?
  - How much pain do I think others feel/observe?
- How much pain do I cause others?
  - Intentionally?
  - Unintentionally?

Leadership…

How would you define it?

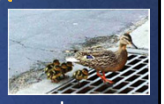
*"You are a leader only if people follow your leadership… when they have the freedom **not** to."*

- Jim Collins

Diagnostic Questions…

- Where does it hurt?
- On a scale of 1-10, how much does it hurt?
- What was going on when you noticed the pain?
- How long has this been going on?
- What makes you feel better or worse?
- Are others near you feeling the same way?

Would I Want to Follow Me?



- **Myth #1:** Being smart is good enough.
- **Myth #2:** Your mood doesn't matter.
- **Myth #3:** Good leaders can take constant pressure.

- Resonant Leaders

"Love people…use things."

Level 5 Leadership…

- Professional Will
  - Focused
  - Intentional
  - Mission Oriented
  - Resilient

+

- Personal Humility
  - Abundance mentality
  - Quiet confidence
  - Gracious
  - Powerful

Personal Power

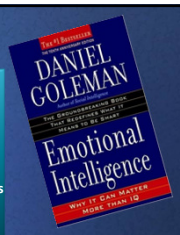
- Earned (bottom – up)
- Trust
- Respect
- Renewable resource
- Sustainable

Level 5 Leadership…

- Confront the Brutal Facts
  - It's often better to ask questions rather than dispense "answers".
  - Encourage open and honest debate.
  - Learn from mistakes VS blaming.

Emotional Intelligence…

Social Awareness	Relationship Management
• Empathy • Service Ethic • Organizational Awareness	• Develops Others • Trusting Relationships • Change Catalyst • Builds Collaborative Teams • Inspirational Leader • Win/Win Outcomes
Self-Awareness	**Self-Management**
• Emotional Awareness • Accurate Assessment • Self-Confident	• Self-Control • Transparency • Adaptability • Integrity • Initiative • Resilience • Optimism



Strong opinions…weakly held.

- *"Don't dawdle, make a decision and move on it. You can alter course if/when new information."*
- *"You're confident… but not really sure."*
  - Tom Petty, "Saving Grace," *Highway Companion album, 2006*

Other Takes…

- Style Approach
- Situational Approach
- Developmental Approach
- Complexity Approach
  - Emphasis (from leader to leadership)

Build Capability…

- Technical/Functional KSA's
- Managerial KSA's

- Gained through:
  - Formal education
  - OJT
  - Coaching/mentoring
  - Life experiences
  - Challenging assignments

Leadership Model

- U. S. Army/West Point Model
  - Be – Know – Do

- The Three C's of Leadership
  - Begin with Character
  - Build Capability
  - Be a Catalyst

Leadership Is a Relationship… *Designed for a Purpose*

- A matter of *"Who"* VS *"What"*
- Credibility to influence = (Trust) + (Respect)

Begin With Character…

- What are the essential qualities/traits you look for in someone you would be willingly to follow?
  - Commitment to be the best
  - Integrity
  - Positive attitude
  - Strong work ethic
  - Responsible and accountable
  - Continual learner
  - Team player

Be a Catalyst…

1. Lead by Example
2. Shape the Future
3. Enable Change
4. Develop People
5. Encourage Others

1. Lead by Example

- Attitude worth catching
- On stage
- Set standards

2. Shape the Future

- Think and act strategically
- See the future
- Engage heads and hearts

3. Enable Change…

- Ownership
- Systems approach
- Positive momentum

4. Develop People…

- Invest in building capacity
- Share control

5. Encourage Others…

- Positive on-boarding
- Put names to a faces
- Rewards and recognition