Leadership

Alec (Sandy) McCommon

The “Right Stuff”
- Trait Approach
  - Born With “IT”
  - You have IT... or, you don’t
    - Intelligent
    - Bold
    - Good Looks

Pass Me the Charisma...
- Here’s the deal.

Management...
- Five Functions
  - Plan
  - Organize
  - Direct
  - Control
  - Coordinate
- 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
"It's not about people, it's about the game."

I'm Not a crook!

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

The only real power comes out of a rifle.

"Only the little people pay taxes."

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

It is not truth that matters, but victory.

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.

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

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?

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?

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...
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
  - Empathy
  - Service Ethic
  - Organizational Awareness

Self-Awareness
  - Emotional Awareness
  - Accurate Assessment
  - Self-Confident

Self-Management
  - Self-Control
  - Transparency
  - Adaptability
  - Integrity
  - Initiative
  - Resilience
  - Optimism

Relationship Management
  - Develop Others
  - Trusting Relationships
  - Change Catalyst
  - Build Collaborative Teams
  - Inspirational Leader
  - Win/Win Outcomes

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.”
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

4. Develop People...
   - Invest in building capacity
   - Share control

2. Shape the Future
   - Think and act strategically
   - See the future
   - Engage heads and hearts

5. Encourage Others...
   - Positive on-boarding
   - Put names to faces
   - Rewards and recognition

3. Enable Change...
   - Ownership
   - Systems approach
   - Positive momentum