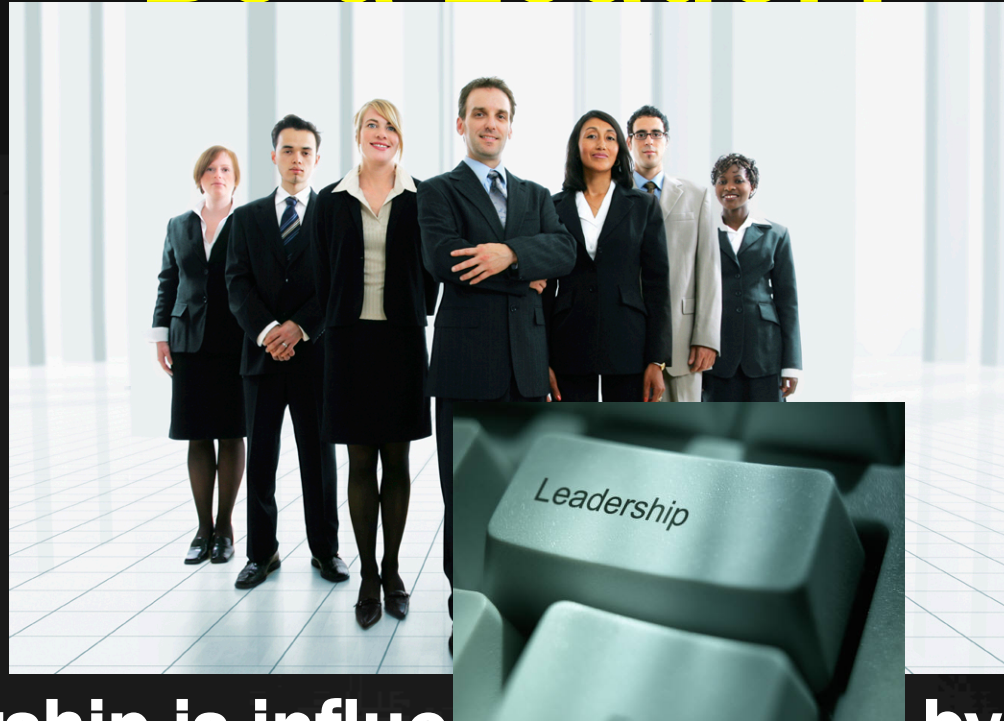


TLI226 –

10 STEPS TO SUPERIOR LEADERSHIP

What Does It Mean to Be a Leader?



Leadership is influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improve the organization.

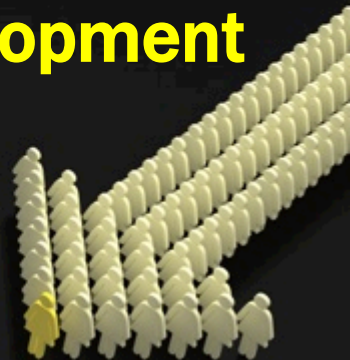


Characteristics of a Successful Leader:

Ten Basic Skills of Outstanding Leadership



- Integrity
- Vision/strategy
- Communication
- Relationships
- Persuasion
- Adaptability
- Teamwork
- Coaching and Development
- Decision-making
- Planning



Definition and Explanation of the Leadership Skills List

Integrity

- *How deep are your convictions on the things you believe in ?*
- *What do you believe in SO MUCH about your work that you will stand up to anyone about it ?*
- *How much are you willing to compromise your important beliefs ?*
- *To what extent do your behavior and the choices you make align with your guiding values and principles ?*



Definition and Explanation of the Integrity Leadership Skills List

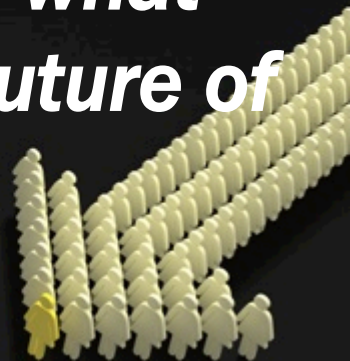
- Integrity means honesty and more. It refers to having strong internal guiding principles that one does not compromise. It means treating others as you would wish to be treated.
- Many experts believe that a **solid sense of right and wrong and strong guiding principles** are the most essential and basic of all leadership skills or characteristics. Integrity promotes trust, and not much is accomplished without trust.
- Integrity is a skill to the extent that we see it in action. But it goes much deeper than surface actions. It is based on one's guiding beliefs and values, and is an important example of an essential leadership quality.
- Integrity (or lack thereof) is reflected in thinking, attitudes, and actions. People can't directly see your level of integrity, but they judge it pretty accurately on a gut level based on your actions and your words.



Definition and Explanation of the Leadership Skills List

Vision/strategy

- **Can you see**, do you see where your department, team, and organization are going ?
- **How often do you talk** about the ways in which what you are doing in your area are related to the overall mission ?
- **Do you think and speak inspiringly** about what the organization is doing and about the future of the organization ?



Definition and Explanation of the Leadership Skills List

Vision/strategy

A leader must have a clear idea where his or her organization and unit **are going** beyond this month's results or this year's budget.

Where is it going in the long term ?

Even tactical leaders must be clear about this and need to refer frequently to the **vision, mission, and values of the organization** in their communications with others. Vision is another example of an essential leadership quality.



Definition and Explanation of the Leadership Skills List Communication

- *How much and how willingly do you speak out and keep information flowing ?*
- *Conversely, can you keep confidential information private ?*
- *How often can and do you listen more than you speak in conversations with your employees ?*
- *How would you assess your communication skills with each of your employees ?*
- *How do you handle “bad news” when you receive it ?*

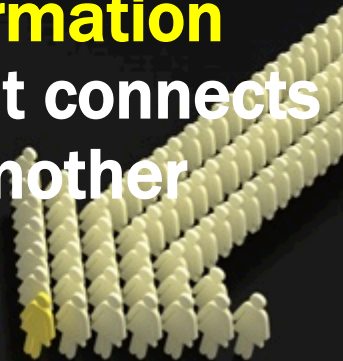


Definition and Explanation of the Leadership Skills List Communication

The chief complaint of employees in nearly every organization of all types, whether large or small from any industry segment, is **“lack of communication.”**

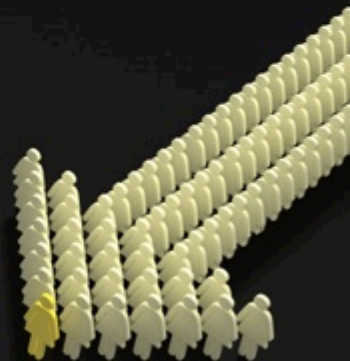
Communication in the context of leadership refers to both interpersonal communications between the leader and followers and the overall flow of needed information throughout the organization.

Leaders need to **learn to be proficient** in both the **communication that informs and seeks out information** (gives them a voice) **and the communication** that connects interpersonally with others. Communication is another example leadership skill that must be cultivated by all leaders.



Definition and Explanation of the Leadership Skills List Relationships

- *What is the **level of trust and respectful** feelings you have with each of your employees ?*
- *With **each** of your peers ?*
- *How **easy or difficult** is it for you to initiate new relationships ?*
- *Deepen **existing** relationships ?*

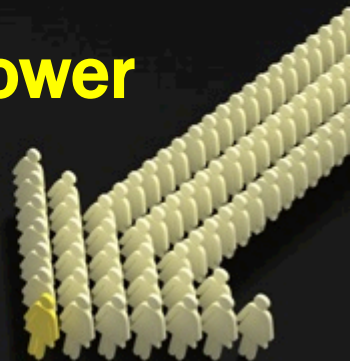


Definition and Explanation of the Leadership Skills List Relationships

Networking (the art of social “schmoozing”) is also a relationship skill. Relationships develop from good interpersonal and group communication skills but relationship skills also go deeper.

A leader who **likes dealing with people issues**, who can initiate and deepen relationships with others, has a great leadership advantage. This is a leader who can build a team and achieve impressive results.

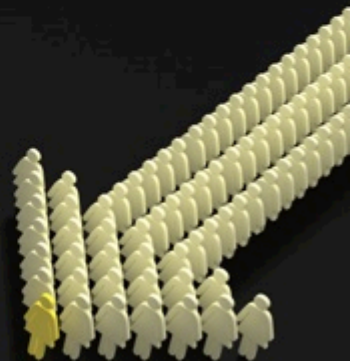
This kind of leadership is based on **personal power** (the right kind of power), **not position power**. Relationship-building is an example of an essential leadership quality.



Definition and Explanation of the Leadership Skills List

Persuasion

- *How **persuasive and influential** are you ?*
- ***Under what circumstances** can you persuade others to your point of view ?*
- *To what extent do **people value your opinion and follow** your lead ?*



Definition and Explanation of the Leadership Skills List

Persuasion

The ability to influence others and cause them to move in a particular direction is a **highly important skill in leadership**. In fact, leadership is often defined as the ability to persuade or influence others to do something they might not have done without the leader's persuasion.

Your ability to be persuasive is directly related to **how much people trust you and how good your communication and relationships are**.

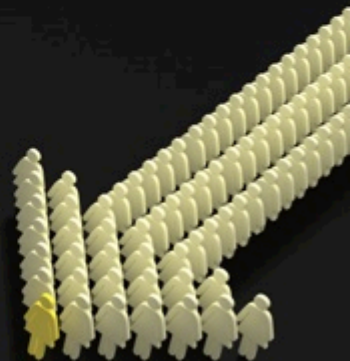
Persuasion (also called influence) is a good example of an essential leadership skill.



Definition and Explanation of the Leadership Skills List

Adaptability

- *To what degree can you **relinquish** rigidity ?*
- ***Control** ?*
- *When is it **easy and when difficult** for you to **embrace** change ?*
- *How do you **react** when things don't go as planned ?*




Definition and Explanation of the Leadership Skills List

Adaptability

Adaptability and flexibility in not being bound by a plan are **important success factors** in leadership today. The leader must move easily from one set of circumstances (the plan) to the next (the plan is not going as expected) and take them all in stride, even when the circumstances are unexpected.

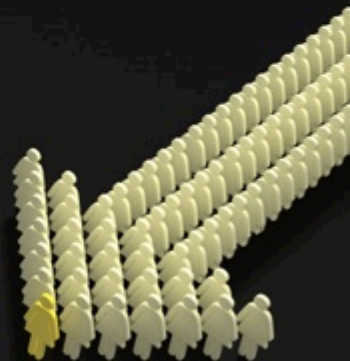
The good leader **has to embrace change and see it as opportunity**. The leadership skill of adaptability is another example of a critical skill.



Definition and Explanation of the Leadership Skills List

Teamwork

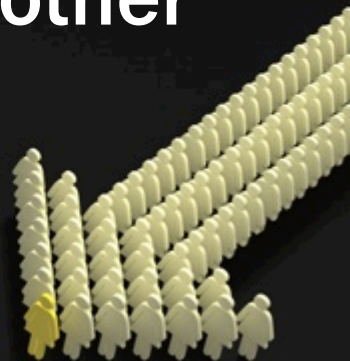
- *To what extent do you value **working cooperatively** as part of a group ?*
- *How do you **promote** teamwork among those you lead ?*
- *In **what ways** do you work collaboratively with your peers ?*
- *How do you **handle team conflict** ?*



Definition and Explanation of the Teamwork Leadership Skills List

No one person can do it all. That's why a team, comprised of others with different skill sets, is essential. A leader must know **how to build and nurture such a team.** A good leader knows when to be a leader and when to be a follower.

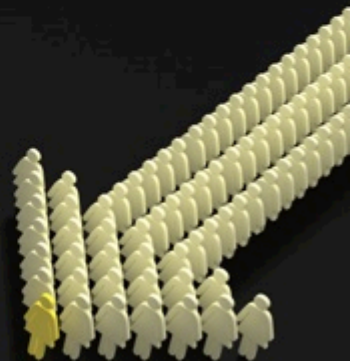
The **best leaders are good followers** when that's what is needed. **Building teamwork** is another essential leadership skill example.



Definition and Explanation of the Leadership Skills List

Coaching and Development

- *How do you feel about **developing others** around you ?*
- ***How do you encourage, nurture, and build** the capacity of those you lead ?*
- *How easy or hard is it for you to **set your needs aside and share control** with others ?*
- *Can/do you **delegate** well ?*



Definition and Explanation of the Leadership Skills List

Coaching and Development

Developing others is an important role for a leader. Encouraging others to expand their capabilities and take on additional assignments is part of the leader's responsibility.

Leaders who feel threatened by the capabilities of others are challenged in this area. **Coaching and development are essential skills** all leaders must cultivate.



Definition and Explanation of the Leadership Skills List

Decision-making

- *How comfortable are you with having to **make the “final decision”** on things ?*
- *Do you have any **tendency to decide too quickly** without due consideration or, conversely, to **gather data, analyze and ponder endlessly** and be unable to decide ?*
- *In **what areas do you struggle** with making firm decisions and standing up for what you believe ?*



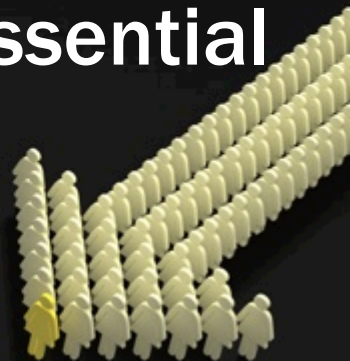
Definition and Explanation of the Leadership Skills List

Decision-making

A leader must be able to wade through information, comprehend what's relevant, make a well-considered decision, and take action based on that decision.

Making decisions too quickly or too slowly will impede your leadership effectiveness.

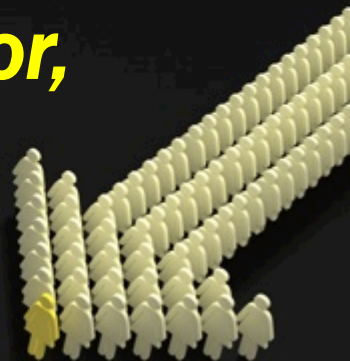
Decisiveness is another example of an essential leadership quality.



Definition and Explanation of the Leadership Skills List

Planning

- *How easy is it for you to put together **plans for activities and projects, including contingency plans** (what will happen IF...) ?*
- *How easily are you able to **focus your attention and stick to your plan**, yet without being rigid about it ?*
- *How do you decide when to **push ahead or, instead, to modify your plan** ?*



Definition and Explanation of the Leadership Skills List

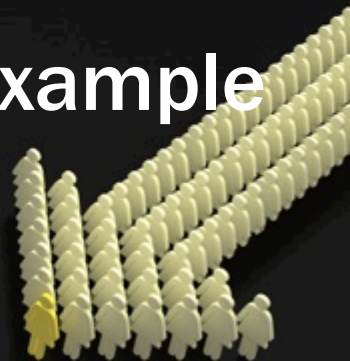
Planning

Planning involves **making certain assumptions** about the future and **taking actions** in the present to positively influence that future.

To plan means **to focus** more strategically.

Plans are important for **guidance and focus**, but plans can seldom be cast in stone.

Planning is an excellent and necessary example leadership skill.

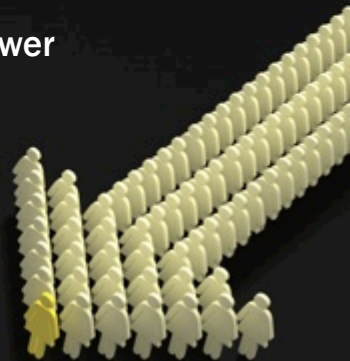


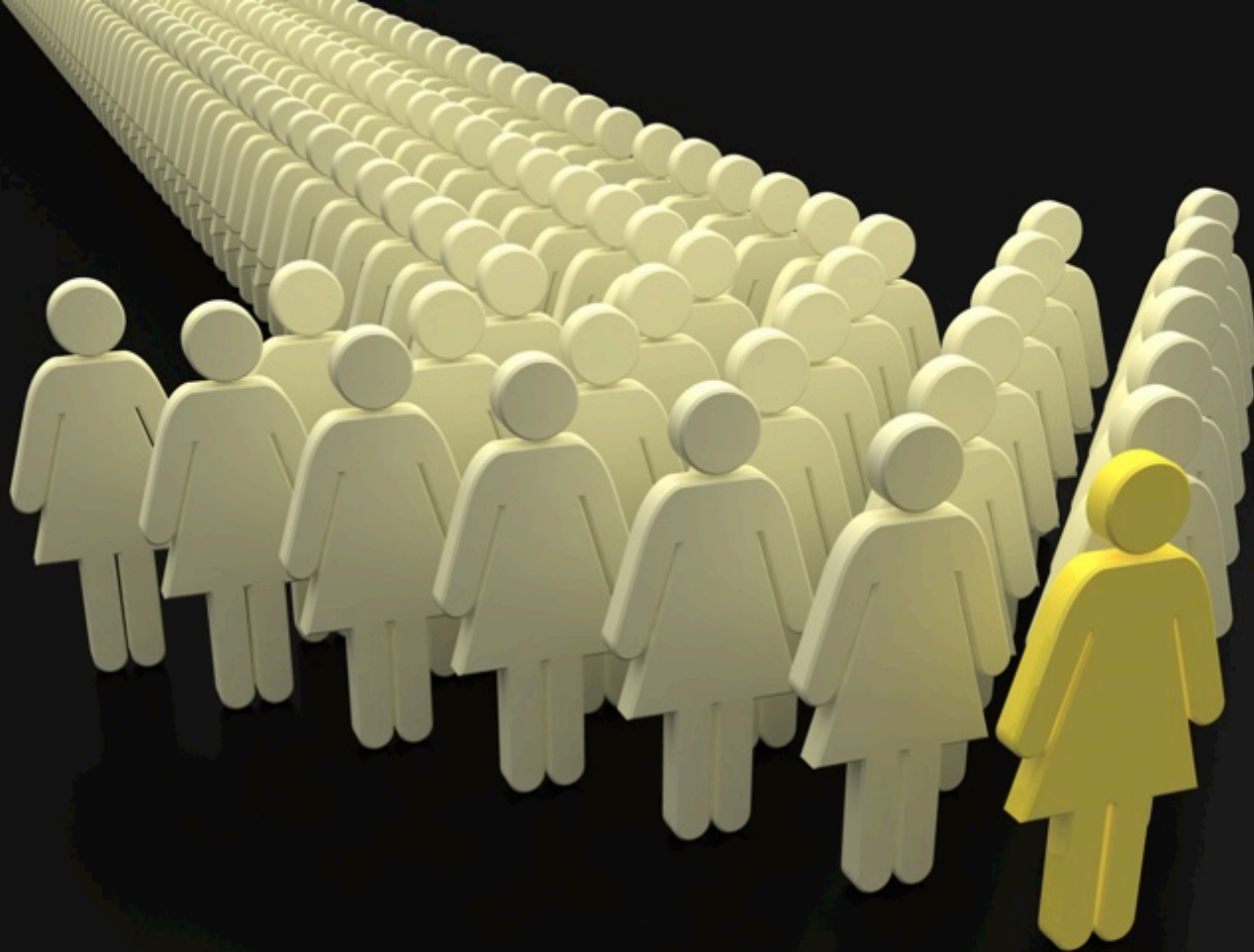
Are you a Leader?



A sense of humor
is part of the art
of leadership,
of getting along with
people,
of getting things
done.

~Dwight D. Eisenhower





Thank you