



Leadership Lessons: An Introduction to the Dynamics of Leadership and Management

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The Challenges of Leading

What is a leader?

What makes one person a leader and another person a follower?

Leadership Lessons



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The Leadership Challenge

What is a leader?

What makes one person a leader and another person a follower?

Describe



Leadership: The Critical Difference in Organizations

Today's 2-Part Seminar Will Include

- Review of Leadership Materials & Concepts
- Use of Historical Examples/Mini-Case Studies
- Discussion



PART I.

What is a leader?

Describe traits.....

List leader examples.....



- **What does leadership mean to you?**
 - Using influence in an organizational or a certain situation?
 - Being able to get things done? Producing effects that accomplish goals, are meaningful and have a direct impact on the organization?
 - Maybe helping or inspiring employees to work enthusiastically, effectively, etc.?
 - Is it rank or seniority?
 - or, is leadership “wisdom”?



Mini-Case Study #1

How did a college rhetoric and literature professor
assume leadership of a group of men,
...including 100+ deserters,
...and inspire them to make the decisive
stand that turned the tide in one of the most
pivotal moments of American history?



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Mini-Case Study #2

How did an African American leader take over leadership of a predominantly white organization,
...change its operational culture,
...set goals,
...and blend both black & white frontline & management members into a high-achieving team?



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Mini-Case Study # 3

...How did a 30 year old young engineer convince a room full of “brainiac” engineers that they were paying attention to the wrong things?

Case # 3- time permitting



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Leaders and Managers:

WHAT IS A *LEADER*?

- Leaders can be found everywhere.
- There are many kinds of leaders.
- But there is no universally accepted definition for the terms *leader* and *leadership*. (*cite examples*)
- Sometimes the terms *manager* and *leader* are used interchangeably.
- There are important differences between managers and leaders.



WHAT IS A *LEADER*?

- In government, business, sports, etc., the term leader is often heard.
- This term should be easy to define, but...
- The word *leader isn't as easy to define as it might seem, e.g.,* organizational terms like *quality* and *team*



WHAT IS A *MANAGER*?

- Sometimes the terms *manager* and *leader* are used interchangeably.
- There are important differences between managers and leaders



Merriam-Webster Definition

lead·er·ship

noun \ˈlē-dər-,ship\

1: the office or position of a leader

2: capacity to lead

3: the act or an instance of leading



Leadership Defined

Colin Powell has his own definition of leadership. As he puts it. . .

“Leadership is the art of accomplishing more than the science of management says is possible.”

from the Leadership Secrets of Colin Powell by Oren Harari



Definitions

- Carl E. Larson, and Frank M. J. LaFasto, researched leaders and teams in 75 companies for their book *Teamwork*
- *They define a leader as :*
“a leader establishes a vision for the future, creates change, and unleashes the energy and talents of contributing members.”



Definitions

James Kouzes, leading leadership author:

“Leadership is the art of mobilizing others to want to struggle for shared aspirations”

interview in Management Consulting News



Definitions

- Leadership is the ability to help individuals or organizations to surpass themselves.” Mark Sanborn, *Teambuilt*

Source: AMA Management Website

- “A leader shapes and shares a vision which gives point to the work of others.” Charles Handy, *Frontiers of Leadership*,

Source: AMA Management Website



Leadership IS Influence

- In short...

ANYTIME you try to *INFLUENCE* the behavior of another person, you are engaging in an act of LEADERSHIP.



Management and Leadership:

Helpful concept distinctions

"Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall."

- Stephen R. Covey



Is There A Difference Between Managers and Leaders?

One way to explore the *difference* is by looking at what observers say distinguishes leaders from managers ...

- Effective managers tend to reach goals and conduct business well — it has been said that managers "do things right."
- Leaders, on the other hand, are not as concerned with what they do, as they are with how it is done — it has been said that leaders "do the right things."



Differences Between Managers and Leaders

Another way to show the difference between managers and leaders -
---look at their primary areas of focus...where do they focus their efforts? According to theorists...

- **Managers** are concerned primarily with managing *things*.
- **Leaders**, on the other hand, demonstrate an ability for marshalling ideas and leading *people*.
- Leaders can view the whole organization, look to the future, scan the horizon and then set a path.



Leaders & Managers

- Leadership is a part of management but not all of it...*according to theorists:*

- “...Leadership is the ability to influence or persuade others to accomplish something they might not otherwise do”;
- “...The ability to inspire others to seek and complete an identified objective enthusiastically;”
- “...Is the human factor which ‘binds’ a group together and motivates it toward goals”.



Leaders Unleash the Power of Others

- Management activities such as planning, organizing, and decision making are dormant cocoons until the Leader triggers the power of motivation in people and guides them toward goals (*Davis, 1967*).



Part 2.

- Leadership Case Studies
- Concepts Part 2
- Kouzes and Posner
- L.E.A.D.
- Joel Barker
- Colin Powell



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Mini-Case Study # 1

How could..... “a bookworm and poet”, change the course of history?

The story of Col. Joshua Lawrence Chamberlain

deserters

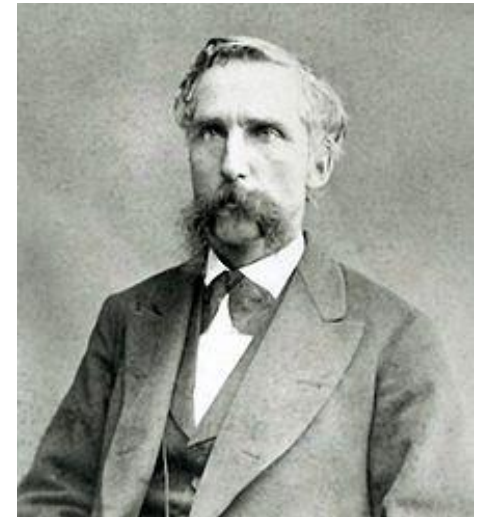
<http://www.bing.com/videos/search?q=you+tube+gettysburg+chamberlain+receives+deserters&&view=detail&mid=2D6F2EAD9E8215E9E8462D6F2EAD9E8215E9E846&FORM=VRDGAR>

round top situation

<https://www.youtube.com/watch?v=peCmT53d99g&list=PLcElgWgp7zYs7bfyJn4rFi4cE1wWzkfDz>

charge

<https://www.youtube.com/watch?v=wYDhAmjmxYk&list=PLDWFG9DX9x455q9McWEab-KAYgU4LUCi3>



Col. J. L. Chamberlain 20th Maine



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Leadership IS Influence

- Leaders take actions that:
 - Have a positive, unifying effect by establishing vision, goals, values, beliefs and motivation
 - Lead toward the accomplishment of goals by setting goals and then creating an empowering environment where OTHERS can succeed.
 - Remove obstacles and assist followers to use THEIR power!
Kouzes/Posner, Gabris, others



Mini Case Study #2

- How did an African American leader take over leadership of two organizations, one white , one black...change their operational culture, set goals, and blend both sets of members and management employees into a high-achieving team?
- <https://www.youtube.com/watch?v=6M6pAh-HhMc>
- <http://www.bing.com/videos/search?q=mighty+mighty+titans+song+they+danced+to&&view=detail&mid=0010FA555E46F223E8E30010FA555E46F223E8E3&FORM=VRDGAR>
- *The story of Coach Boone and the “Titans”*



Kouzes and Posner's Principles

- **5 Principles of Leadership** *(from: The Leadership Challenge -1988)*
 - Challenge the Process
 - Inspire a Shared Vision
 - Enable Others to Act
 - Model the Way
 - Encourage the Heart



Case Study #3

How did a young engineer break a cycle of “groupthink” and become an informal leader?



Let's consider some examples from the story of Apollo 13 and Engineers at Mission Control, lead by Gene Kranz, Mission Director

<https://www.bing.com/videos/search?q=Apollo+13+scenes&&view=detail&mid=B756B8D365AA8875C9B6B756B8D365AA8875C9B6&rvsmid=C91C5CFF3C2845C59D8EC91C5CFF3C2845C59D8E&FORM=VDQVAP> Houston we have a problem

<https://www.bing.com/videos/search?q=Apollo+13+scenes+work+the+problem&&view=detail&mid=BF342D61F58AA85CF02ABF342D61F58AA85CF02A&FORM=VRDGAR>. Work the Problem

<https://www.bing.com/videos/search?q=Apollo+13+scenes+new+mission&&view=detail&mid=38E203EF608C82156EC038E203EF608C82156EC0&FORM=VRDGAR> New Mission

<https://www.bing.com/videos/search?q=Apollo+13+scenes+electric+power+problem&&view=detail&mid=294F36B590F338AB2B99294F36B590F338AB2B99&FORM=VRDGAR> Groupthink risk: the power problem



Leadership IS Credibility

Kouzes and Posner :

- Challenge the Process
 - Take measured risks
- Inspire a Shared Vision
 - Identify a desirable future
and can recruit followers to get there
- The Enable Others to Act
 - Foster trusting relationships
 - Strengthen Others
- They Model the Way
 - Set good examples
 - Plan Small Wins
- They Encourage the Heart
 - Recognize Individual Accomplishment
 - Celebrate Group Success (Kouzes & Posner 1988)



Leadership is Credibility

- From Gabris:
 - Kouzes and Posner's leaders are change agents first, maintainers second.
 - They make their own paths rather than take established routes;
 - they continually search for opportunities and are fascinated by puzzles because they like to learn.
 - And such leaders are where you find them.
 - Senge (1996) notes that leaders can emerge from all levels of an organization, depending on the situation.



Re-Cap Kouzes and Posner's 5 Principles of Leadership

- Challenge the Process
- Inspire a Shared Vision
- Enable Others to Act
- Model the Way
- Encourage the Heart



Leadershift

Five Lessons For Leaders

In the 21st Century: by Joel Barker

- Create shared vision to build bridges to the future.
- Understand the nature of fundamental change.
- Appreciate complex systems and how they work.
- Examine your leadership style to see how it effects productivity.
- Focus the majority of your efforts on the future.

Joel Barker: Leadershift



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The Power of Vision

- “If you don’t know where you’re going, any place will do” *anonymous*
- **Vision matters!**
- Leaders must see and act strategically to connect the present to the future for followers



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LEAD Assessment Tool

- Leadership
- Effectiveness
- Adaptability
- Description



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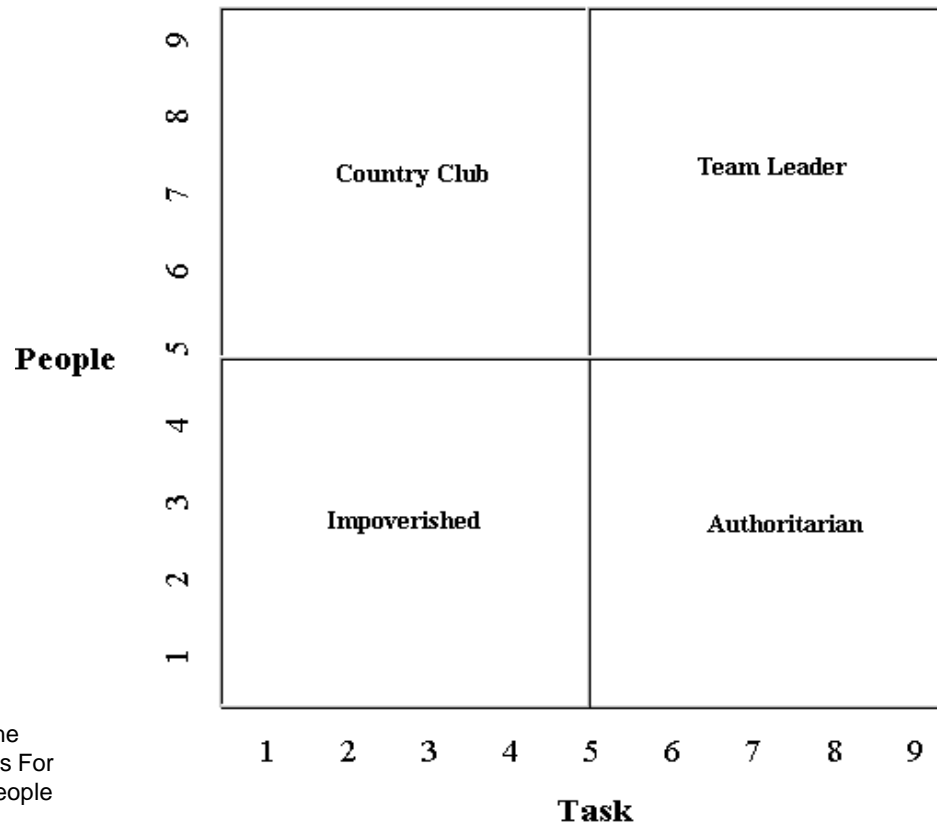
LEAD Evaluation

- Scoring the instrument
- LEAD self learning outcomes
- So what did you learn?
 - How does your style help you?
 - How does your style fit with certain situations?
 - Is there anything you might alter about your style?



Blake and Mouton's Grid

Management/Leadership Styles



Blake, R. & Mouton, J., (1972) The Managerial Grid: Key Orientations For Achieving Production Through People , Gulf Publishing



Blake and Mouton's Grid

- **Five leadership styles are identified by the grid:**
 - **1.1 Impoverished Managers** Low concern for production, low concern for people.
 - **1.9 Country Club Managers** High concern for people, low concern for production
 - **9.1 Task Managers** High concern for production, low concern for people
 - **9.9 Team Managers** High concern for production, high concern for people
 - **5.5 Middle of the Road Managers** Medium concern for production, medium concern for people

Blake, R. & Mouton, J., (1972) The Managerial Grid: Key Orientations For Achieving Production Through People , Gulf Publishing



Traits of ineffective leaders

McCall & Lombardo (1983) took the opposite approach and identified “fatal flaws” of ineffective leaders

- Insensitive to others
- Cold, aloof, arrogant
- Untrustworthy
- Overly ambitious
- Inability to delegate



*It is a terrible thing to look over your
shoulder when you are trying to lead
-- and find no one there.*

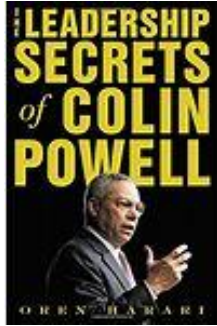
~ Franklin D. Roosevelt



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Lessons From

The Leadership Secrets

of Colin Powell

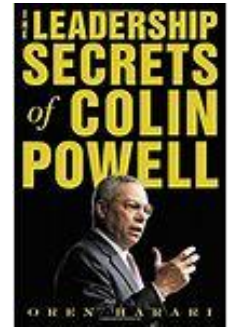
By Orin Harari

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Lesson One

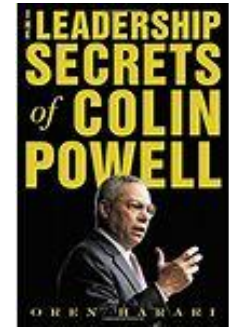
Being responsible sometimes means pissing people off.

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Lesson Two

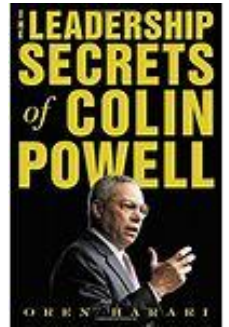
The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership.

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Lesson Four

Don't be afraid to challenge the pros, even in their own backyard.

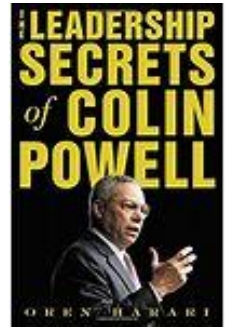
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Lesson Three

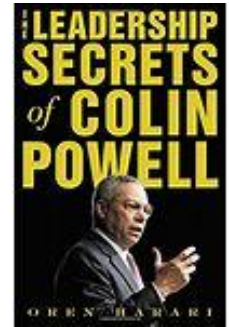
Don't be buffaloed by experts and elites. Experts often possess more data than judgment. Elites can become so inbred that they produce hemophiliacs who bleed to death as soon as they are nicked by the real world!

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Lesson Six

You don't know what you can get away with until you try.

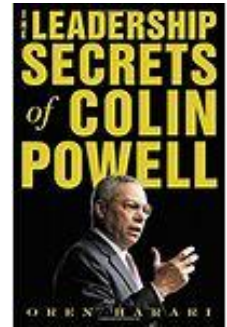
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Lesson Seven

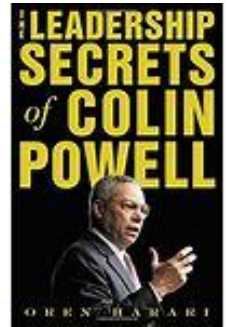
Keep looking below surface appearances. Don't shrink from doing so (just) because you might not like what you find.

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Lesson Eight

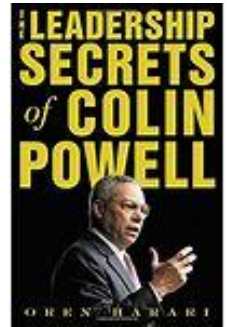
Organization doesn't really accomplish anything. Plans don't accomplish anything either. Theories of management don't much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds.

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Lesson Nine

Organization charts and fancy titles count for next to nothing.

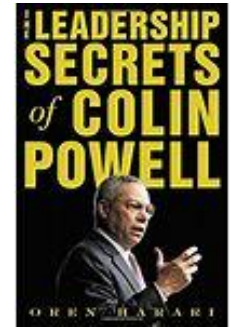
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Lesson Ten

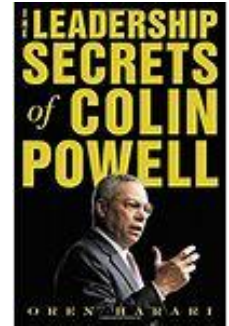
Never let your ego get so close to your position that when your position goes, your ego goes with it.

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Lesson Eleven

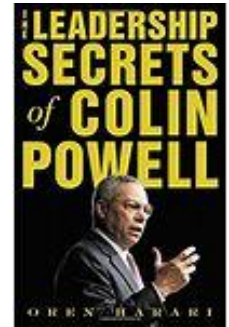
Fit no stereotypes. Don't chase the latest management fads. The situation dictates which approach best accomplishes the team's mission.

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Lesson Twelve

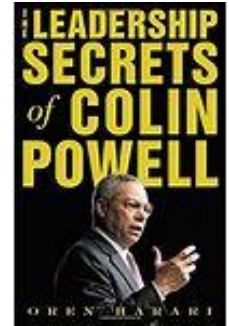
Perpetual optimism is a force multiplier.

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Lesson Thirteen

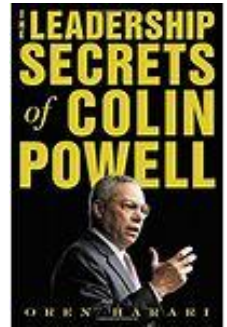
“Powell’s Rules for Picking People” – Look for intelligence and judgment and, most critically, a capacity to anticipate, to see around corners. Also look for loyalty, integrity, a high energy drive, a balanced ego and the drive to get things done.

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Lesson Fourteen

Great leaders are almost always great simplifiers who can cut through argument, debate and doubt, to offer a solution everybody can understand.

(Borrowed by Colin Powell from Michael Korda)

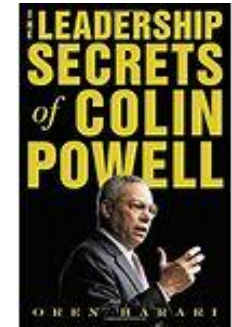
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Lesson Fifteen

Part I: Use the formula $P=40$ to 70 , in which P stands for the probability of success and the numbers indicate the percentage of information acquired.

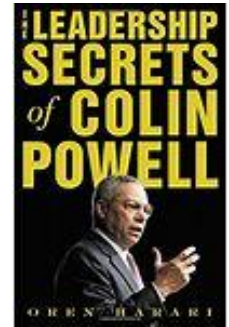
Part II: Once the information is in the 40 to 70 range, go with your gut.

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Lesson Sixteen

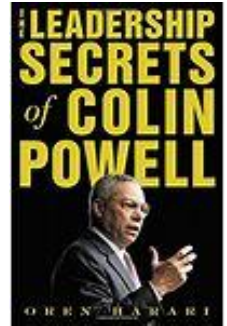
The commander in the field is always right and the rear echelon is wrong, unless proved otherwise.

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Lesson Seventeen

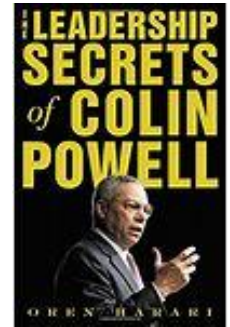
Have fun in your command. Don't always run at a breakneck pace. Take leave when you've earned it. Spend time with your families. Corollary: Surround yourself with people who take their work seriously, but not themselves, those who work hard and play hard!

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Lesson Eighteen

Command is lonely.

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Leadership: Why Does it Matter?

...There Are No Problems We Cannot Solve
Together, And Very Few We Can Solve
By Ourselves.

~LYNDON JOHNSON



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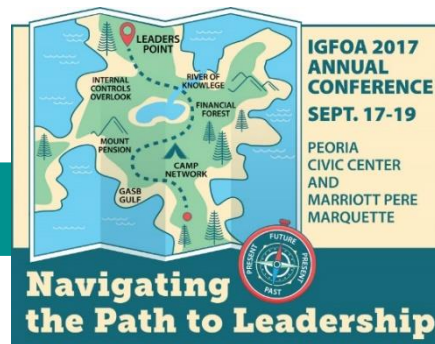
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-Thank You-

Go forth and lead!



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