Leadership 101
What Successful Leaders Do-And How They Do It

Presented by
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Agenda

- Identify key characteristics of leaders.
- Build trust and confidence with employees.
- Avoid behaviors that undermine leadership.
- Promote teamwork and esprit de corps.
- Act decisively.
- Demonstrate leadership in a crisis.
What Is Leadership and Why is it Important?

Positively influencing others to accomplish a specific goal.

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

-John Quincy Adams
Poll

Do you consider yourself a leader?

A. Yes
B. No

Describe Your Favorite Teacher

Chat in!
Leadership 101

How these to the work world

• Have and share a vision
• Pursue excellence
• Communicate effectively
• Be trustworthy
• Build confidence in your employees
• Be enthusiastic
• Serve others

Have and Share a Vision
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Have and Share a Vision

Vision is the ability to imagine the organization’s future—and inspire others to work toward achieving that future

Examples?

- Girl Scouts: “Girl Scouting builds girls of courage, confidence, and character, who make the world a better place.”
- Cirque du Soleil: “Invoke the imagination, provoke the senses and evoke the emotions of people around the world.”
- Local grocer: “We help families live happier and healthier lives by providing the freshest, tastiest and most nutritious local produce: From local farms to your table in under 24 hours.”
Translate Vision into Everyday Activities

- Where should we be?
- When should we be there?
- Where will we concentrate our efforts?
- How will we allocate our resources?

Pursue Excellence
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Pursue Excellence

Effective teachers pursue excellence, both in themselves and in their students. They set high expectations, communicate them clearly, and offer lots of feedback to students, especially noticing when they are doing well.

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Pursue Excellence

- Do it right the first time.
- Look for opportunities for improvement.
- Seek new ways of doing things.
- Be open to suggestions.
- Be willing to take risks.
- Solicit feedback.
Set Expectations

- Employees respond to the challenge of reaching targets
- People are motivated by challenges when they believe they can succeed; they remain motivated when they can see the results of their efforts
  - Make targets clear, specific and understood by all
- Targets must be directly related to employees’ daily tasks and activities
Set Expectations

- **Time**: How long does it take to make a product or provide a service?
- **Cost**: How much does it take to make the product or provide the service?
- **Satisfaction**: What will customers experience with the end product or service? Or: what employees will experience in producing or providing it?
- **Financial**: What is the “bottom line” benefit generated by meeting the target?

Communicate Effectively
Communicate Effectively

Show passion
Voice ideas and opinions in clear, logical, convincing manner
Use plain language
Make it memorable by sharing a story, personal anecdote or analogy
  • Make others the hero
  • Take a risk; share a personal story
  • Focus on something you have learned
  • End with a call to action
Check for understanding
Use all available channels: presentations, meetings, email, company intranet, etc.

Be Trustworthy
Be Trustworthy

• Consistency
• Competence
• Compassion

How to build trust?
• Keep your promises
• Communicate directly and openly
• Be honest about problems
• Don’t circulate rumors
• Praise more than you criticize (at least 3 times more)
• Practice what you preach
Chat in!

You have to implement an action or policy that you know is going to be unpopular, such as cutting the budget or reducing staff size. How might you do it in a way to minimize erosion (withdrawal) of trust?

Build Confidence
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Build Confidence

Pay attention
• Provide lots of opportunities for employees to succeed
• Include a variety of challenges, not just a single focus

Build on success
• Once they have mastered/achieved that challenge, build on it and create a new one
• Involve the employee as much as possible in choosing the challenge, and allow control over how the challenge/task/project is carried out

Celebrate victories, no matter how small
• Don’t assume people know how good they are
• Encourage employees to toot their own horns

Make it safe to fail
• Treat mistakes and failures as learning opportunities
• Use encouraging words, even when correcting or pointing out mistakes

Don’t compare employees
• Find each employee’s strengths and weaknesses; build on strengths, minimize weaknesses

Be Enthusiastic
Chat in!

How can you be more enthusiastic?

Be Enthusiastic

Others naturally follow
• People don’t want to follow an apathetic sourpuss; people will follow a passionate and optimistic person.

People deliver more
• Employees are more likely to go the extra step when they are working for someone who is enthusiastic.

You create energy, both physical and emotional
• Your enthusiasm creates internal energy that will fuel you to accomplish your vision, and spill over to your followers.

You become “contagious”
• People who want to achieve success look to people who they already view as successful leaders to learn from them. Enthusiastic leaders become a role model and someone to learn from.

You build a reputation
• When the going gets tough, people will turn to you to lead them and inspire them to overcome challenges and succeed.

You achieve personal success
• If you are enthusiastic, authentic, and inspirational to others and have a reputation for getting results, personal success will follow.
Serve Others

Assumptions about servant leadership

• Sense of responsibility toward your employees
• Commitment to meet employees’ needs and help employees achieve and improve
• Willingness to make sacrifices to meet employees’ needs
Serve Others

Behaviors that signal you’re serving others

Listen: We all know how, but how often do we really listen?
• Builds trust, build relationships, learn information, gain perspective
• How well did you listen yesterday, and how will you improve on that today?

Respond: That’s how people know they have been heard
• Be timely and be truthful; an answer that is not the one someone hoped for is better than no answer at all

Ask: Find out what people are thinking and feeling
• Solicit employees’ ideas and input (but only if you are willing to act on it!)

Engage: Take initiative to develop relationships with people
• Share meaningful conversations
• Get to know each person individually, and let them get to know you as a person

Care: When we care about those we lead, we are serving them
• Find out people’s values, aspirations and concerns
• When it’s not going well, find a way to help
• Above all, treat every person with respect, compassion and kindness

Behaviors That Undermine Leadership
Lack of Transparency

- Hidden agenda
- Inconsistent
- Unpredictable
- Double standards

Just because you are talking doesn’t mean you are communicating!
Lack of Transparency

How to communicate more effectively

• Changes that are planned in your area and other areas of the organization
• Financial performance: current and projected
• Current and projected productivity or service levels
• Business plan highlights
• Customer/client info: new ones, lost ones
• Competition: new competition or changes with competitors
• Ask for feedback and share what you learn

Neglect

Would your employees say any of the following?

• “I only hear from my boss when there’s a problem.”
• “My boss spends all her time pleasing upper management.”
• “I never hear information first from my boss.”
• “My boss has no idea what I’m interested in or capable of.”
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### Neglect

**Actively engage employees**

Don’t hide in your office.

Make sure employees know where the organization is going and what’s in it for them.

Work with employees to understand their individual career goals and align them with the organization’s goals. Ask:

- When do you feel in control of your time and energy? When do you feel not in control of your time and energy?
- What do you want to achieve in each key aspect of your work? Outside of work?
- How can I help you achieve your goals?

**Develop relationships. Ask:**

- What is one recent personal success you’ve had?
- What are one or two of your favorite hobbies outside of work?
- What is one thing you’re hoping to accomplish outside of work?

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### Unwillingness to Change or Innovate

- Focus on past rather than future
- Need “do or die” situation to change
- Support status quo and entrenched interests
- Underfund new ideas
- Inhibit employee innovation
Leadership Impact

Influence Others

- Clearly communicate your vision
- Anticipate resistance
- Focus on key behaviors
- Be patient
- Be flexible
- Examine your motivation
- Use a variety of approaches
**Promote Teamwork**

- Be accessible.
- Observe before you act.
- Establish expectations for performance standards.
- Create project teams to build trust and cooperation.
- Encourage cross-training to minimize a “silo mentality” or cliques.
- Pitch in and work alongside team members.
- Have regular gatherings with a non-work focus.

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**Act Decisively**

*Use a system*

**Ask the right question.**
- What is it that you need to decide?

**Decide what you need to know**
- What information do you need?

**Gather the information**
- Where will you get the information?

**Turn information into knowledge**
- What does the information mean?

**Make a decision.**
- What does your judgment tell you?
Demonstrate Leadership in a Crisis

Show complete confidence in a positive resolution.

• Communicate frequently.
• Develop options.
• Spend time with adversaries.
• Let go of the past.
• Stick with it.

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