Leadership and Career Development

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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
Leadership and Quality

• Top leadership sets goals and values for the organization
• Quality is an important value that the organization can use to advantage
• Top leadership can make quality part of the organization’s culture
• Leadership at all levels of the organization will then reflect quality values
Effective Leadership

• Effective leadership is needed at all levels of the organization
• Effective leaders have knowledge of the business and experience in dealing with others
• Effective leaders share their vision and use interpersonal skills to gain support for pursuing their vision and goals
Leaders and Followers

• We are leaders or followers depending on the situation
• We have position authority to help us when we are chosen for a role
• We assume a leadership role when we are not in a defined position
• We are followers when it suits us or we have no choice
Leadership and Personality

• Big Five personality factors:
  – Conscientiousness - tendency to be organized, thorough, controlled, decisive, and dependable – considered the second most important factor in leadership
  – Agreeableness - tendency to be trusting, nurturing, conforming, and accepting - weakly related to leadership
  – Neuroticism - tendency to be anxious, hostile, depressed, vulnerable, and insecure - moderately and negatively related to leadership
  – Openness - tendency to be curious, creative, insightful, and informed – moderately related to leadership
  – Extraversion - tendency to be sociable and assertive with positive energy – considered the most important factor in leadership

Leadership Traits

• Intelligence - leaders tend to have above-average intelligence
• Self-Confidence – leaders tend to be more confident in their abilities and ideas, have high self-esteem, and believe that their vision is the right one
• Perseverance - leaders tend to be more determined to complete a task in the face of adversity or lack of support from others, assert themselves when necessary, be proactive, and push on in the face of obstacles
• Sociability - leaders tend to have high-quality social relationships, be sensitive to the needs of others, have good interpersonal skills, and willingness to smooth out conflicts and disagreements that affect the group’s social harmony
• Integrity – leaders tend to be honest and trust-worthy, inspire others to respect them, and trust them with important decisions and resources

Emotional Intelligence

• EQ or EI – the ability to:
  – Perceive and express emotions
  – Understand and reason with emotions
  – Manage emotions in oneself and others

• Efforts have been made to measure emotional intelligence, and link it to leadership ability and success in life

Leadership and the Future of Quality

• Quality professionals are assuming leadership roles in:
  – Customer intelligence
  – Operational excellence
  – Systems thinking
  – Speed to market
  – Customer advocacy

• Quality professionals are using familiar tools and techniques
  – Emphasizing process over results
  – Using limited resources to work on higher-value items
  – Focusing improvement measures on bottom-line results
  – Accepting responsibility for results
  – Treating quality as a sustaining, cultural norm
  – Using lessons learned for continuous improvement
  – Deploying quality with clear context and expectations

ASQ’s Future of Quality Study

• Broadly conceived quality methods are change agents for improving world infrastructure
• Technology, finance, and quality can drive a global investment strategy to achieve systemic solutions to world problems
• Forces shaping the future of quality:
  – Globalization
  – Social Responsibility
  – New Dimensions for Quality
  – Aging Population
  – Healthcare
  – Environmental Concerns
  – 21st Century Technology
• The role of quality professionals is going to change

From: No Boundaries, ASQ’s Future of Quality Study, American Society for Quality, 2008
Persistent Leadership

- Leaders obligation is to deliver long-term results in short-term increments
- Sustained success is achieved when all activities are coordinated to deliver higher quality, lower costs, and more desirable technology than competitors
- Leaders live in the domain of the future, articulating vision and creating shared purpose in pursuing it
- Leadership is value creation by growing revenue, reducing cost, and improving profit as a result of market dominance
- People become leaders when they express themselves in ways that produce value to others
- One becomes a leader by living, not by seeking leadership
- Leadership is an experiential journey on a path of personal development

Human Motivation

- Humans have biological and psychological needs
- Psychological needs include personal goals, values and beliefs
- Personal values were not fully recognized in historical motivation theories
- Ethical or spiritual values are now recognized as part of human motivation
- High personal commitment to the organization is the force behind organizational excellence

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, global worksite, and headquarters locations
- Classroom training includes cross-cultural communication, global strategy, and team building training
- Global worksite training includes application of learned skills and cultural adaptation training
- Corporate headquarters training includes exposure to senior executives, and focus on corporate challenges and strategies
- Attendees learn multiple leadership styles, how to tolerate ambiguity, and how to utilize diversity

From: Highlights of Effective Leadership Programs, Corporate Leadership Council, Corporate Executive Board, 2003
Army Leadership Philosophy

- **BE, KNOW, DO**
  - **BE elements:**
    - Character describes inner strength
    - Character is demonstrated through behavior
    - Understanding Army values and leader attributes is only first step
  - **KNOW elements:**
    - Leader must have a level of knowledge to be competent
    - Mastery of skills in four areas – interpersonal, conceptual, technical, tactical - is essential to Army success
    - Skills taught in Army schools are only part of the picture
  - **DO elements:**
    - Influencing – making decisions, communicating, motivating
    - Operating – accomplishing immediate mission
    - Improving – organization’s capability to accomplish missions

From: The Army’s Leadership Framework and Philosophy, by George Ambler, in RSS Feed, Dec 3, 2006
Army Leadership Development

• The BE component is the most challenging because who you ARE is difficult to change
• Developing the BE component is a process of gaining experiences in assignments and training interventions
• We construct understandings of self from experiences
• Fully developed leaders have a high level of psychological maturity

From: How the U.S. Army Develops Leaders, by Martha Lagace, from interview with HBS Professor Scott A. Snook, retired Army colonel, HBS Working Knowledge, 07 Apr 2003
Critical Thinking

• Our thinking determines how we live
• We think positively or negatively about ourselves according to our self concepts
• Our strongest feelings or emotions tell us what we think is going to happen
• Most of our thinking is subconscious
• How we think is as important as what we know
• Without command of our thinking we are our own worst enemies
• Improving the quality of our thinking will help us succeed in our careers and personal lives

Limiting Beliefs

• Our deepest core beliefs are based on early fearful experiences
• Our brains encode most strongly our memories of endangerment
• The greater the early stress or trauma the greater the fear conditioning and 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 the body’s present-moment experience

From: Loosening the Grip of Core and Limiting Beliefs, by Tara Brach, HUFFPOST, 11/29/2012
Being Good at Anything

• You can systematically build physical, emotional, mental and spiritual capacity
• The way to do it is to push past your comfort zone, then rest, repeatedly
• It is not inherited talent that determines how good you are but how hard you are willing to work
• It takes 10,000 hours of “deliberate practice” to master a complex set of skills
• Practice is the most important element in achieving excellence but is difficult and not intrinsically enjoyable
• You can expect frustration, setbacks and failures but being good at something you earned through hard work will be very satisfying

From: Six Keys to Being Excellent at Anything, by Tony Schwartz, HBR Blog Network, August 24, 2010
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 vital work you do every day
• Transformation occurs from the inside out

From: Leadership as a Way of Thinking, by Paula Jorde Bloom, Professor of Early Childhood Education, National-Louis University, Wheeling, IL
Questions/Comments

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Thank You!