No One Promised You a Rose Garden,

but a few less thorns would be helpful!

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Southeastern Training and Development

Effective leadership

is not something you do to people,

but something you do with people

Leadership

- Loyalty
- Enthusiasm
- Attitude
- Duty
- Example
- Respect
- Selfless Service
- Honor
- Integrity
- Personal Courage

Leadership vs. Management – it's not the same thing

- Mistake #1: People use the terms "management" and "leadership" interchangeably.
- Mistake #2: People use the term "leadership" to refer to the people at the very top of hierarchies.
- Mistake #3: People often think of "leadership" in terms of personality characteristics, usually as something they call charisma.

Leadership or Management?

Leadership and Management are two distinctive and complementary systems of action

Each has its own functions and characteristic activities

Leadership or Management?

Leadership

- keeps the organization running
- controls
- administers
- systems-minded

Management

- gives direction in times of change
- inspires
- encourages & builds teamwork
- provides an example

Seven Guidelines for Success

- Learn the right stuff as fast as you can
 - Get information from organizational sources
 - Staff members who expected to get your job
- What to do when supervising people who are your peers and friends
- When gathering information about others, about your work group ...
- What kind of leader was your predecessor?
 - Saint/Tyrant/Took up Space

Seven Guidelines for Success (cont)

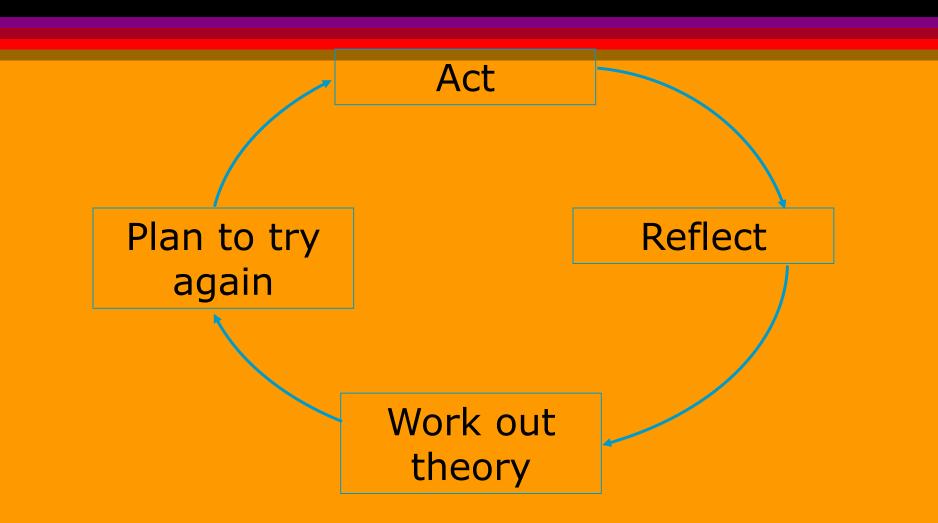
- Build your credibility
 - 4 steps
- Be loyal to your boss
- Try to prevent unwelcome surprises

Learning Cycle

Learning how to learn is life's most important skill.

Tony Buzan

How we Learn



BIRD IN THE THE HAND

PARIS IN THE THE SPRING

ONCE IN A A LIFETIME

The F's

FEATURE FILMS ARE
THE RESULT OF YEARS
OF SCIENTIFIC STUDY
COMBINED WITH THE WORK
OF MANY

Roles of Today's Leaders

- Developer of people
- Communicate
- Coach
- Barrier Breaker
- Bureaucracy smasher
- Expediter
- Facilitator

Developing Effectively

- One person armies everything
- You've moved from doing to directing
- You are now responsible for the growth of others
- You can't get everything done by yourself
- You don't want to create indispensable people

Developing Effectively

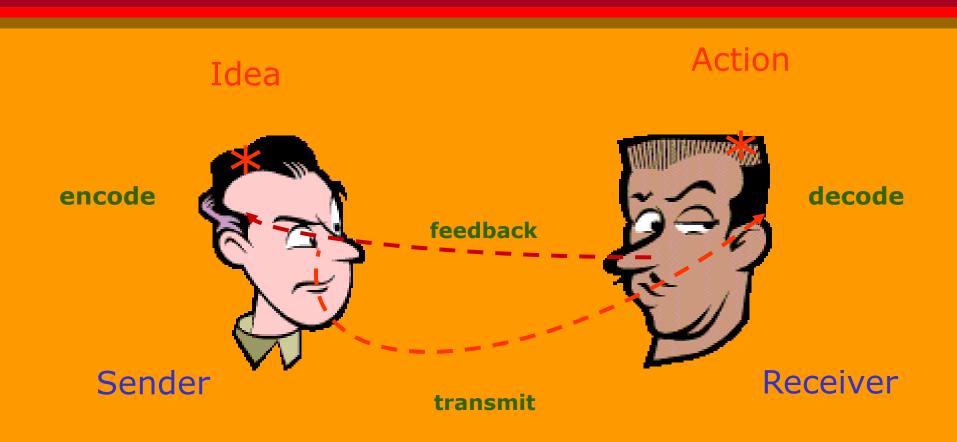
- You need to get the best return on your personal investment
- You can increase your control and power
- You'll have more time to deal with other important matters you rarely get to
- You must help your organization prepare for future opportunities and growth
- You must try to compensate for your physical limitations

Communication – A Definition

The exchange of thoughts, messages or information, as by speech, signals, writing or behavior.

- American Heritage Dictionary

Communicating



Communication

"Perhaps the biggest barrier to communication is the assumption that it has taken place"

Barriers to Listening

- Internal barriers are within the listener's mind and are much more difficult to control or remove. To do so requires a high level of selfawareness and discipline.
- Examples Physiological Sleep deprivation, hunger, sickness.
 Psychological – argument with a loved one, concern about the future, worries over finances, jobs, etc

Barriers to Listening

- External barriers are environmental distractions that you encounter every day.
- Examples Noise from someone's computer, a loud fan, bright lights, other conversation around you.

Assessing Your Staff

- Strengths
- Weaknesses
- Actions to be taken

Planning Your Leadership Style

Type 1 work group

- Low maturity
- Low cohesion
- High stress

Type 6 work group

- High maturity
- High cohesion
- Low stress

Styles

- Communicate frequently
- Communicate formally
- Delegate by tasking
- Use the directive approach
- Communicate less frequently
- Communicate informally
- Delegate by objectives
- Use the participative approach

Three Skills of an Effective Leader

Flexibility

Diagnosis

Contracting for leadership style

Directive

Supportive

Structure /Guide

Control

Supervise

Listen

Praise

Facilitate

Leadership Styles

In all 4 styles, a leader:

- 1. Sets Goals
- 2. Observes / monitors performance
- 3. Provides feedback

Four Styles Vary

- 1. The amount of direction the leader provides
- 2. The amount of support the leader provides

3. The amount of follower involvement in decision making

Directive Behavior

Clearly telling people

- 1. What to do
- 2. How to do it
- 3. Where to do it
- 4. When to do it

And then closely supervise!

Directive Behavior

Anytime a leader:

- Set goals or objectives
- Makes clear the role each person will play in the accomplishment of the task
- Plan work in advance to be accomplished by the follower
- Organizes resources
- Communicates job priorities

Directive Behavior

Anytime a leader (continued):

- Sets timelines for future work
- Determines methods of evaluation for follower performance
- Shows or tells a follower how to do a specific task
- Checks to see if work is done properly and on time

Supportive Behavior

Involves:

- Listening to people
- Providing support and encouragement for their efforts
- Facilitating their involvement in problem-solving and decision making

Supportive Behavior

Anytime a leader:

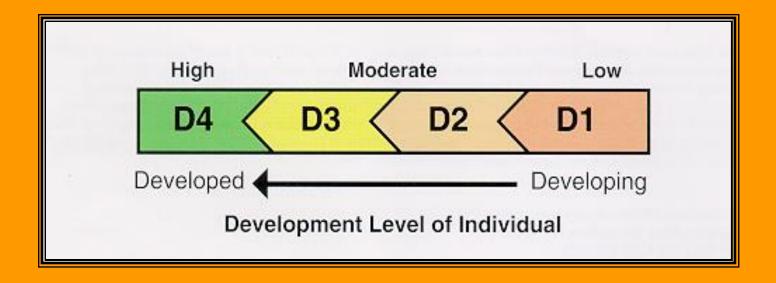
- Ask for suggestions or input on task accomplishments
- Facilitates follower problemsolving or task accomplishment
- Listens to the problems of the follower (job or non-job related)

Supportive Behavior

Anytime a leader (continued):

- Encourages or reassures a follower that he or she can do the task
- Communicates information about the total organization's operation
- Discloses information about self (job or non-job related)
- Praises the follower for task accomplishment

Four Development Levels



Commitment

Do they

- Motivation
- Confidence

Development Levels

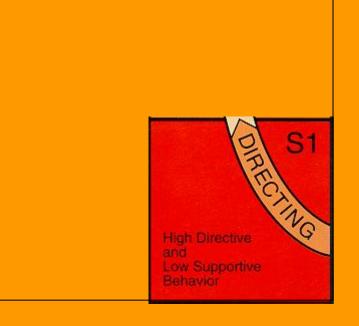
- D1 Competence Low Commitment - High
- D2 Competence Some Commitment - Low
- D3 Competence Moderate/High Commitment - Variable
 - D4 Competence High Commitment - High

Competence / Commitment

- D1 the enthusiastic beginner
- **D2 the disillusioned learner**
- D3 the reluctant contributor
- **D4** the peak performer

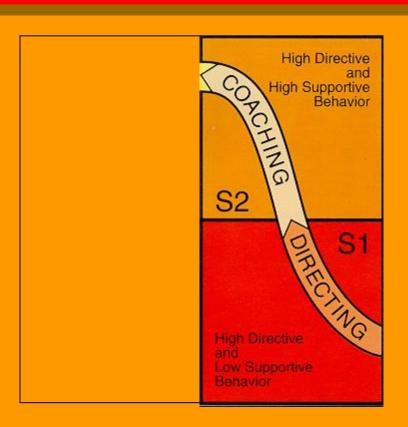
Leadership Style 1

High Directive
Low Supportive



Leadership Style 2

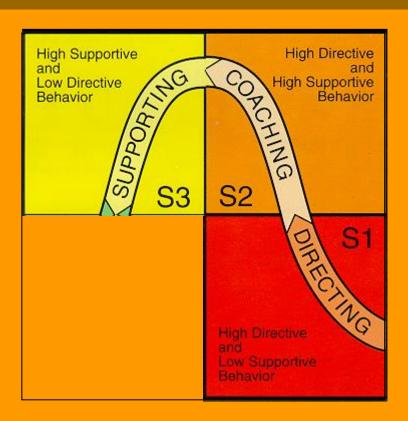
High Directive
High Supportive



Leadership Style 3

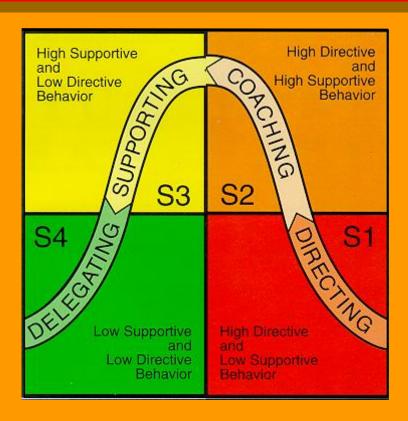
Low Directive

High Supportive



Leadership Style 4

Low Directive
Low Supportive



Options in Supervising Subordinates

- You match your leadership style to development level and competence and commitment increases
- You oversupervise and competence and commitment go down
- You undersupervise and competence and commitment go down

Four Basic Steps to Minimize Resistance to Change

- "Grease the skids" going in explain why a change is needed
- Let them help decide what change is needed and how to implement
- Maximize information flow before and during the change
- "Close the loop" coming out give lots of feedback

Reduce Resistance

Organizational values?

Performance evaluations?

Five Unique Qualities of a Leader

- 1. A passion for action
- 2. An ability to remain focused
- 3. A passion for helping others to succeed
- 4. A sensitivity to the moment to motivate
- 5. The ability to deal effectively with blame and praise.

Delegate Work and Ensure it's Done Right

- Set a clear objective
- Assign the project or task, identify milestones
- Provide necessary information and guidance
 - Give information and data
 - Suggest approaches
 - Describe desired results

Delegate Work and Ensure it's Done Right

- Clearly state the level of authority assigned
 - Control of resources
 - Frequency of follow up or progress of reports
- Provide feedback
 - Postive
 - Negative

5 Ways to Motivate

- Find out what would motivate your employees or volunteers
- Help them find meaning in their work
- Help them set and achieve goals
- Use proper techniques to address performance issues
- Motivate them through the use of performance evaluations

3 Major Influences on your Attitude

Understanding

Dedication

Self-perception

Blueprint for Success

- Believe in your people
- Be humble. We are not the solution ...
- Care about your people so that you will ...