



Southern Cross International Learning Institute (SCILI)

‘Leadership is like air.

***Necessary for life, but impossible to see
or touch.’***

Japanese Proverb

WHAT IS LEADERSHIP?

In its essence, **LEADERSHIP IN AN ORGANISATIONAL ROLE** involves:

- (1) Establishing a clear vision
- (2) Sharing (communicating) that vision with others so that they will follow willingly
- (3) Providing the information, knowledge, and methods to realize that vision, and
- (4) Coordinating and balancing the conflicting interests of all members or stakeholders.

A leader comes to the forefront in case of crisis, and is able to think and act in creative ways in difficult situations. Unlike management, leadership flows from the core of a personality and cannot be taught, although it may be learnt and may be enhanced through coaching or mentoring.

A LEADER'S ATTITUDE AND VISION

“Attitudes are caught, not taught”

Elwood N. Chapman

Regardless of style, all business leaders take the role of manager and add a “**plus**” factor to it. That “**plus**” factor is called **VISION**.

A leader with **VISION** is a person who:

- Inspires and motivates
- Projects into the future and communicates a global outlook
- Obtains significant, often extraordinary, results from people
- Is highly committed to excellence, honesty, and productivity
- Is an effective listener

DO YOU CONSIDER YOURSELF TO BE A LEADER?

In your business? In your personal life? Within your community?

“To the extent any management style hinders you; it is ineffective and should be changed”.

MANY STYLES OF LEADERSHIP

There are as many leadership styles as there are leaders. Generally, an effective leadership style will allow you to:

- Identify and target realistic and relevant goals
- Produce realistic and relevant results
- Align your goals to stated business objectives
- Design performance requirements that are based on measurable items such as: quality, quantity, cost, timeliness and profit
- Revise plans as necessary
- Keep lines of communication open

WHAT STYLE ARE YOU?

STYLE # 1 <i>Quiet Styles</i>	
Traditional team player:	Analytical problem solver:
<p>The Supporter</p> <p>Major flaw: Agrees too much</p> <p>Likeable Helpful Easy going Patient Deliberate Calm Low risk taker Loyal Predictable Team player</p>	<p>The Perfectionist</p> <p>Major flaw: Questions too much</p> <p>Conscientious Reserved Fretful Mature Perfectionist Systematic Accurate High standards Self disciplined Orderly</p>

STYLE # 2 <i>Outgoing Styles</i>	
Dominant, controlling:	Charismatic motivator:
<p>The Director</p> <p>Major flaw: Directs too much</p> <p>Direct Risk raking Organiser Energizing Self confident Fast thinking Responsible Forceful Powerful Ambitious</p>	<p>The Motivator</p> <p>Major flaw: Talks too much</p> <p>Enthusiastic Influential Sympathetic Generous Gregarious Friendly Social Dramatic Loves recognition Charismatic</p>

THE 7 BASICS OF TEAM LEADERSHIP

- Treat all employees equally and give each personal attention as required
- Keep the promises made to all team members
- Be consistent and act positively, even if you feel negatively
- Set a good example and support company policies and procedures
- Stay calm. Understand that others tend to imitate a leader's reactions under pressure
- Provide opportunities to meet and exchange ideas with your team members
- Make sure all of your goals are clearly communicated and understood

A LEADER'S ATTITUDE AFFECTS PRODUCTIVITY

“Your attitude speaks so loudly, employees can't hear what you say”

Elwood N. Chapman

Your attitude as a leader will set the pace and tone for your work colleagues. People tend to mirror each other, and employees especially tend to mirror their managers/CEO's.

If your attitude is positive and dynamic, people you work with will reflect your attitude by becoming more positive and dynamic. If, however, you complain and play the victim, you will find yourself surrounded by reflections of yourself.

Your attitude will affect your organisation's productivity. When you develop good relationships with your colleagues and consistently project a positive attitude, they will tend to respond to that by being more productive.

HOW DOES YOUR ATTITUDE AFFECT PRODUCTIVITY IN YOUR ORGANISATION?

CHARACTERISTICS OF EFFECTIVE LEADERS

The title “Leader” must be earned by inspiring and motivating people to give their best. A successful leader commits themselves to their organisation and fosters that same kind of commitment in their followers.

The successful leader:

- Knows their job and their field thoroughly.
- Stays on top of current developments, trends and theories.
- Knows their people, including their strengths, weaknesses, hopes and goals.
- Shares a vision of service, excellence, and achievement with others.
- Demonstrates by their words and actions strength of character.

Characteristics of:	
A LEADER	A FOLLOWER
Good listener	Good talker
Accessible	Hard to find
Decisive	Avoids decisions
Gracious	Self-promoting
Keeps it simple	Makes it complicated
Optimistic	Pessimistic
Gives Credit	Takes credit
Confronts problems	Avoids problems
Speaks directly	Manipulates
Acknowledges mistakes	Blames others
Says “YES”	Explains why it can't be done
Enthusiastic	Placid
Seeks strong subordinates	Seeks weak subordinates
Positive attitude	Negative attitude

CHARACTERISTICS OF TEAM PLAYERS

Each member of any team has individual strengths and weaknesses. As a team leader you must learn to use your team's attributes to get the job done as efficiently as possible. You can best motivate your team to perform when assignments match personalities.

WHAT KIND OF TEAM PLAYER ARE YOU?

- The Traditional Team Player – predictable, patient, loyal, easy going, slow to change, possessive
- The Analytical Team Player – precise, accurate, conventional, conscientious, rational problem solving, slow decision maker
- The Dominating Team Player – like prestige and position, easily bored, assertive, decisive, quick, impatient, forceful, demanding, good risk taker
- The Charismatic Team Player – intuitive, sympathetic, friendly, trusting, confident and comfortable, enthusiastic, thrives on popularity

EVALUATE YOUR TEAM MEMBERS

NAME	PREFERRED WORKSTYLE	HOW TO ASSIGN TASKS
Example: John	Dominating	Provide a variety of challenges. Don't over supervise. Give breathing space.

Have you noticed that Team players and Leaders share the same styles?

ACTIVITY 1

LIST 3 PEOPLE YOU CONSIDER A LEADER.

- 1.
- 2.
- 3.

What qualities do these people possess that make them leaders not followers?

LIST 3 PEOPLE YOU CONSIDER A TEAM PLAYER

- 1.
- 2.
- 3.

**Is there a difference between a Team Player and a Leader?
Can you be both?**

ACTIVITY 2

TEST YOUR LEADERSHIP POTENTIAL

Questions	Usually	Sometimes	Rarely
I look for positive challenges during periods of change			
I'm willing to take risks and learn from mistakes.			
I regularly acknowledge others' accomplishments			
I reflect the values I claim I believe in			
I look for ways to share power			
I delegate tasks with authority and decisiveness			
I have written long range plans and I am committed to them			
I know how to motivate other people			
I know how to promote team effort and spirit			
I regularly give honest, constructive feedback to my team			
I make decisions in a timely manner			

Striving to answer "YES" on any of these questions is a worthy goal for any leader. Any questions you answered with "Sometimes" or "No" should become your goals.

What are **YOUR** Leadership Goals? List some Leadership Goals below, using such positive affirmations as: "I will...", "I am willing to...", "I have...", "I know...". Are **YOUR** goals achievable in the short term or long term?

Goal 1: _____

Goal 2: _____

Goal 3: _____

Goal 4: _____

ACTIVITY 3

Leadership Style Questionnaire

Do you provide work direction and feedback to others? Do you help others make decisions or solve problems? Are you in a position to motivate or compliment others? If you answered 'yes' to any of these questions, your role includes management responsibilities.

This DiSC model is an easy to use tool that helps you understand how people think, feel and act in different situations. DiSC helps you understand that different people (your team members) respond to the same situation in different ways.

Discover your style, and then learn how to manage others you will be working with and recognising their DiSC styles.

Instructions

The table on the following page presents a list of phrases. For each phrase, select the number from 1 to 5 that best indicates how accurately or inaccurately it describes your feelings, thoughts and behaviours. Write the number in the box to right of the phrase. Be sure to respond to every phrase.

Working across the columns, write after each phrase the number that best describes your style.

- 1= Very inaccurate or does not apply
- 2=Inaccurate
- 3=Neither inaccurate or accurate
- 4=Accurate
- 5=Very accurate

Column 1	Score	Column 2	Score	Column 3	Score	Column 4	Score
Good listener		Want to name the rules		Like to do things accurately		Wide variety of friends	
Put up with things I don't like		Go straight ahead with projects		Like doing things the right way		Liked by others	
Willing to follow others		Act in a forceful way		Do things right the first time		Like to meet people	
Will go along with others		Want to win		Think of what makes sense		Fun to be with	
Think of others before I decide		Will be the first to act		Like to be precise		See things positively	
Willing to help		Do not give in		Shy with others		Feel contented	
Understand other's feelings		People see me as powerful		Good at analysing things		Happy and carefree	
Nice to other people		Sure of myself		Think things through		Liven things up	
Have warm feelings for people		Want to be in charge		Keep things to myself		Feel relaxed most of the time	
Let others lead		Like to take action		Think things over carefully		Happy most of the time	
Don't like to cause problems		Quick to act		Don't like too much attention		Find it easy to meet strangers	
Don't make demands of people		Feel strong		Don't say much in a group		Communicate in a lively manner	
Total column 1		Total column 2					
Subtract Score	-1	Add Score	+2		+0	Subtract Score	-2

Scoring

Add up the scores in each column. Adjust the adding scores by adding or subtracting as shown, and you'll have four totals.

Tally Box			
S = Column 1 Supportiveness	D = Column 2 Dominance	C = Column 3 Conscientiousness	I = Column 4 Influence

Reference: "The 4-Dimensional Manager" Julie Straw

One dimension- is playing the greatest role. Below are descriptions of the four dimensions. Start by reading the description of your highest score.

Dominance (D)- dimension shows itself in direct, decisive behaviour.

Goal Achievement – you think it is important to meet goals. In this situation, you don't like to be told what to do. You set high standards, make your own rules, and feel like a champ when you meet your goals.

Acting decisively –You feel confident you can get things done quickly. You grow impatient when a project takes too long to get going. If things aren't going as smoothly as you would like, you make take charge. You don't ignore risks, but you aren't afraid to take a calculated gamble, since you know risks can pay off.

Winning- you enjoy competition. You play to win.

Directness- you can be blunt sometimes. You take pride in coming to the point and speaking directly. In this situation, you are not likely to have patience with incompetent people or those who seem unwilling to change.

Influence (I) - dimension shows itself in optimistic, outgoing behaviour.

Communication – In this situation you are a 'people person'. You are the consummate networker. You relish opportunities to share your enthusiasm and ideas. You like to meet new people and pull them together. People enjoy having you around because you communicate easily and in a lively way. You make the party.

Participation- You participate actively in a group. Even though you probably like being in the limelight, you don't necessarily want to take the lead. You have warm feelings for others.

Thinking positively – You feel optimistic about the situation. You see the best in people and situations.

Supportiveness (S) - dimension shows itself in sympathetic, cooperative behaviour.

Helping others – In this situation, you want to make things easier or better for others. You're a good listener, and others tend to confide in you. You respect this confidence and give them your time. You feel genuine warmth and empathy for others.

Fitting in- You don't like conflict. You'll avoid arguments whenever you can.

Working behind the scenes

Preservation –In this situation, you want to think things over before making a change. You would rather respect the past, and preserve what has already been accomplished than replace the tried and true with the untested.

Conscientiousness (C) - dimension shows itself in concerned, correct behaviour.

Doing things right- In this situation, you want to make sure no mistakes are made. You value your reputation for being reliable and trustworthy.

Planning ahead – Once you know the goal, you spend time planning the best way to meet it. You'll consider all facts and figures. You often point out problems before they even happen.

Thinking clearly – You pay attention and see things others may miss.

Privacy- You often prefer to work alone or with a few others you can trust.

Multidimensional you!

Did one of the descriptions sound just like you? This is more likely if one is higher than the other. However you may have two or three dimensions playing a higher role, so you need to look at the other dimensions as well.

5 kinds of results are possible:

Your DiSC response Pattern				
Score 44 or above, starting with highest				
Dimension				

Five kinds of results are possible:

1. A single pattern consisting of one high dimension.
2. A double combination, in which two styles meet or exceed the cut-off.
3. A triple combination, in which three styles meet or exceed the cut-off.
4. No number meets or exceeds the cut-off.
5. All four numbers meet or exceed the cut-off.

How common?

Among the research sample populations, the following percentages represent the numbers of people who had each response patterns. (2001)

D	6%	SI	3%
I	2%	IS	4%
S	3%	IC	4%
C	7%	SC	12%
DI	3%	DIS	7%
ID	6%	IDC	5%
DS	1%	DSC	5%
DC	8%	ISC	12%

I'm a manager of people not a mind reader!

You have learnt about you from DiSC, now you can use this same tool to learn about the tools that you can use to manage/work with the people in the teams you work in. the DiSC model helps you better understand and choose the right strategise for working with others.

CLIENT FOCUSED LEADERSHIP DISCUSSION GROUP ACTIVITY

What is your definition of client focused leadership?

Do you believe you have these leadership skills?
(Respond by consensus/feedback from your group)

What is one's individual motivation for client focused leadership?

What are some issues you could face with associates and/or team members in client focused leadership?

CLIENT FOCUSED LEADERSHIP DISCUSSION GROUP ACTIVITY CONTINUED...

Can you identify the DiSC type qualities of each member of your group and how does this relate to client focused leadership skills?

DISC Type Participant 1:

DISC Type Participant 2:

DISC Type Participant 3:

DISC Type Participant 4:

DISC Type Participant 5:

In client focused leadership leaders are problem solvers. How?

How could you improve client relationships in your organisation?

Team Approach:

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