KEY LEADERSHIP LESSONS

A Leadership Development Experience

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OUR IMPORTANT LEARNING OBJECTIVES:

1. To foster your THINKING about leadership;
2. To identify and discuss why leaders FAIL and SUCCEED; and
3. To identify the specific things that can be done to ELEVATE your leadership skills and thinking to the next level.

SPEED INTERVIEWS

(60 Second)

Key Questions:
1. *Name **one great leader from history** that you would like to meet.*

2. *Who is the **best leader** you know?*

3. *Name two **things great leaders do**?*

4. *Name **one skill** you need to improve upon to be more effective and successful in life?*

5. *Personal **favorite movie** of all time.*

YOUR DEFINTION OF THE WORD
LEADERSHIP:

Instructions: In the space provided below, please write out your definition of the word LEADERSHIP. Try to be as specific as possible!

Now, name that GREAT leader and explain what made them great!

LEADERSHIP DEFINED*

- Someone who influences others toward the achievement of goals and desired outcomes;

- An individual who causes others to do things they might not otherwise do;

- A person who demonstrates prowess, talent and skill in a given endeavor; and/or

- Someone who uses their influence to make things happen and get desired results with and through people the right way and at the right time!

Key Point: Achieving performance improvement and outstanding results requires strong and effective leadership!
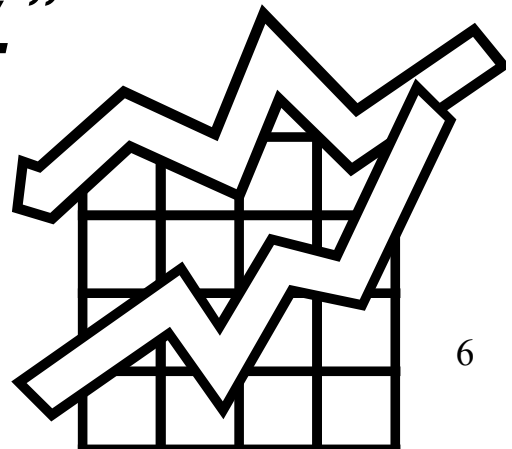
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Defined:

"Something that comes about as a consequence, effect or conclusion of activity or action."

"Something obtained, achieved, or brought about by calculation, investigation or systematic activity."

Instructions: Circle two (2) words that are most important in your understanding of this important word!

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KEY SCHOOLS OF LEADERSHIP THEORY

1. **The Trait School –** Early efforts to understand leadership success focused on the leader's personal traits. Traits are the distinguishing personal characteristics of a leader such as intelligence, honesty, self-confidence, and appearance, among others. This theory was based on the idea that some people are born with the traits that make them natural leaders (aka. The Great Man Theory of Leadership).

2. **The Behavioral School –** The behavioral approach to leadership is based on the supposition that individuals who adopts the appropriate behaviors of a leader can be effective in such a role. By observing and studying leadership behaviors and individual can learn to be an effective leader based on this theory. The research and theories in this school typically focus on task-oriented and people-oriented behaviors.

3. **The Contingency/Situational School –** The basic tenet of this focus is that leader behavior that is effective in some situations maybe ineffective in other situations. Thus, contingency or situational leadership takes the position that the leader's behavior can and must be driven by the circumstances of each individual leadership role. Factors that influence each situation can include the leaders position power, the employees maturity, leader member relations and task structure, among others.

4. **The Psychological/Emotional Intelligence School –** Researchers have long agreed upon the importance of cognitive intelligence (IQ) as being critical to a leader's success. Increasingly leaders in researchers have come to the conclusion that emotional intelligence (EQ) is equally important to a leader's success. Emotional intelligence refers to an individual's ability to perceive, identify, understand, and successfully manage emotions in themselves and in their relationship with others.

5. **The Results-Based School –** This school works in reverse identifying first the desired goals and outcomes that leaders are seeking, and then identify the specific behaviors and practices that will enable them to move their groups forward to that end. It combines the behavior and contingency schools.

THINK: What contributions do each of these school make to our understanding of how to best lead others?

WHY WOULD I WANT TO FOLLOW YOU?

 Instructions: In the space provided below, list five (5) reasons why
"*I would want to follow you*" as a leader in your organization.
Please be very specific!

1._____

2. _____

3._____

4._____

5._____

ARE YOU A TRUSTWORTHY LEADER?

EMPLOYEE RESPONSE TO LEADER TRUSTWORTHINESS

A Leader's Competency

	Weak	Strong
High	**Employee Response:** ▪ Uncertainty ▪ Fear ▪ Lingering Doubt	**Employee Response** ▪ Support ▪ Followership ▪ Loyalty
Low	**Employee Response:** ▪ Frustration ▪ Anger ▪ Disdain	**Employee Response:** ▪ Patience ▪ Concern ▪ Loss of Confidence

A Leader's Moral Character

Key Definitions:

1.Competency: *Possessing the requisite skills and talents necessary to successfully lead people and get desired results.*

   Question: *What are the problems associated with working for an <u>incompetent</u> leader?*

2.Character: *Possessing the moral and ethic underpinnings necessary to do the right thing and lead in a principled fashion.*

   Question: *What are the problems associated with working for a leader with <u>questionable character</u>?*

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WHY LEADERS FAIL?

Instructions: In the space provided below, list what you would consider to be the five (5) primary reasons *why leaders fail to get desired results*. Please be as specific as possible as your factors will be shared with the group.
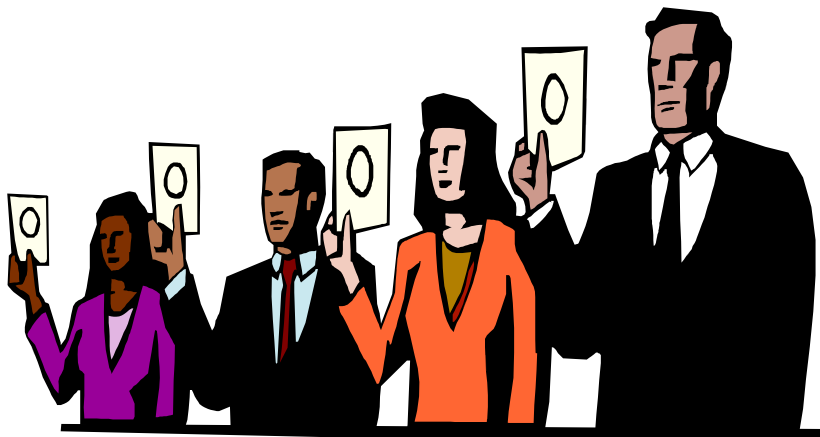
1. _____

2. _____

3. _____

4._____

5. _____

WHY LEADERS FAIL - TOP 10 CAUSES

(n = 1040 managers/204 focus groups)

CAUSES of FAILURE	%	CONSEQUENCES
1) Ineffective communication skills/practices	81%	Poor communication leaves employees in a cloud of uncertainty and stress that makes it difficult to make informed business decisions for managers and employees alike.
2) Poor work relationships and interpersonal skills	78%	The inability to foster effective working relationships isolates managers from the informal network of knowledge and resources that are necessary to cope with change.
3) Person-job mismatch	69%	Changing roles and job descriptions put managers in the challenging positions they are ill-equipped to fulfill resulting in poor performance for the managers and those who depend on their performance to get results.
4) Fail to clarify direction and performance expectations	64%	Failing to provide a clear sense of direction and to clarify performance expectations hurts planning, motivation, resource allocation, and ultimately, the inability to navigate through uncertainty.
5) Failing to adapt and break old habits	57%	Failing to adapt and/or break old habits allows the continuance of behaviors and actions that are no longer value-added.
6) Delegation and empowerment breakdowns	56%	Ineffective delegation and empowerment practices contribute to confusion and immobilize staff and resources.
7) Lack of personal integrity, character and trust	52%	A lack of integrity and trust affects a manager's credibility with the people they desperately need to get results.
8) Unable to develop teamwork and cooperation	50%	Without teamwork and cooperation, conflict and agendas of self-preservation will destroy collective performance.
9) Unable to influence/motivate others	47%	Failing to gain the commitment of employees leads to an attitude of minimal performance at a time when change requires extra effort.
10) Poor planning practices and reactionary behavior	45%	Poor planning practices and reactionary behavior create disruptive crises that damage performance and morale.

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11) Failing to monitor performance and provide feedback	40%	When a manager does not monitor employee performance this can create a lack of accountability and debilitates their ability to use feedback for performance enhancement.
12) Failing to remove performance roadblocks and solve problems	37%	When managers fail to remove performance roadblocks from the workplace, performance suffers and employees become disheartened and cynical.
13) Ego, attitude and indifference problems	36%	Managers with over-sized egos, bad attitudes, or indifference to their people alienate their employees and feed resistance to change and improvement.
14) Fail to select, promote, and develop talented people	33%	Failing to select, promote, and develop talented people leaves managers without the human capital to cope for high performance.
15) Lack of or misuse of critical resources	31%	Employees are denied a fighting chance to get desired results with inadequate and ineffectually deployed resources.
16) An unwillingness to take risks and experiment	25%	Managers who are unwilling to take risks and innovate reinforce the status quo despite the ongoing need for change.
17) Bad boss	24%	A poor working relationship can demoralize employees and cut a manager off from the necessary information and resources required.
18) Lack of accountability and follow-up	21%	When a manager does not hold people accountable and personally follow-up on commitments performance suffers.
19) Ineffective operating systems/processes/SOPs	19%	Ineffective operating systems, processes and SOP's create inefficiencies and can be strong deterrents for engaging in the new necessary behaviors critical for change.
20) Disorganized	17%	Disorganization leads to chaos and destroys the confidence from employees who need clear direction and structure during change.

Source: Longenecker, C.O., Neubert, M.J, and Fink, L.S., "Causes and Consequences of Managerial Failure in Rapidly Changing Organizations," Business Horizons, Vol. 50 No. 2, pp. 145-155.

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THE ATTRIBUTES/PRACTICES OF RESULTS-ORIENTED LEADERS

Instructions: Think of the best **"high performance" leader** that you have ever worked with during your career. Write down at least five (5) attributes/practices that best describe this individual. Your answers will be shared with the group.

1. _____

2. _____

3. _____

4. _____

5. _____

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GETTING RESULTS SELF-ASSESSMENT

Instructions: Listed below are the practices that emerged from the **Getting Results Research Project that includes a sample of over 3,500 successful leaders**. Answer each of the following questions in an honest and open fashion to assess the extent to which you are **effectively engaged in the practices** that lead to improving performance and better results. Please use the following rating scale:

1 = Never   2 = Rarely   3 = Sometimes   4 = Frequently   5 = Always

To What Extent Do I …

FOCUS
1. Create and maintain a clear vision and mission for where I am leading my people?   _____
2. Continuously align and clarify my value-added organizational role?   _____
3. Use clearly defined and balanced performance metrics to measure performance?   _____
4. Clarify and communicate performance expectations with all my employees?   _____

PREPARE
5. Employ appropriate and systematic planning practices on an ongoing basis?   _____
6. Demonstrate extreme care in properly staffing my operation?   _____
7. Ensure that my people are properly trained and educated to get results?   _____
8. Work to ensure that people are properly equipped to perform their jobs?   _____

CLIMATE
9. Regularly monitor and measure the individual/operational performance?   _____
10. Create ownership and accountability around desired performance outcomes?   _____
11. Provide ongoing performance feedback and coaching to my people?   _____
12. Work to rapidly remove performance barriers that damage performance?   _____

RELATIONSHIPS
13. Practice effective communications to understand others and to be understood?   _____
14. Lead-by-example and demonstrate competency and character in the workplace?   _____
15. Work at continually developing and nurturing key working relationships?   _____
16. Foster cooperation and teamwork with people who need each other to get results?   _____

RENEWAL
17. Develop myself with the skills and talents necessary to be a high performer?   _____
18. Have mechanisms in place to improve processes on an ongoing basis?   _____
19. Constructively appraise and nurture employee development my employees'?   _____
20. Work to maintain balance and perspective in all facets of my life?   _____

Overall Score: _____

Interpretation: Any practice that receives less than a score of 4 is a potential target behavior for improving your personal performance and propensity for getting better results. An overall score of 80 or higher suggests that you are engaged in most of the critical activities that lead to better results as a manager.

Getting Result: Five Absolutes for High Performance

Absolute #1:
Get Everyone on the Same Page: Focus on the Purpose of Your Organization

Practice 1: **Create a Clear Sense of Purpose for Your Organization**
Irrefutable Performance Principle: Work units with a clear sense of purpose outperform those that do not have a clearly defined mission.

Practice 2: **Clarify Your Role as Leader in the Operation**
Irrefutable Performance Principle: Managers improve their performance and the performance of their people when they perform value-added practices and minimize non-value-added activity.

Practice 3: **Develop Meaningful Performance Goals and Measures**
Irrefutable Performance Principle: Work units that have clearly defined performance goals and effective performance measures will outperform those that do not, all things being equal.

Practice 4: **Frame Each Person's Role in Your Operation.**
Irrefutable Performance Principle: Without effective leadership employees find it difficult at best to keep their activity aligned with the current needs of an operation.

Absolute #2:
Prepare for Battle: Equip Your Operation with Tools, Talent, and Technology

Practice 1: **Develop and Use Systematic and Ongoing Planning Practices**
Irrefutable Performance Principle: Effective planning is not optional for results-oriented leaders because rapidly changing organizations need systematic future thinking more than ever.

Practice 2: **Employ Progressive Staffing**
Irrefutable Performance Principle: You cannot produce superior results when human resource planning, selection, and work scheduling do not receive the utmost attention.

Practice 3: **Train and Educate Your Staff**
Irrefutable Performance Principle: Properly trained and educated personnel increase the likelihood of achieving desired levels of performance, while untrained personnel can create countless problems for an organization.

Practice 4: **Equip People with the Tools They Need to Perform**
Irrefutable Performance Principle: When people are properly equipped with the right performance tools, they can better focus on getting desired results.

Absolute #3:
Stoke the Fire of Performance: Create a Climate for Results

Practice 1: **Monitor and Measure Ongoing Performance**
Irrefutable Performance Principle: To lead effectively, you have to know how all facets of your operation are performing on an ongoing basis. This requires a balanced approach to monitoring and measuring individuals and work units in terms of behavior as well as results.

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Practice 2: **Motivate Employees to Create Ownership and Accountability**
Irrefutable Performance Principle: When a manager motivates a workforce to create a sense of ownership and accountability for desired results, the job of getting results gets easier.

Practice 3: **Provide Ongoing Performance Feedback by Being a Good Coach**
Irrefutable Performance Principle: People cannot change their performance if they don't know there is a need to do so or if they don't know how to change.

Practice 4: **Remove Performance Barriers**
Irrefutable Performance Principle: When managers consistently remove barriers to performance they make it easier for people to get their work done and achieve desired results.

Absolute #4:
Build Bridges on the Road to Results: Nurture Relationships with People

Practice 1: **Forge Effective 360-degree Working Relationships**
Irrefutable Performance Principle: Results-oriented managers foster effective 360-degree working relationships with all people who are important to getting results, and they continually work to keep these relationships viable.

Practice 2: **Demonstrate Leadership Worthy of Trust**
Irrefutable Performance Principle: There is no substitute for competency and character in developing trustworthy leadership that fosters long-term success.

Practice 3: **Establish Open, Ongoing, and Focused Two-Way Communication**
Irrefutable Performance Principle: A manager's ability to meet people's communication needs is critically important to success and requires both skill and a systematic process.

Practice 4: **Nurture Cooperation and Teamwork**
Irrefutable Performance Principle: Effective leadership creates cooperation and teamwork that accelerates the speed at which results can be achieved.

Absolute #5:
Keep the Piano in Tune: Practice Continuous Renewal

Practice 1: **Develop Improved Processes**
Irrefutable Performance Principle: Effective leaders develop vehicles to proactively improve processes and the factors that influence performance.

Practice 2: **Perfect the Art of Performance Appraisal**
Irrefutable Performance Principle: Effective managers practice constructive employee appraisal and development to help their people continuously improve their personal performance.

Practice 3: **Develop a Plan to Improve Your Performance**
Irrefutable Performance Principle: Effective managers take responsibility for their own development, determining a clear plan of action to improve their current performance and prepare for their future to meet the changing demands of the job as leader.

Practice 4: **Create and Maintain Balance in Your Professional and Personal Life**
Irrefutable Performance Principle: Managers truly interested in long-term success in every area of their lives, create and maintain the balance that helps sustain real long-term success.
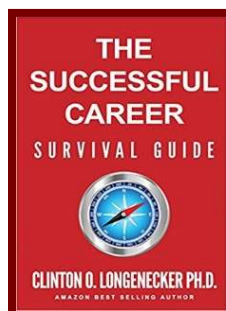
Career Success and Survival Imperatives Assessment

Instructions: Carefully read each of the following questions and rate yourself using the following scale to determine how well you perform on each of the following Career Success and Survival Imperatives:

1 = I am clearly failing at this imperative
2 = I am really struggling with this imperative
3 = I am okay with this imperative
4 = I am good with this imperative
5 = I am excellent with this imperative

1. I consistently identify and deliver the value-added <u>desired results</u> my organization wants and needs from me on an ongoing basis._____

2. I identify, implement, and stay focused on the key value-added <u>practices/behaviors</u> that lead to desired results on an ongoing basis. _____

3. I focus my <u>time</u>, <u>organizational resources,</u> and <u>power</u> on delivering desired results. _____

4. I forge and foster viable, effective <u>working relationships</u> and <u>business networks</u> with the people I need to get desired results. _____

5. I effectively <u>communicate</u> and <u>connect with</u> everyone in every situation at work. _____

6. I maintain and project a positive <u>personality</u>, <u>attitude</u>, and <u>outlook</u> about myself, my work, and life. _____

7. I maintain my "<u>situational awareness</u>" so that I always <u>know what is going on</u> around me and <u>how well</u> I am performing. _____

8. I continually <u>learn</u> and <u>develop the skills/talents</u> necessary to meet the changing demands of my job. _____

9. I embrace <u>feedback</u> and <u>coaching</u> and seek out <u>accountability</u> for improvement. _____

10. I work hard to be a disciplined <u>problem-solver</u> and <u>change agent</u> to make it easier to get things done. _____

11. I effectively <u>handle stress</u>, <u>stay poised</u>, and <u>maintain balance</u> in every area of my personal and professional life. _____

12. I demonstrate great <u>character</u> and <u>integrity</u> in all of my personal and professional dealings. _____

Career Success and Survival Imperatives Assessment
SCORING

SCORING: In the space provided below, please write down your score for each of these 12 questions and fill out the subtotal for each section. When this is completed, add up your four subtotal scores and determine your **GRAND TOTAL.**

Ongoing Focus and Alignment

Question #1: _____

Question #2: _____

Question #3: _____

      SUBTOTAL: _____

Creating Real People Power

Question #4:_____

Question #5: _____

Question #6: _____

      SUBTOTAL: _____

Ongoing Learning and Performance Improvement

Question #7: _____

Question #8: _____

Question #9: _____

Question #10: _____

      SUBTOTAL: _____

True Grit Professionalism and Character

Question #11: _____

Question #12: _____

      SUBTOTAL: _____

      GRAND TOTAL (all four sections): _____

Interpretation: The purpose of this 12-point questionnaire is to get you to think candidly about your performance on these critically important performance-enhancing practices that can have a powerful effect on your career trajectory. On some of these imperatives you might score quite high and others you might need some serious work, but what is important now is that you are thinking about the impact that each of these imperatives can have on your ability to be successful and effective in your chosen profession. If you find yourself having a score of less than three on any of these 12 imperatives, stop and carefully think about how you are going to improve this area.

Score 12–23: Career Danger Zone
Score 24–35: Career Success Improvement Required
Score 36–47: Career Strengths Emerging
Score 48–60: Career Strengths Are in Place

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LOOKING IN THE MIRROR AND COACHING YOURSELF!

Instructions: Given these research findings and our discussion, write out **specific coaching advice to yourself** that **you believe you need to hear** to that will have the biggest impact on your ability to deliver better performance!

FOR ME TO GET BETTER RESULTS I NEED TO…

1._____

_____

2._____

_____

3._____

_____

4._____

_____

5._____

_____

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