

Bluegrass Chapter PMI Leadership Lessons

From Management to Leadership ...

The Essential Elements

Leadership material on *Know Yourself* courtesy of Academy Leadership, LLC

Introduction

1. How do you get your people to do their very best?

- Get employees engaged. Set goals.
- Make people feel valuable.
- Treat them with respect.
- Reward them for a job “well done”.
- Encourage employees. Positive attitude.

2. The difference between Managers and Leaders

- Leaders focus on people. Managers focus on the various processes that build the business.
- “Managers are people who do things right and leaders are people who do the right thing.” – Warren Bennis
- “Good business leaders create a vision, articulate the vision, passionately own the vision and relentlessly drive it to completion.” – Jack Welch

3. The Difference Between Authority and Leadership

- “True leadership has nothing to do with one’s level in the organization. The key to successful leadership today is influence, not authority.” – Ken Blanchard
- Managers who are placed in positions of authority think they are leaders. That is not necessarily so.

4. What is Effective Leadership?

- Definition ...The process of modeling personal values while influencing and energizing people to accomplish the mission (business goals). This supported by a *Core Ideology*, a vision, and business strategies.
- Deeply held **values** fuel the energy on which leadership is built. They define an enduring code of conduct —the rules of engagement in the journey to bring the leader’s vision to life. Values have intrinsic worth. They provide a source of inspiration and meaning that cannot be taken away from us. Values define the character of the individual and character builds trust and credibility.
- **Energy** is the fundamental engine of high performance. Full engagement requires drawing on four separate but related dimensions of energy ... physical, emotional, mental and spiritual. Managing energy, not time, is the key.
- “*The world will belong to passionate, driven leaders – people who not only have enormous amounts of energy but who can energize those whom they lead.*” – Jack Welch

5. Bridging the Gap from Management to Leadership. The Academy Leadership, LLC Leadership Model.

- Know Yourself (strengths, limitations, values, what motivates and de-motivates)
- Know Your People (same as above)

- Know Your Stuff (skills and competencies)

The Energize2Lead™ Leadership Profile

1. The First Element of *Knowing yourself*.

- What better way to know yourself than to take the *Energize2Lead™* on-line profile. It determines motivating and de-motivating factors, preferred and least preferred types of jobs, strengths and blind sides, expectations of others, how others should communicate with you. How to build trust, and a performance review strategy. The reliability of the test is 87.5% accurate. Applications include coaching, team-building, career planning, job fit, and conflict resolution.
- *Leadership starts not with what you do but who you are.*
- The Energize2Lead™ Profile is powerful. It will greatly assist you in knowing yourself better and, more importantly, understand more clearly how others think differently. It helps you to understand your limitations and creates awareness of your “blind-sides”. The profile is divided into **three dimensions**:

Preferred Style - High gear (Operating at peak performance) -**Like to**–
 Socialized Expectations - 2nd gear (Down shifting) -**Ought to**-
 Instinctive Needs - Low gear (Under stress) -**Need to**-

The preferred style is your unemotional style. This is what you build your strengths around.

Socialized Expectations ... In this mode we are learning what else works from peers, parents, and teachers.

Remember we are basically hardwired in our instinctive needs dimension and we always be that way. This dimension has the greatest pull on us and represents the timeframe that matters most. It represents who you are and how you see the world. It influences your attitudes towards others and what you feel is right and wrong.

2. Leading in a Matrix Environment

- **Control yourself not others** ... Sometime people think they can control others (subordinates or team members) when in fact, they can control only themselves. We can influence others and that’s what leadership is all about.
- **Build relationships** ... Building relationships is critical for operating successfully in a matrix environment. Seek to collaborate; focus on solutions to problems. It builds morale. You can also compromise so that neither party loses.
- **Be proactive** ... All too often people operate in a reactive mode responding to other people’s problems or agendas. Be proactive through planning, monitoring, setting expectations, setting goals and strategies, and getting team members engaged.
- **Teams vs. heroes** ... We are all obsessed with heroes but in most cases results are not generated by heroes. Results are reached through a team effort. These four elements are critical for team effectiveness and they must be known up front.
 - i. The team must be oriented on the goal or mission.
 - ii. Egos are not permitted to interfere with the mission.
 - iii. The team must depend on the talents and skills of the team members.
 - iv. There must be a sense of urgency.
- **Leader vs. team** ... To work effectively in a matrix is to be able to move seamlessly from leading a team to working productively as a team member. Leaders sometimes have to do both.
- **Alignment is critical** ... Get levels of management in alignment with the project costs, strategies, timelines, and deliverables and resources. Project teams are

competing for human resources and capital requirements and blaming or “fixing” people doesn’t work. Be a creator not a victim. Seek support at all levels.

3. The Leader’s Compass ...Your Personal Leadership Philosophy

- This is the second element of *Knowing Yourself*.
- Great leaders lead from their values. It builds trust and credibility and makes them authentic.
- What people want to know about their leader?
 - i. Who are you?
 - ii. What do you stand for and believe in?
 - iii. Where do you want to take us?
 - iv. Why you?
 - v. What qualifies you for this job
 - vi. What makes you think you can do this?
 - vii. What changes are you planning to make?
- Expectations of leaders
 - Honest, just and fair treatment
 - Consideration as mature, professional workers
 - Climate of trust and confidence
 - Acceptance of errors as opportunities for learning
 - Personal interest in them as individuals
 - Loyalty up, down, and across the organization
 - Shielding from harassment from higher levels
 - Anticipating and meeting “their” needs
 - Being told the purpose of tasks
 - Clear, positive and consistent decisions and guidance
 - Demands consistent with their capabilities
 - Recognition for good work
- What should be included?
 - Personal Values – what you believe in; *such as honesty, commitment, respect for others*.
 - Operating Principles - description of how you will carry out your responsibilities.
 - Expectations – what you expect of others and what they can expect of you.
 - Non-negotiables - what you will demand and what you will not tolerate.
 - Priorities - what’s important, and in what order.
 - Personal Idiosyncrasies - your peculiar likes or “pet peeves”
 - Commitment – your willingness for feedback
- Benefits of The Leader’s Compass.
 - Provides insight on the leader
 - Identifies critical values and beliefs
 - Eliminates second guessing by your people
 - Increased focus for self and others
 - Helps establish a positive organizational climate
 - Foundation for trust and confidence

4. Communicating as a Leader

- The third element of *knowing yourself* is knowing how you want to be communicated to and knowing how to engage in effective communications with others. To do this

you must know yourself and the dominant characteristics of yourself and your people.

- Through a research project (7) years ago The Tom Peters company determined that 87% of executives feel they are excellent communicators. But, only 17% of their people thought their executives were effective communicators.
- The #1 problem with leadership communication is the illusion that it has occurred. We all communicate and listen in different ways. We may communicate too infrequently or through the wrong media. By the way we communicate we may place employees on the defensive.
- Effective communication requires an ability to *transmit* and to *receive* information with a high probability that the *intended* message is passed from sender to receiver. This is why **clarity is critical**. It is incumbent upon the sender of the message to ensure the message is clear, concise, and in a language the receiver understands.
- Factors causing communications failures.
 - i. Message Distortion – *the message that is received is not the message that the sender intended.*
 - ii. Data Overload – *there is too much data or information in the message, making it difficult to identify what is relevant.*
 - iii. Incomplete Feedback – *no confirmation of receipt of intended message... failure to “close the loop.”*
- Strategies for improving communications.
 - i. Clarify your purpose ... the most important part of the leader’s intent... the “why” part of the message.
 - ii. Choose an appropriate context and medium ... one guideline is to praise publicly and to counsel in private.
 - iii. Establish a common frame of reference ... requires empathy and speaking in terms that receiver will understand easily.
 - iv. Use non-evaluative language ... decreases the receiver’s defensiveness, a barrier to effective communications.
- Behaviors that help people listen.
 - Being relaxed ... Allow sender to complete message without interruption.
 - Maintaining eye contact ... Watch for non-verbal message to check consistency with the verbals.
 - Verbal following ... Acknowledge sender and paraphrase occasionally to ensure accurate understanding.