


Supervisory Leadership Certificate Series: Session 2


STEP UP TO THE LEADERSHIP CHALLENGE:

Helping Others to Be Their Best



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THE LEADERSHIP COMPASS: STEP UP TO THE LEADERSHIP CHALLENGE



3



EXERCISE

Think about the most effective **leader** you have seen or worked with in the workplace.

NOW, take about 2 minutes to write down your thoughts in response to this question:


What did that person SPECIFICALLY DO, that made them effective as a LEADER?

Identify 5 specific behaviors/actions that characterize this leader and made them effective.

Have a member of your group compile your responses and email them to me. I will compile the information and send them back out to everyone.

Take about 7 minutes in your group to share your lists.

4




WHAT ARE SOME OF YOUR IDEAS?

EXAMPLES OF SPECIFIC THINGS THAT EFFECTIVE LEADERS DO ...

REMEMBER: Please have a member of your group compile your responses and email them to me. I will compile the information and send them back out to everyone.


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GREAT THINGS SUPERVISOR-LEADERS DO


1. Give credit for good work that is being done
2. Have people take responsibility rather than making excuses
3. Information is shared rather than restricted
4. People collaborate on important issues
5. Talk in terms of “we” rather than “us & them”
6. Focus on big picture issues
7. Respect organizational structures and roles and do not use them as weapons
8. Value each others' backgrounds and experience
9. Concerns, criticisms and conflict are openly voiced
10. Speak positively about work
11. Trust the employees, and invest in them

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LEADERSHIP & MANAGEMENT

- **MANAGING** is the ability to effectively mobilize the organization’s resources to achieve goals and objectives, through
 - PLANNING,
 - ORGANIZING,
 - STAFFING,
 - LEADING,
 - CONTROLLING & COORDINATING, AND
 - RE-PLANNING TO MEET GOALS AND OBJECTIVES
- Carry out traditional management functions
- Assume roles as required: technical, interpersonal, informational, decision-making, coaching and developing people



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LEADERSHIP & MANAGEMENT

- **LEADING** is the ability of one person to influence the behavior of another person to achieve individual and group goals. Leaders:
 - Challenge the Status Quo
 - Develop Vision and Set Direction
 - Develop Strategies Toward New Vision
 - Communicate New Direction
 - Get People Involved
 - Motivate & Inspire Others
 - Take people and teams to greater heights
 - Encourage people and teams to push themselves to achieve the highest possible performance
 - Take action *with* people
 - Enable and empower, rather than telling & dictating



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POMS THE DIFFERENCES BETWEEN ...

A BOSS	A LEADER
<ul style="list-style-type: none"> • Drives employees • Depends on rank & authority • Inspires fear • Says, "I" • Talks first • Places blame for problem • Knows how it's done • Uses people • Takes credit • Commands employees • Tells people the deadline • Says, "GO" • Demands respect 	<ul style="list-style-type: none"> • Coaches employees • Depends on goodwill & style • Generates support • Says, "WE" • Listens first • Helps to fix the problem • Shows how it's done • Develops people • Gives credit • Asks & involves employees • Helps people to plan • Says, "LET'S GO" • Commands respect

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LEADERSHIP DEFINED

POMS

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POMS LEADERSHIP DEFINED

- LEADERSHIP is a process whereby an individual influences a group of individuals to achieve a common goal.
 - Peter G. Northouse
- LEADERSHIP is the ability of one person to influence the behavior of another person to achieve individual and group goals
 - Warren Bennis
- LEADERSHIP is best demonstrated by what happens ... when you're NOT there ...
 - Ken Blanchard

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POMS LEADERSHIP DEFINED

- As we look ahead into the next century, leaders will be those who empower others.
 - Bill Gates
- LEADERSHIP and learning are indispensable to each other.
 - John F. Kennedy
- LEADERSHIP is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good.
 - Joanne Ciulla

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POMS LEADERSHIP DEFINED

- LEADERSHIP is the lifting of a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a person’s personality beyond its normal limitations.
 - Peter F. Drucker
- If your actions inspire others to dream more, learn more, do more and become more, you are a leader.
 - John Quincy Adams
- The best leaders are humble enough to realize their victories depend upon their people.
 - John C. Maxwell

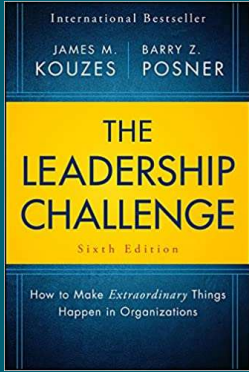
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POMS CONCEPTUALIZING LEADERSHIP

*What important themes do you see in these definitions of the qualities, behaviors, and characteristics of **EFFECTIVE LEADERSHIP**?*



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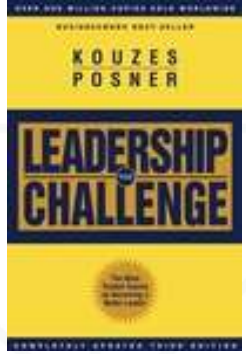


POMS

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POMS LET’S LOOK AT LEADERSHIP

- According to Kouzes and Posner, leadership is *“the art of mobilizing others to want to struggle for shared aspirations.”*
- What are the key aspects of this definition?
- What happens to the meaning if we take out “want to?”



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POMS TODAY'S UNDERSTANDING OF EFFECTIVE LEADERSHIP

- Leadership is everyone's business - everyone can be an effective leader!
- Effective Leadership Skills CAN BE LEARNED
- Leadership development is self-development - this is your Leadership Challenge



Leadership is a learned skill

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LEADERS AT THEIR BEST -

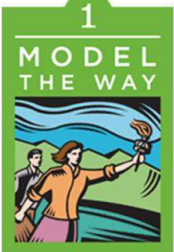
Studies have found that when leaders are at their best, they:

MODEL THE WAY 	INSPIRE A SHARED VISION 	CHALLENGE THE PROCESS 	ENABLE OTHERS TO ACT 	ENCOURAGE THE HEART 
Model the Way Clarify values and set the example	Inspire a Shared Vision Envision the future and enlist others	Challenge the Process Search for opportunities and experiment and take risks	Enable Others to Act Foster collaboration and strengthen others	Encourage the Heart Recognize contributions and celebrate the values and victories

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POMS MODEL THE WAY

- 1) Set the example** for others to follow
 - Behave in ways that are consistent with shared values
 - Create and model standards of excellence
- 2) Achieve small wins** that promote consistent progress, and build commitment
 - Unravel bureaucracy when it impedes action

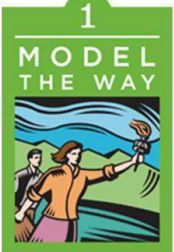


What are some examples of Modelling the Way, from your own personal-best experiences, or from observing other effective leaders?

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POMS MODEL THE WAY

- “Leading means you have to be a good example, and live what you say” (p.15)
- “Words and deeds must be consistent” (p.16)
- “Leaders are supposed to stand up for their beliefs, so they’d better have some beliefs to stand up for” (p.15)
- “To become a credible leader, you have to comprehend fully the deeply held beliefs-values, principles, standards, ethics, and ideals-that drive you”, (p.48)

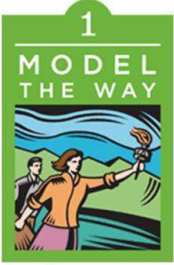


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POMS MODEL THE WAY

Central Themes in the Values of Successful Organizations:

- High performance standards
- A caring attitude about people
- A commitment to peoples' success
- A sense of uniqueness and pride
- Group Cohesion



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POMS INSPIRE A SHARED VISION


3) **Envision** an uplifting and ennobling future

- Believe that you can make a difference.
- Envision the future of the organization

4) **Enlist others** in developing and committing to a common vision

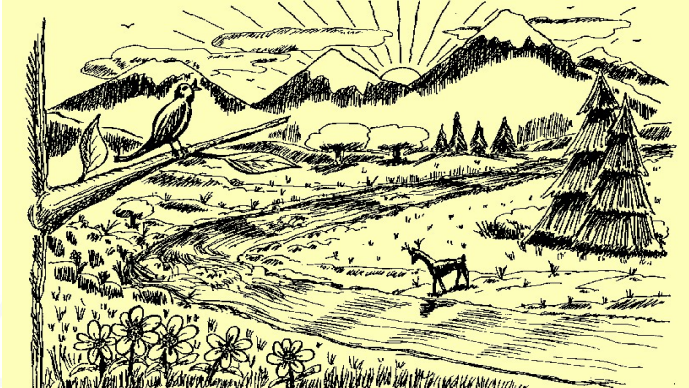
- Get people to see exciting possibilities for the future.

What are some examples of Inspiring a Shared Vision, from your own personal-best experiences, or from observing other effective leaders?



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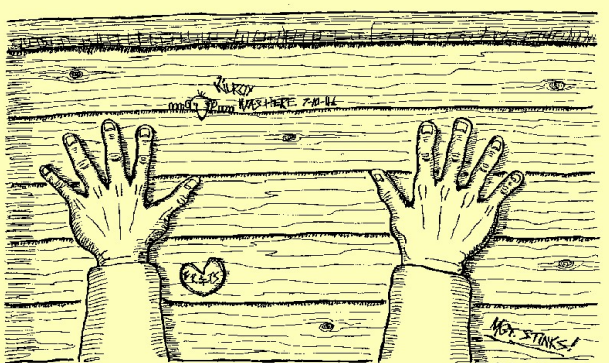
POMS This May be the Leader's View From the Front of the Wagon



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POMS BUT ...

If the Vision is not Shared and Developed WITH Employees, then this is the View From The Rear of the Wagon



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POMS **INSPIRE A SHARED VISION - The Jigsaw Puzzle Metaphor**
People generally want/need to see where they fit into the big picture ...



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POMS **INSPIRE A SHARED VISION**

- Shared visions entail the leader being able to allow followers to “see themselves in the picture of the future that the leader is painting”, (p.117).
- Determine What’s Meaningful to Others:
 - The leader must value and respect the follower
 - Reflective Listening
- Be expressive in your communication with others

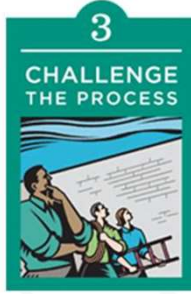


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POMS **CHALLENGE THE PROCESS**

- 5) **Search and elicit** opportunities to change the status quo.
 - Find innovative ways to improve the organization.
- 6) **Experiment** and take risks
 - Risk taking involves mistakes and failures, leaders accept the inevitable disappointments as learning opportunities.

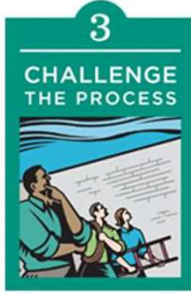
What are some examples of Challenging the Process from your own personal-best experiences, or from observing other effective leaders?



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POMS **CHALLENGE THE PROCESS**

- Leadership creates change by questioning the status quo and choosing to view change as a challenge rather than a stressful event
- Leaders are high in self-efficacy (i.e. they believe in their ability to create change)
- Leaders set lofty S.M.A.R.T. goals
- Change must be meaningful and purposeful
 - 360-degree self-actualization



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POMS CHALLENGE THE PROCESS

- **Leaders are open to external ideas**
 - Main reason executives fail?
- **Leaders take risks**
 - Learn from small successes and failures
 - Do entrepreneurs have low risk aversion?
- **Knowledge is power**
 - Leaders continually learn and grow
 - “The more you’re engaged in learning the more successful you are at leading”, (p.203)




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POMS ENABLE OTHERS TO ACT

- 7) ***Foster collaboration*** by promoting cooperative goals and building trust
 - Involve others
- 8) ***Strengthen and develop people*** by empowerment and engagement
 - Make each person feel capable, powerful and accountable


What are some examples of Enabling Others to Act, from your own personal-best experiences, or from observing other effective leaders?



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POMS ENABLE OTHERS TO ACT

- **Empowerment and the democratic style**
 - Develops self-determination (autonomy)
 - Augments follower competence and confidence
 - Gives followers voice
 - Followers take accountability
- **“You can’t exhort people to take risks if they don’t also feel safe”** (p.19)
 - Allowing people to fail is main strategy to combat escalation of commitment




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POMS ENCOURAGE THE HEART

- 9) ***Recognize and celebrate individual contributions*** to the success of every project
 - Excellence
 - Competence
 - Professionalism
 - Self-sacrifice
- 10) ***Recognize and celebrate team accomplishments***
 - They make people feel like heroes.
 - Recognize Teamwork


What are some examples of Encouraging the Heart, from your own personal-best experiences, or from observing other effective leaders?



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POMS ENCOURAGE THE HEART




- Leaders gratify followers high-order human needs (*Maslow's Hierarchy of Needs*)
 - **Esteem**
 - Personal creative recognition
 - Valence - value an individual places on a particular type of reward
 - **Social, affiliation**
 - Get to know your followers personally
 - **Achievement**
 - The Pygmalion Effect (p.283)
 - *Positive expectations influence performance positively, and negative expectations influence performance negatively.*



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POMS ENCOURAGE THE HEART

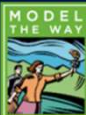




- Positive feedback - “Catch me doing something right!”
- Celebrate and have fun
- Do fun team-building activities
- Develop relationships

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LEADERS AT THEIR BEST -

Studies have found that when leaders are at their best, they:

				
Model the Way Clarify values and set the example	Inspire a Shared Vision Envision the future and enlist others	Challenge the Process Search for opportunities and experiment and take risks	Enable Others to Act Foster collaboration and strengthen others	Encourage the Heart Recognize contributions and celebrate the values and victories

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LEADERSHIP EXPECTATIONS, COMPETENCIES, AND PRINCIPLES



POMS

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POMS EXPECTATIONS EMPLOYEES HAVE OF LEADERS

Research indicates that people have common expectations of their leaders. Ask yourself how others would rate you on the following expectations:

- Honest, just, and fair treatment
- Consideration as a mature, professional worker
- Working within a climate of trust and confidence
- Acceptance of errors and the opportunity to use them as learning experiences
- Personal interest taken in them as individuals
- Loyalty
- Shielding from harassment from higher-ups
- Anticipating and meeting their needs
- Being told the purpose of tasks
- Clear-cut and positive decisions and instructions that are not constantly changing
- Demands commensurate with their capabilities, not too small and not too great
- Public recognition for their good work

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POMS EXPECTATIONS LEADERS HAVE OF EMPLOYEES

Leaders likewise have expectations of the employees they lead. Assess how clearly you and other company leaders are communicating the following expectations:

- Fulfilling their organizational roles as expected by their seniors
- Being responsible and using initiative
- Loyalty, as demonstrated by willing and obedient service to instructions, whether in agreement or not
- When a conflict exists, having the moral courage to bring it to the leader's attention at the proper place and time and in an appropriate manner
- Using their abilities for the good of the company
- Taking action even though complete information may not be available

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POMS LEADERSHIP COMPETENCIES

- **MODELING PERSONAL VALUES**
 - A leader needs to know their core values and then model them by example and applying them daily in their personal and professional lives.
- **INFLUENCING PEOPLE THROUGH YOUR OWN ACTIONS**
 - You set an example—good or bad— with every action you take and every word you utter, on or off the job. You must communicate purpose, direction, and motivation through your words and example.
- **ENERGIZING PEOPLE**
 - Effective leaders know how to manage their energy during the day and know that their energy and actions influence others. Full engagement requires drawing on four separate but related dimensions of energy— physical, emotional, mental, and spiritual.

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POMS LEADERSHIP COMPETENCIES

- **PROVIDING PURPOSE**
 - Give people a reason to do things. This does not mean that you must explain every decision to the satisfaction of your people. It does mean you must let them know why they are being asked to do something and how they add value to the larger organization.
- **PROVIDING VISION**
 - Effective leaders know that a vision engages people. If articulated, it can reach out and grab them when it is tangible, energizing, and highly focused. A clear vision inspires enthusiasm and commitment.
- **PROVIDING, AND COLLABORATING TO COMMUNICATE DIRECTION**
 - Work with your team to provide clear Vision, Goals, and Objectives - focus on establishing clear outcomes to be accomplished. Clearly prioritize assignments, assign responsibility for completing them, delegating when necessary, and make sure people understand the standards.
 - Determine how to get the work done right with the available people, time, and other resources; then, communicate that information to people. People want direction, challenging tasks, training, and the resources necessary to perform well; then they want to be left alone to do the job knowing that they can come to you for assistance if needed.

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POMS LEADERSHIP COMPETENCIES

- **PROVIDING A CULTURE OF ENGAGEMENT & MOTIVATION**
 - Set the conditions that give people the will to achieve something, causing them to use initiative when they see something that needs to be done.
 - Give people challenging goals if you want to motivate them. Give people as much responsibility as they can handle, then let them do the work without looking over their shoulders and nagging them.
 - When they succeed, praise them. When they fall short, give them credit for what they have done and coach them on how to do better next time.
- **MANAGING THE OPERATION TO GET THE JOB DONE**
 - Leaders act to influence others to accomplish short-term goals. Do this through planning and organizing, preparing (laying out the work and making the necessary arrangements), executing (doing the job), assessing (learning how to work smarter next time), and providing feedback on job accomplishments.
- **CONTINUING TO IMPROVE**
 - Although getting the job done is key, organizations expect leaders to do far more than just accomplish the day's work. Strive to improve everything entrusted to you - people, facilities, and equipment.
 - People respect leaders who assess their own performance, find mistakes and shortcomings, and commit to a better way of doing things in the future.

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POMS LEADERSHIP PRINCIPLES

1. **KNOW YOURSELF AND SEEK SELF-IMPROVEMENT**
 - Understand who you are, your values, priorities, strengths, and weaknesses. Knowing yourself allows you to discover your strengths and weaknesses.
 - Self-improvement is a process of sustaining strengths and overcoming weaknesses, thus increasing competence and the confidence people have in your leadership ability.
2. **BE TECHNICALLY PROFICIENT**
 - Before leaders can lead effectively, they must have mastered the tasks required by the people they lead.
 - In addition, leaders train their people to do their own jobs in the event they must assume those duties.
3. **SEEK RESPONSIBILITY AND TAKE RESPONSIBILITY FOR YOUR ACTIONS**
 - Leading always involves responsibility. Leaders want people who can handle responsibility and help achieve goals.
 - They expect others to take the initiative within their stated intent. When you see a problem or something that needs to be fixed, do not wait to be told to act.

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POMS LEADERSHIP PRINCIPLES


4. **SET THE EXAMPLE**
 - You are a role model - people want and need their leaders to be role models. No aspect of leadership is more powerful.
 - If you expect courage, responsibility, initiative, competence, commitment, and integrity from their direct reports, they must demonstrate them.
 - People will imitate a leader's behavior. Leaders set high but attainable standards for performance and are willing to do what they require of their people.
 - Leaders share hardships with their people and know that their personal example affects behavior more than any amount of instruction or form of discipline.
5. **KNOW YOUR PEOPLE AND LOOK OUT FOR THEIR WELFARE**
 - It is not enough to know the names and birth dates of your people. You need to understand what motivates them and what is important to them.
 - Commit the time and effort to listen to and learn about them.
 - Showing genuine concern for your people builds trust and respect for you as a leader. Telling your people that you care about them has no meaning unless they see you demonstrating it.

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POMS LEADERSHIP PRINCIPLES

6. **KEEP YOUR PEOPLE INFORMED**
 - People do best when they know why they are doing something. Individuals affect the bottom-line results of companies by using initiative in the absence of instructions. Keeping people informed helps them make decisions and execute plans within your intent, encourages initiative, improves teamwork, and enhances morale.
7. **ENSURE THE TASK IS UNDERSTOOD, SUPERVISED, AND ACCOMPLISHED**
 - Your people must understand what you want done, to what standard, and by when.
 - They need to know if you want a task accomplished in a specific way or how much leeway is allowed.
 - Supervising lets you know if people understand your instructions; it shows your interest in them and in goal accomplishment.
 - Over-supervision causes resentment, whereas under-supervision causes frustration. When people are learning new tasks, tell them what you want done and show them how. Let them try. Observe their performance. Reward performance that exceeds expectations; correct performance that does not. Determine the cause of the poor performance and take appropriate action. When you hold people accountable for their performance, they realize they are responsible for accomplishing goals as individuals and as teams.

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 **LEADERSHIP PRINCIPLES**


8. DEVELOP A SENSE OF RESPONSIBILITY AMONG YOUR PEOPLE

- People feel a sense of pride and responsibility when they successfully accomplish a new task.
- Delegation when appropriate, indicates trust in people and encourages them to seek responsibility.
- Develop people by giving them challenges and opportunities that stretch them and more responsibility when they demonstrate they are ready.

9. TRAIN YOUR PEOPLE AS A TEAM


- Teamwork is possible only when people have trust and respect for their leader and for each other as competent professionals and see the importance of their contributions to the organization.
- Develop a team spirit among people to motivate them to perform willingly and confidently. Ensure that individuals know their roles and responsibilities within the team framework.
- Train and cross train people until they are confident in the team's abilities.

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LEADERSHIP DEVELOPMENT PLAN

HOMework:

YOUR LEADERSHIP DEVELOPMENT PLAN



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 **YOUR LEADERSHIP DEVELOPMENT PLAN**
Based on Kouzes & Posner – The Leadership Challenge

IDENTIFY YOUR LEADERSHIP DEVELOPMENT NEEDS

Complete the Leadership Practices Inventory self-assessment tool on pages 2 and 3. Be completely honest with yourself when you answer, and consider how those you lead would respond. When you have completed the self-assessment, look at the results:


- What Strengths are revealed? Are there any patterns that emerge?
 - What areas of development are apparent? Are there any patterns that emerge?

FOCUS YOUR DEVELOPMENTAL EFFORTS

If you want to be a better leader, you must work on all of the Five Practices of Exemplary Leadership. We recommend that you begin with the areas in which you need the most improvement – because it's often easiest to begin making improvements in areas that you don't engage in frequently.


To improve your weaker areas, make use of your strengths. For example, let's say that you have a low score on the item, "I describe a compelling image of what our future could be like," and one of your highest scores is on the item "I actively listen to diverse points of view." You could use your strength – active listening – to discover other's hopes, dreams, aspirations, favorite stories, and metaphors. By integrating their hopes and metaphors into your expression of a vision of the future, you can make it more compelling to others.

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 **Self-Reflective Leadership Questions for you to Consider Throughout the Series**

- What are my strengths and weaknesses (*areas to improve*) as a leader?
- Where do I need to improve my leadership ability?
- How can I inspire and motivate others toward a common purpose?
- What is required to recognize opportunities and put risk in perspective?


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REFLECTIONS ON YOUR LEADERSHIP

Look at the Kouzes-Posner Leadership Survey

- Please rate yourself on a scale of 1 to 10 (1 is low and 10 is high) on how well you personally demonstrate each of the 10 commitments.
- Total your two ratings for each of the five practices.
- Self-reflect on your results, and use this information to prepare Your Leadership Development Plan.



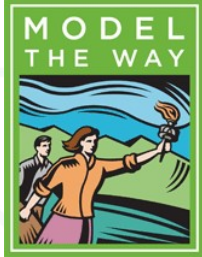
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SELF-ASSESSMENT: PRACTICES OF EXEMPLARY LEADERS


MODELING THE WAY

1. Clarify values by finding your voice and affirming shared values.
2. Set the example by aligning actions with shared values.



TOTAL RATING FOR "MODELING THE WAY" - _____


50



SELF-ASSESSMENT: PRACTICES OF EXEMPLARY LEADERS


INSPIRING A SHARED VISION

3. Envision the future by imagining exciting and ennobling possibilities
4. Enlist others in a common vision by appealing to shared aspirations



TOTAL RATING FOR "INSPIRE A SHARED VISION" - _____

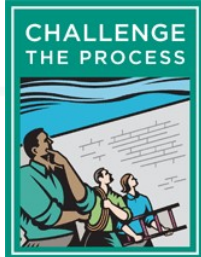
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SELF-ASSESSMENT: PRACTICES OF EXEMPLARY LEADERS

CHALLENGING THE PROCESS

5. Search for opportunities by seizing the initiative and looking outward for innovative ways to improve
6. Experiment and take risks by constantly generating small wins and learning from experience



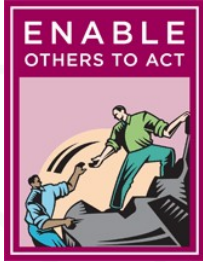
TOTAL RATING FOR "CHALLENGE THE PROCESS" - _____

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POMS SELF-ASSESSMENT: PRACTICES OF EXEMPLARY LEADERS

ENABLING OTHERS TO ACT

7. Foster collaboration by building trust and facilitating relationships
8. Strengthen others by increasing self-determination and developing competence




TOTAL RATING FOR "ENABLING OTHERS TO ACT" - _____

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POMS SELF-ASSESSMENT: PRACTICES OF EXEMPLARY LEADERS

ENCOURAGING THE HEART

9. Recognize contributions by showing appreciation for individual excellence
10. Celebrate the values and victories by creating a spirit of community




TOTAL RATING FOR "ENCOURAGE THE HEART" - _____

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POMS REFLECT ON THESE QUESTIONS TO PREPARE YOUR LEADERSHIP DEVELOPMENT PLAN


- Which of the 5 practices is your strongest leadership skill?
- Which of the 5 practices is the area you can most improve?
- Which of the five practices is most important for you to display in your role right now?
- Which of the five practices do you most want to develop right now?
- What is your plan for improving your leadership skills?




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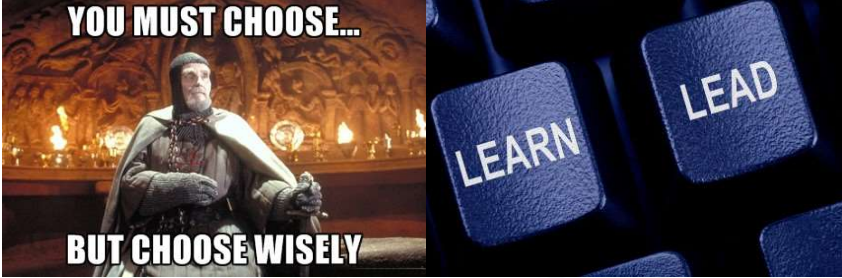
POMS SUMMARY

- The essence of leadership is service to others -
 - *Helping Others to Be Their Best!*
- Don't be overwhelmed by the seemingly endless number of tasks and obligations leadership requires
- Focus on a few core attributes as you practice the profession of leadership, like these:
 1. Have strong convictions
 2. Develop and communicate a clear, winning vision
 3. Create a high-performance culture
 4. Convince rather than control
 5. Be a continuous learner




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 **YOU MAKE THE CHOICE TO BE A LEADER**




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Excellence is not about being better than anyone else ...


It's about being better than you were yesterday.



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 **QUESTIONS**

- This is the chance to address issues that may not have been covered to your satisfaction; or
 - To expand a point; or
 - To clarify a point.
- If there are any further questions which we were not able to get to today, please feel free to contact the instructor(s).




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Disclaimer



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A representative of Poms & Associates Insurance Brokers can provide you with a personalized assessment. Please contact us at 818-449-9317.

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