Objectives for Attendees

- Understand the nature of leadership
- Assess your capability as a leader
- Identify impediments to performance
- Determine where you are in your career
- Appreciate the power of clear thinking
- Start working on values and commitment
- Plan for the rest of your career
Main Topics

- What Is Leadership?
- Leadership Skills and Assessment
- Where Are You Now?
- Your Leadership Personality
- Personal Development
- Organizational Leadership Development
What Is Leadership?
What Leaders Do

- Provide direction for an organization or group, or take initiative in a situation that needs it.
- Communicate organizational goals, or state purpose for immediate action.
- State policy for moving forward, or ask participants to perform needed tasks.
- Be determined to achieve results, and encourage others to do the same.
- Report results and policy changes, and thank all for their effort.
Leadership and Careers

- Leadership is part of organizational life
- Most careers are pursued in organizations
- Career success depends on leadership skills as well as technical ability
- We need leadership skills to be effective in working with others
- Leadership skills are not given at birth but are part of our personal development
Leaders and Followers

- We are leaders or followers depending on the situation
- We have position authority to help us when we are in a defined leadership position
- We assume a leadership role when we are not in a defined leadership position
- We are followers when it suits us or we have no choice
Wisdom From A Website

- We lead when we believe strongly in a cause or objective
- We have more potential for leadership than we realize
- Leadership ability is developed through experience
- One should approach leadership with integrity
- Adaptability is important in our complex world
- Adaptability requires emotional maturity
- Effective leaders understand complex relationships
- Understanding comes from intuition and knowledge

Ref: http://www.businessballs.com/leadership.htm
Leadership Skills and Assessment
Leadership Is Personal

- ASQ Human Development & Leadership Division (HD&LD) identifies leaders by what they do
- HD&LD defines leadership in terms of the roles leaders assume
- Six roles or competencies of leadership are defined
- Seven personal leadership characteristics provide the foundation for leadership action

Ref: “Leadership Is Personal” by Rudolph Hirzel, Chair, ASQ Human Development & Leadership Division, American Society for Quality, 2003
Leadership Competencies

- **Navigator** – creates shared meaning and provides direction
- **Communicator** – listens and articulates the shared meaning
- **Mentor** – helps others fulfill assigned roles
- **Learner** – continually develops personal knowledge, skills and abilities
- **Builder** – shapes processes and structures for achievement of goals and outcomes
- **Motivator** – influences others to take action to obtain desired results

Ref: “Leadership Is Personal” by Rudolph Hirzel, Chair, ASQ Human Development & Leadership Division, American Society for Quality, 2003
Personal Leadership Characteristics

- **Accountability** – take responsibility for the organization or group the leader serves
- **Courage** – mental or moral strength to overcome difficulty with firmness of mind
- **Humility** – an understanding that leaders are servants of those who follow them
- **Integrity** – ability to discern what is right from wrong and commit to the right path
- **Creativity** – ability to see possibilities and futures that don’t exist yet
- **Perseverance** – sticking to a task or purpose no matter how hard or troublesome
- **Well Being** – ability to stay healthy in work and play

Ref: “Leadership Is Personal” by Rudolph Hirzel, Chair, ASQ Human Development & Leadership Division, American Society for Quality, 2003
Assessment Elements

- Leadership strengths and weaknesses
- Leadership behaviors to develop or suppress
- Leadership styles that work or don’t
- Ideals and beliefs to keep or give up
- Role models to emulate or avoid
- Responsibilities to seek or avoid
- Problems with associates to resolve
- Compatibility with organizational culture

Ref: Assessing Leadership Skills
Leadership Circle Profile™

- Deals with creative competencies and reactive tendencies
- Measures underlying assumptions and motivating habits of thought
- Tells you what is and is not contributing to effectiveness
- Reveals a leader’s operating system – internal assumptions or beliefs that guide behavior

Ref: Leadership Circle Profile
Creative Competencies

- **Relating** – caring connection, fosters team play, collaborator, mentoring & developing, interpersonal intelligence
- **Self-Awareness** – selfless leader, balance, composure, personal learner
- **Authenticity** – integrity, courageous authenticity
- **Systems Awareness** – community concern, sustainable productivity, systems thinker
- **Achieving** – strategic focus, purposeful & visionary, achieves results, decisiveness

Ref: The Leadership Circle Assessments & Tools
Reactive Tendencies

- **Complying** – conservative, pleasing, passive
- **Protecting** – arrogance, critical, distance
- **Controlling** – perfect, driven, ambition, autocratic

Ref: The Leadership Circle Assessments & Tools
Effective Leaders

- **Inspire Vision** – learn to paint a picture with words, talk to managers about it, keep the vision in mind every day
- **Have Passion** – employees want it, will live and die for it, and need to feel it
- **Make Decisions** – what is your process, be sure to consult others, be quick, committed, analytical and thoughtful
- **Build Teams** – develop a well oiled machine, delegate responsibility, be available, don’t point fingers, support team members
- **Have Character** – it’s critical in any leadership style, take steps to learn about the role personality plays

Ref: 5 Key Traits of Great Leaders
http://www.theleadershipcircle.com/5-key-traits-of-great-leaders
Where Are You Now?
Maslow’s Needs Hierarchy

- Physiological: Food, Sleep, Shelter
- Safety: Economic and Physical Security
- Social: Accepted by Family and Friends
- Esteem: Held in High Regard
- Self-Actualization: Achieve Personal Goals

Google Graphic
What System Are You In?

- **Private Industry** – farming, education, health care, financial, consumer products, industrial products, utilities, energy, basic materials, technology
- **Non-profit** – local, national, international development and support – associations, corporations, philanthropies, public service organizations
- **Military** – Army, Navy, Marines, Air Force, Coast Guard (in wartime), National Guard (all states and branches), Reserve (all branches)
What Is Your Organization Like?

- Mission
- Vision
- Strategic Plan
- Current Objectives
- Executive Team
- Values and Culture
Where Do You Want To Go?
Create A Career Development Plan

- Make A Self-Assessment – identify areas that need attention
- Set Realistic Goals – a doable path to follow
- Never Stop Learning New Skills – a major part of the plan
- Find Someone Willing To Coach You – to help achieve the goals
- Measure Your Progress – to know when progress has been made

Ref: 5 Steps to Creating a Career Development Plan
http://www.careerdevelopmentskills.com/personal/p_home.php
Are Women Disadvantaged?

- Women who marry and limit their careers to look after children can be disadvantaged
- Women who pursue careers at the expense of their families can also be disadvantaged
- Women who are single parents and support their families without childcare can be disadvantaged
- Companies try to help but our culture has not changed to distribute the burdens more equitably
- This is part of the organizational dynamics that leaders need to understand

Ref: Elsa Walsh, “A woman’s quest for the ‘good enough’ life”, The Washington Post, Section B, April 21, 2013
Your Leadership Personality
Personality Science

- Type studies by Carl Jung in the 1920s
- Type indicator system developed by Isabel Myers and Katherine Briggs in the 1940s
- Five Factor Model developed by Ernest Tupes and Raymond Christal in the 1960s
- Free Trait Theory developed by Brian Little in the 2000s
- Personality can change with age or training

Jung’s Personality Types

- Jung identified four mental functions or cognitive processes
- We focus our attention and gather information using Sensing (S) and iNtuiting (N)
- We organize our experiences and make decisions using Thinking (T) and Feeling (F)
- These processes play out in a person’s Internal world (I) of thoughts, feelings, memories and imagination
- The External world (E) is one of actions, people, tools and organizations
- Thus, there are eight cognitive processes and sixteen classifications when introversion and extroversion are taken into account
- We have access to all eight cognitive processes but normally use two, the minimum needed to function

Ref: App Store, Personality Types
http://www.personalityapps.com/Personality_Types/Theory.html
Myers-Briggs Personality Types

- Extraversion (E) vs. Introversion (I) focus on outer vs. inner world
- Sensing (S) vs. Intuition (N) focus on information vs. interpretation
- Thinking (T) vs. Feeling (F) focus on logic vs. special circumstances
- Judging (J) vs. Perceiving (P) focus on deciding vs. keeping mind open

Ref: The Myers & Briggs Foundation
http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/
Jung Typology Test™

- Based on Carl Jung’s and Isabel Myers’ personality type theories
- Independent but similar to the Myers-Briggs type indicator test
- Scored automatically by on-line system
- A good exercise for learning about self and others

Ref: HumanMetrics
http://www.humanmetrics.com/cgi-win/jtypes2.asp
Introverts vs. Extroverts

- Roughly 16 percent of us are introverts
- Another 16 percent are extroverts
- Remaining 68 percent are “ambiverts” in the middle range
- Introverts and extroverts tend to extremes in focusing internally vs. externally
- There is a large middle ground of people who are balanced in their focus on internal vs. external worlds

Five Factor Model

- **Extroversion** - tendency to be sociable and assertive – considered the most important factor in leadership
- **Conscientiousness** - tendency to be organized, controlled, decisive, and dependable – considered the second most important factor in leadership
- **Openness** - tendency to be curious, creative, insightful, and informed – moderately related to leadership
- **Agreeableness** - tendency to be trusting, nurturing, conforming, and accepting - weakly related to leadership
- **Neuroticism** - tendency to be anxious, hostile, depressed, vulnerable, and insecure - negatively related to leadership

Inborn traits can be suspended and replaced by “free traits”

- We can pursue important goals that are in conflict with parts of our personality
- We can use inborn traits, cultural norms, and personal values in balance to achieve goals

Emotional Intelligence

- Ability to perceive, express, understand, and manage emotions in oneself and others
- Has been linked to leadership ability and success in life

Personal Development
Be Encouraged/Look Ahead

- Leadership ability is not static and can be improved at any time.
- Leadership ability is a collection of skills and dispositions, nearly all of which can be learned.
- Effective leadership does not involve formulas or quick solutions but rather personal effort.
- Effective leadership is a way of thinking about your role and the value of the work you do every day.
- Transformation occurs from the inside out.

Ref: Prof. Paula Bloom, *Leadership as a Way of Thinking*, National-Louis University, Wheeling, IL.
Personal Transformation

- Most development psychologists agree that what differentiates leaders is their internal “action logic”
- This is the mechanism by which they interpret their surroundings and react to challenges to power or safety
- Seven types of action logic were identified – Opportunistic, Diplomat, Expert, Achiever, Individualist, Strategist, Alchemist – from least to most effective
- Leaders who engaged in personal development moved up the action logic scale to higher levels of performance

Being Good at Anything

- You can systematically build physical, emotional, mental and spiritual capacity
- To do it push past your comfort zone, then rest, and do it again
- It is not inherited talent that determines how good you are but rather how hard you worked to develop your skills
- Practice is the most important element in achieving excellence
- You can expect frustration, setbacks and failures, but being good at something will be very satisfying

Ref: Tony Schwartz, Six Keys to Being Excellent at Anything, HBR BLOG Network, August 24, 2010
Critical Thinking

- Everyone thinks but much of it is subconscious, biased, distorted, uninformed, and prejudiced
- The quality of our thinking determines our quality of life and success in our careers
- Developing critical thinking skills requires hard work over an extended period of time
- The process involves many cycles of practice-assessment-practice as you improve

Deliberate Practice

- Originated with Anders Ericsson and his associates who studied the performance of concert violinists in West Berlin, Germany in 1991.
- Abilities of violinists correlated with the amount of practice they had devoted to music in their early years.
- The best had practiced an average of 10,000 hours, the good violinists an average of 8,000 hours, and the violinists who become music teachers an average of 4,000 hours.
- There were no exceptions to the pattern, and it applies to other skills such as athletics, chess, and purely mental activities.

Limiting Beliefs

- Our deepest core beliefs are based on early fearful experiences.
- The greater the early stress the greater the entrenchment of fear-based beliefs.
- Core beliefs filter our experience of things that happen now.
- We can train ourselves to recognize that while fear from core beliefs is real it is not true.
- The way to change is to shift attention from fear-based thoughts to present-moment experiences.

Ref: Tara Brach, *Loosening the Grip of Core and Limiting Beliefs*, HUFFPOST, 11/29/2012
Use Feedback

- Valuable input to personal development
- Find an objective source – a mentor
- If unsolicited or negative, use it to improve
- Understand the context and point of view of the source
- Adjust personal development to make use of feedback
Develop Strengths

- It is easier to improve strengths than to eliminate weaknesses
- Effective leaders know it pays to invest in strengths
- Effective leaders recruit others with strengths they don’t have
- It is a wise strategy to identify and invest in your strengths

Ref: Tom Rath and Barry Conchie, *Strengths Based Leadership*, Gallup Press, 2008
Organization Leadership Development
Corporate Leadership Development

- Typically includes classroom, on-the-job, and mentoring training – TRW example below
- Is offered to executives and lasts 10-7-3 days in campus classroom, global worksite, and headquarters location
- Classroom training includes communication, global strategy, and team building
- Worksite training includes application of learned skills and cultural adaption
- Headquarters training includes exposure to senior executives and corporate strategies
- Attendees learn new leadership styles, how to tolerate ambiguity, and how to utilize diversity

Ref: *Highlights of Effective Leadership Programs*, Corporate Leadership Council, Corporate Executive Board, 2003
Army Leadership Development
BE – KNOW - DO

- The BE component is the most challenging because who you ARE requires effort to change.
- Developing leadership is a process of gaining experience in assignments and training interventions.
- We construct understandings of self from our experiences.
- Effective leaders have a high level of psychological maturity.

Ref: Martha Lagace, *How the U.S. Army Develops Leaders*, interview with HBS Professor Scott A. Snook, retired Army colonel, HBS Working Knowledge, 07 Apr 2003
Navy Leadership Competencies

- Five core competencies:
  - Accomplishing Mission
  - Leading Mission
  - Leading Change
  - Working With People
  - Resource Stewardship

- Applies to every level and position of leadership
- Level of knowledge and skills required increases with level of position

Ref: “Navy Leadership Competency Model (NLCM)”
Marine Corps Leadership Principles

- Know yourself and seek improvement
- Be technically and tactically proficient
- Know your Marines and look out for their welfare
- Keep your Marines informed
- Set the example
- Ensure the task is understood, supervised, and accomplished
- Train your Marines as a team
- Make sound and timely decisions
- Develop a sense of responsibility among your subordinates
- Employ your command in accordance with its capabilities
- Seek responsibility and take responsibility for your actions

Ref: The Website for Young Marines, “Leadership Principles”
http://www.chadduck.com/ymarines/useful/principles.htm
Air Force Leadership Competencies

- Personal Leadership – exercising sound judgment; adapting; inspiring trust; leading courageously; demonstrating tenacity; leading by example; assessing self
- Leading People/Teams – inspiring, empowering and exercising authority; influencing & negotiating; attracting, developing & retaining talent; fostering effective communication; fostering teamwork & collaboration; mentoring/coaching/counseling; building relationships
- Leading the Institution – shaping strategy; translating strategy; thinking/working across boundaries; applying resource stewardship; driving execution; commanding; creating and demonstrating vision; driving transformation; driving continuous improvement; integrating systems

Ref: “Air Force Leadership Development Model”
Leadership comes from inside
Leaders know instinctively when to act
The need to speak up or act is part of a person's identity
Wanting to fit in and get along is the antithesis of wanting to lead
Wanting to change things is the mark of a leader
Desire for self fulfillment is a path to leadership
One can make a contribution as a leader or follower
To want to lead, one needs to see himself as an actor who causes things to happen, not a passive object in the system
I’m Just Saying

- Everything we do is controlled by our brain and nervous system
- The brain has networks of neurons that support thinking and behavior
- The brain has plasticity which means we can develop new neural networks
- We think and do things consciously and out of subconscious habit
- We can change subconscious thinking by conscious effort
- This is the secret of personal development
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Thank You!