


Building Leadership

Chapter 3

How to be an effective leader.



What is leadership?

- Many definitions - but one characteristic of all leaders is undeniable - a genuine passion for the task at hand
- Leadership is the extension that occurs when you add a confident attitude to a solid sense of personal and professional integrity
- Two things to remember - leaders have the ability to motivate others and the ability to unite others to accomplish a specific task

Leadership Styles

- The Technocrat
 - A strong sense of the bottom line
 - Spends time figuring out numbers but not people
 - No nonsense style of leadership
 - My way or the highway
 - Prioritizes logic over emotion
 - Intense, detailed oriented, refuses to compromise

Leadership Styles

- The Artist
 - Leads by imagination and intuition
 - Has a distinct vision of the "big picture"
 - Actively involves others
 - Is not afraid to show emotion or laughter
 - Sees things from a different perspective

Leadership Styles

- The Craftsman
 - Leads by common sense and integrity
 - Can be trusted
 - A well balanced person and an excellent listener
 - Caring, logical person who values getting the job done
 - Refuses to sacrifice people and their views and feelings
 - Skilled at decision making

Which is the best?

- The answer is in "Blending"
 - Technocrat is on the way out - people need people
 - Blending of Artist and Craftsman is best
 - Combines creativity and enthusiasm with levelheadedness, compassion and collaboration
 - The best leaders have a true sense of vision

What is vision?

The ability to see more than the obvious; to look beyond and ahead for answers and possibilities

Learning Styles

"A good leader knows that before there can be effective motivation, there must be effective communication. Obviously, if you know how people learn best, you have a better chance of getting and keeping their attention."

-Communication Applications, pg 60

Learning Styles

1. Discussion - learners who learn best through meaningful discussion, need lots of dialogue and feedback, everyone's opinion is important, they love to brainstorm
2. Logic - "just the facts" approach, stresses analysis, organization, and an approach focusing on "good sense"
3. Design - need to see and hear how the "big picture" fits together, want to know how all the parts will work together to make a smooth-running unit
4. Emotion - hand-on approach. when the leader is

The Planks of Leadership

Plank #1

A leader has a sense of vision

- *a leader must have insight
- *a leader must have long-term perspective
 - *a leader must ponder "the big picture"
 - *a leader must practice creative thinking skills and seek out the ideas of others

The Planks of Leadership

Plank #2

A leader is willing to act.

- *leaders are doers, they take action
- *a leader believes in getting the job done and done well
- *when leadership is needed, leaders take charge

The Planks of Leadership

Plank #3

A leader makes good decisions.

*a leader's decisions should show intelligence

*decisions should reflect ethical communication

*3 questions to ask when making a decision

1. Am I knowledgeable about the issues and people involved?
 2. Am I making decisions in the correct order?
 3. Am I aware of the risks involved?

*a leader focuses communication on three questions:
what, why and how

The Planks of Leadership

Plank #4

A leader can handle conflict.

- *a leader works to solve problems, manage conflict, and build consensus
 - *a leader knows cool heads must prevail
 - *a leader works to get along with others
 - *a leader praises people's efforts
 - *a leader chooses words carefully
- *a leader lets others know they are paying attention
 - *more on conflict management in a minute

The Planks of Leadership

Plank #5

A leader works to avoid pitfalls.

*being conscious of potential problems may help you "cut them off at the pass"

*Four pitfalls to try to avoid

1. **Being afraid to fail** - many great leaders failed at one time or another
2. **Not paying attention to details** - details matter, if handled correctly they can make you appear organized and competent
3. **Forgetting people and the original objectives** - stay on track, reward group members who deserve it
4. **Not listening to others** - gain new insights, stimulate ideas, build on the input of others

*a leader considers all the options

The Planks of Leadership

Plank #6

A leader knows how to motivate.

- *a leader knows their group well enough to know what will motivate each member
- *a leader makes communication clear and meaningful
- *a leader leaves room for creativity and spontaneity

Conflict Management

- Conflict management is the ability to turn a potentially negative situation into a positive one.
- 4 steps of conflict management:
 - Shut up! - Listen to what the parties are saying. Don't interrupt.
 - Look up! - Maintain eye contact with the person
 - Hook up! - Hook up emotionally. Try to understand their point of view.
 - Chill Down! - when you respond make your comments rational, sensitive and constructive. Don't let your temper or the heat of the moment control the situation.