

Leadership



And as we let our own light shine, we unconsciously give other people permission to do the same.

Nelson Mandela

Leader's in your life

- Identify a “Leader” in your life experience.
- What were the leader characteristics or traits that define them as a leader?
- List their leadership characteristics in your workbook.

Leadership Practices Inventory

James Kouzes and Barry Posner

1. Honest
2. Forward-looking
3. Competent
4. Inspiring
5. Intelligent
6. Fair-minded
7. Broad-minded
8. Supportive
9. Straight forward
10. Dependable
11. Cooperative
12. Determined
13. Imaginative
14. Ambitious
15. Courageous
16. Caring
17. Mature
18. Loyal
19. Self-controlled
20. Independent

Chacteristics of Leadership



Building Character

The wonderful thing about character and integrity, which are intimately related, is that they are one of the few things in life that **no one** will ever be able to forcefully take away from you. Your choices are your own. Even if someone can take your life, they cannot force you to make a choice that you believe is wrong

Building Character

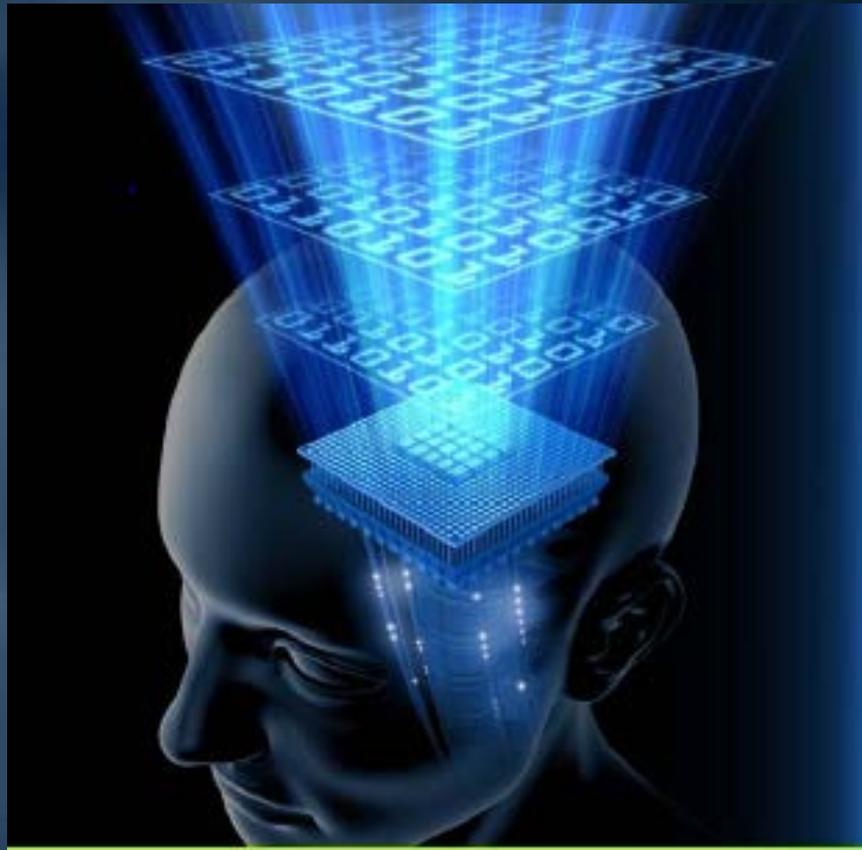
"A clever man learns from his mistakes.

A wise man knows how to avoid them."

1. Change your thoughts
2. Manage your stress
3. Learn to embrace change
4. Improve your problem solving skills.
5. Learn from your mistakes

Plus - Use and improve your abilities

Leadership Characteristics



Leadership Power

4	3	2	1
Self-Directing	Collaborating	Operating	Adapting

Personal Power

Position Power

Commitment

Referent Power

Expert Power

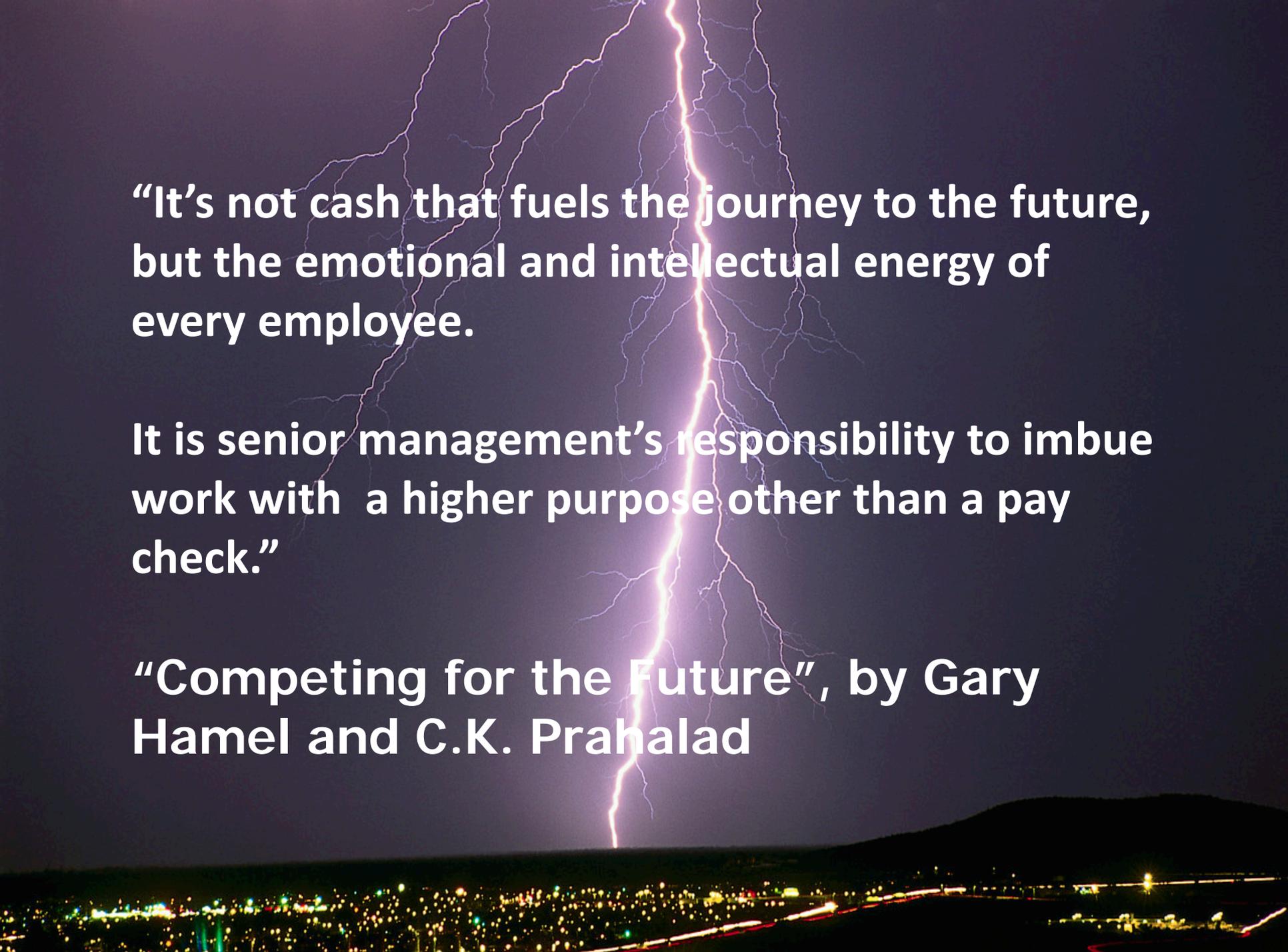
Information Power

Compliance

Reward Power

Connection Power

Coercive Power

A night landscape featuring a city skyline with numerous lights at the bottom. A large, bright lightning bolt strikes the ground in the center, with several smaller bolts branching out. The sky is dark, and the overall scene is dramatic and high-contrast.

**“It’s not cash that fuels the journey to the future,
but the emotional and intellectual energy of
every employee.**

**It is senior management’s responsibility to imbue
work with a higher purpose other than a pay
check.”**

**“Competing for the Future”, by Gary
Hamel and C.K. Prahalad**

Differentiation (Bennis)

A Leader

Innovates

Stands out as an original

Develops & improves

Focuses on people

Inspires trust

Has long-range view

Asks what and why

Does the right things

A Manager

Administrates

Fits in, is a copy

Maintains status quo

Focuses on situations

Relies on control

Has short-range view

Asks how and when

Does things right

Leadership Effectiveness

Collaborating	Coaching
Empowering	Directing

4	3	2	1
High Skill Low Initiative	Low Initiative High skill	High Initiative Low skill	Low Skill Low Initiative

Summary Of Leadership

1. *Performance* is defined by: Skill and Initiative

2. *Skill Performance Level* Is Effected By:

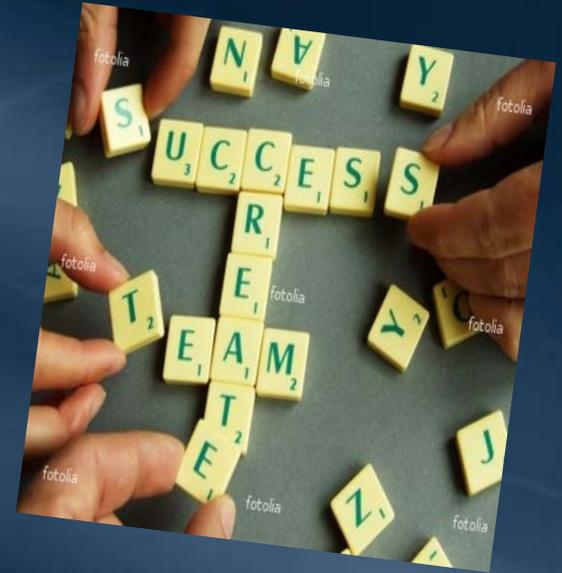
- ▶ Level of education or experience
- ▶ Situational Requirements

3. *Performance Initiative* Is Effected By:

- ▶ Desire to achieve the goal
- ▶ Expectation of achieving success
- ▶ Reward received for achieving success

4. *Situational Requirements:*

- Task requirements - are they routine or complex
- Time demands for the work to be completed
- Availability of resources



Leadership In Action

1. You are in charge of a group of new employees, Most of whom are young and have little experience.
2. You have been asked to lead a task force committee made of specialists in various fields. The committee will research and make commendations to the board of directors.
3. You are supervising a group of experienced workers loading a flatbed truck with drywall and other paper building materials when it suddenly begins to rain.
4. You supervise employees who probably know more than you do about their particular jobs. Not only that, they seem to really enjoy their work.
5. You are getting ready to meet with a group of experienced Employees to deal with an issue that they feel is a waste of their time.

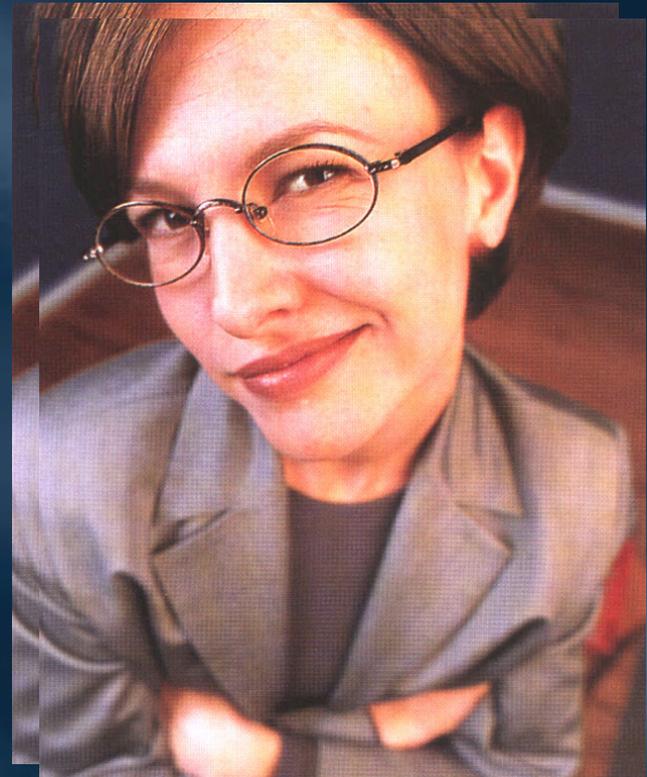
Leadership Skill Exercise

Describe the Behaviors for each stage of development.

I	3	2	1
High Skill High initiative	Low Initiative High skill	High Initiative Low skill	Low Skill Low Initiative

What Causes Poor Performance?

- ▶ Skill issue or... Or
- ▶ Motivation issue?



Causes of Poor Performance

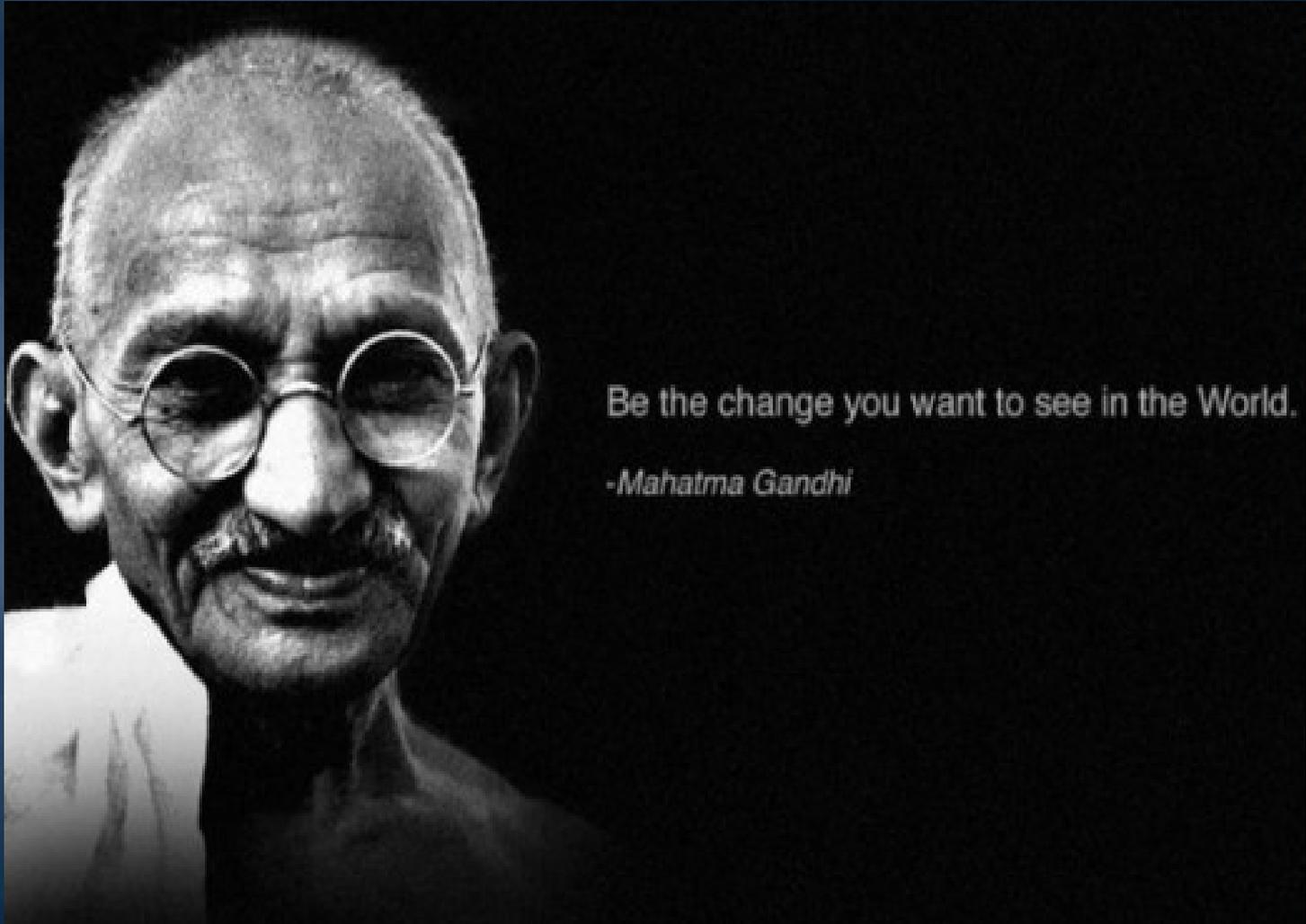


*Roshni Prahash
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What Makes A Great Leader?

“A great leader is someone who inspires others, someone who is respected and is respectful of others and their needs.”

Leadership



Rodney E. Waddell

- For Reference Material , Suggestions or
- a nudge in the right direction call;

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