




# Insights into Your Potential as a WISE Leader: Self-Reflection & Assessment

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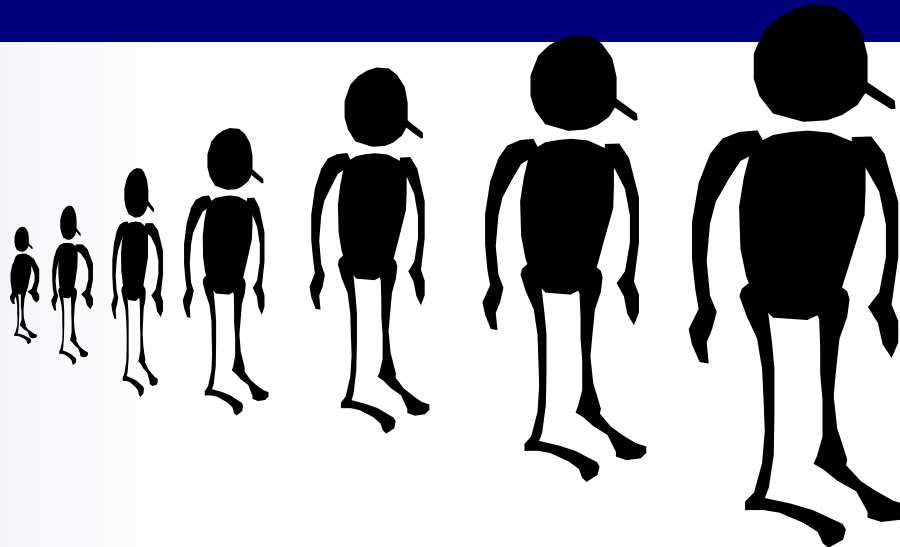
- Dissertation research on applied leadership
- Executive coaching for C-suite leaders and managing directors
- Program evaluation of leadership development program for Corporate VPs and Managing Directors for FedEx Freight
- Developed situational judgement test to assess 8 dimensions of applied leadership effectiveness
  - Used by several leadership graduate programs & in longitudinal research
- Multiple presentations at International Leadership Association on leadership assessment
- Steering Committee for WKU Center for Leadership Excellence and Leadership Studies Program
- Developed and taught graduate level courses in leadership for Ed.D. in Educational Leadership and Leadership Studies & Industrial-Organizational (IO) Psychology graduate programs

# Overview



- Conceptualizing Leadership
- Reflection and Assessment
  - Leadership Traits
  - Leadership Skills

# Introduction to Leadership





# Leadership Defined

## **Leadership**

is a *process* whereby an individual influences a group of individuals to achieve a common goal.



# Conceptualizing Leadership

## *Evolving theories leadership effectiveness:*

- Personal traits or characteristics
- Leader Behavior
- Situationally-based: interaction between leader behavior and the situation
- Reciprocal influence between leaders & followers & situation
- Recent recognition of the importance of traits

# Assigned vs. Emergent Leadership

## Assigned

- Leadership based on occupying a position within an organization
  - Team leaders
  - Managers
  - Supervisors
  - Directors
  - Provosts, Deans, Department Heads

## Emergent

- Individual perceived by others as the most influential member of a group or organization regardless of the individual's title
  - Emerges over time through behavior and interactions
    - Referent Power based on Respect & Trust
    - Expertise/Knowledge
    - “Servant” Leader



# Leadership Theories: 3 Points of Convergence

- 1. Importance of Personal Characteristics**
- 2. Importance of Task Skills**
- 3. Importance of Effective Interpersonal Relationships**



# Leadership Theories: Points of Convergence

## 1. Importance of Personal Characteristics

- There are no specific traits which are universally associated with effective leadership.
  - Over 100 empirical studies of leader traits
  
- Although traits alone are not sufficient to make a leader successful, they are a *precondition*.
  
- Successful leaders must take certain actions to be successful. BUT – *certain traits predispose successful leaders* to take appropriate actions.



# The Evidence: Traits Do Matter

Traits related to leader effectiveness include:

- Drive
- Desire to Lead
- Self-confidence
- Cognitive Ability
- Technical Knowledge
- Honesty/Integrity
- Tolerance for Stress
- Flexibility

**\*\*Importance of different traits depends on the situation.**

# Leadership Theories: Points of Convergence

## 2. Importance of Task Skills

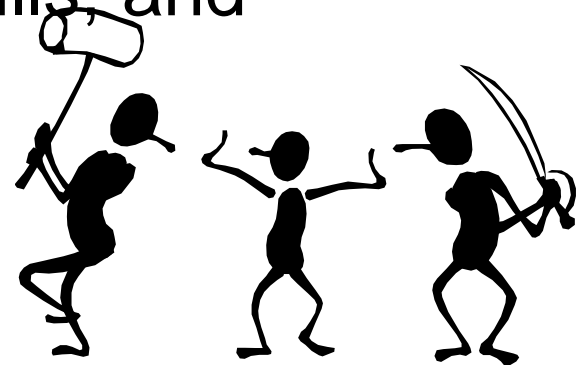


- Much of leadership involves guiding individuals and groups to accomplish tasks
  - Relevant skills: visioning, organizing, planning, problem solving, and innovation

# Leadership Theories: Points of Convergence

## 3. Importance of Effective Relationships

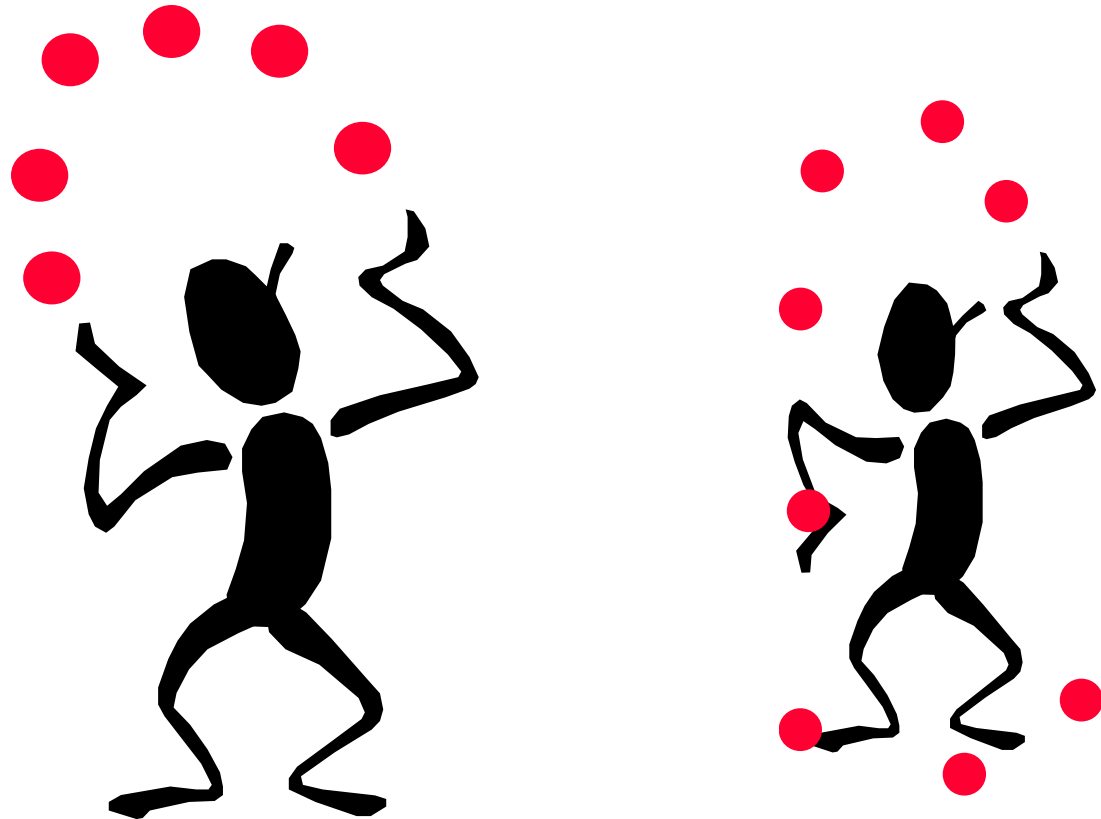
- Cooperative relationships characterized by high levels of trust and loyalty
- Supportive behavior is likely to influence member satisfaction - especially when difficult task
- Relevant skills are consideration, team skills, communication, influence skills, and charisma.



# Leadership Assessment

- Self-reflection and insight into one's own strengths and "areas for development"
- Evaluation and Feedback from others
  - 360 Feedback
    - Superior
    - Peers
    - Subordinates/Clients/Customers
    - Self
- Knowledge Tests
- Criterion-Referenced Measures

# Personal Characteristics for Leadership Effectiveness



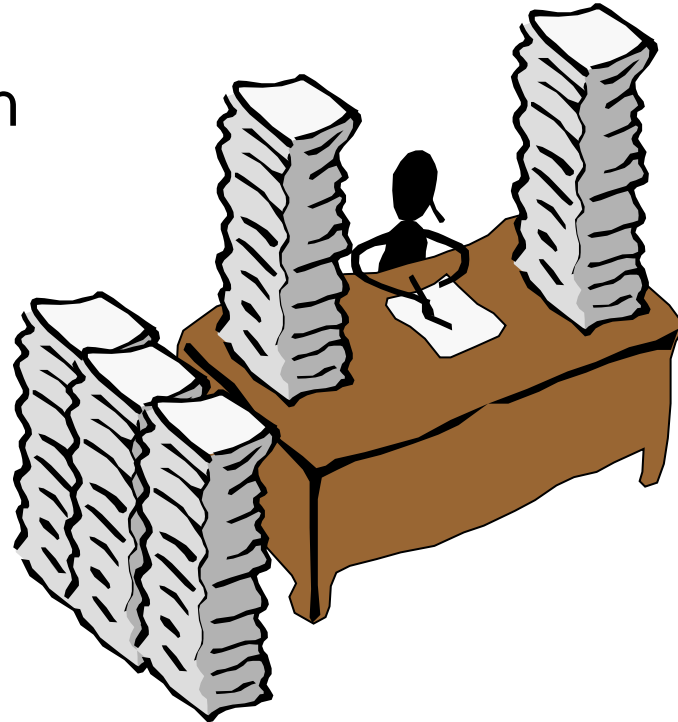
# S1. Drive

- Drive: high energy and effort directed toward accomplishing identified goals
- Includes behaviors such as:
  - Focusing on accomplishment of performance goals
  - Demonstrating a high energy level
  - Expressing a strong sense of urgency about finishing required tasks
  - Helping the group move forward
  - Urging/pushing the group towards task completion
  - Demonstrating tenacity in task accomplishment
  - Demonstrating perseverance when faced with obstacles
  - Demonstrating initiative in moving team toward task accomplishment

Rate Yourself

# S1. Drive

- Drive consists of a constellation of 5 sub-traits and motives reflecting a high effort level
  - Achievement Motivation
  - Ambition
  - Energy
  - Tenacity
  - Initiative





## ■ S2. Achievement Motivation

- Leaders have a high desire for achievement
  - Obtain satisfaction from:
    - Completing challenging tasks
    - Attaining standards of excellence
    - Developing better ways to do things.
  - Working their way up – leaders must have a desire to complete challenging assignments

Tom Watson at IBM – described as “driven throughout by a personal determination to create a company larger than NCR”

Rate Yourself

## ■ S3. Ambition – desire to get ahead

To advance, leaders actively take steps to demonstrate their drive and determination

- Walt Disney was described as having “dogged determination to succeed.”
- C.E. Woolman of Delta Airlines as “inexhaustible ambition.”
- In AT&T 20-year study, ambition/desire for advancement was the strongest predictor of success 20 years later.

Rate Yourself



## ■ S4. Energy –

Physical, mental, and emotional vitality

### □ Effective Leaders:

- Have a high energy level and stamina
- Are active, lively, and often restless
- Even at age 70, Sam Walton, founder of Walmart, still attended Saturday morning, 7:30 am sales pep rallies for 300 store managers.

Rate Yourself

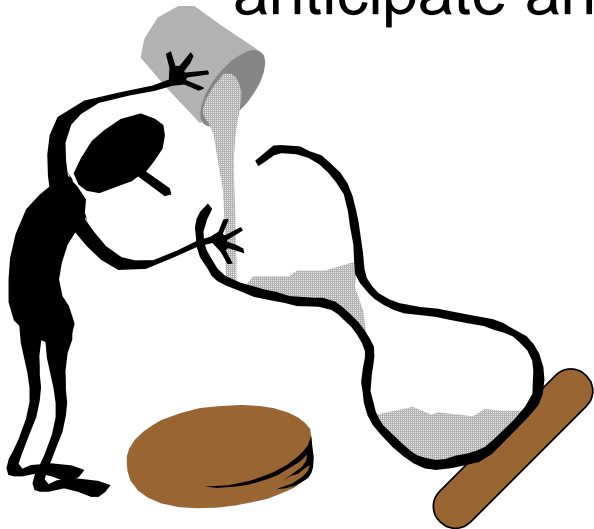
## ■ **S5. Tenacity –** Perseverance to overcome obstacles

- Effective leaders are:
  - Able to overcome obstacles
  - Strength of will or tenacity
  - Tirelessly persistent in activities and follow through with their programs
- Ray Croc of McDonalds “Nothing in the world can take the place of persistence . . . Talent will not; Genius will not; Education will not. Persistence & determination alone are omnipotent.”
- Effective leaders use persistence intelligently
  - Dogged pursuit of an inappropriate strategy can ruin an organization

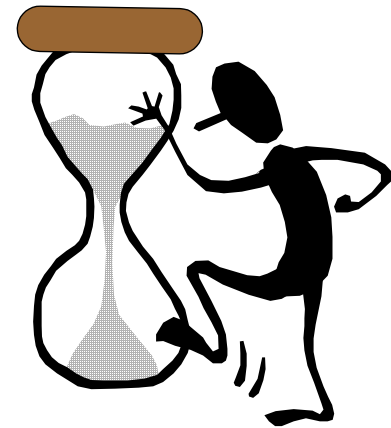
Rate Yourself

## ■ S6. Initiative

- Effective leaders are proactive
- Make choices and take action that leads to change
  - Instead of just reacting to events or waiting for things to happen (“fire-fighting”), effective leaders anticipate and take action beforehand.



Rate Yourself





# S7. Leadership Motivation

- Desire to Lead
  - The desire to influence and lead others
    - Astronauts John Glenn & Frank Borman built political careers and businesses out their early feats as space explorers – other astronauts did not, even though they had the same opportunities.
  - Willingness to assume responsibility
  - Can be equated with the need for power

## S7. Leadership Motivation (continued)

- The Role of Power
  - Power is the means through which the leader gets things done in an organization
  - Effective leaders give powers to others to increase their own power
    - See power as an “expandable pie,” not a fixed sum
    - Power can be created and distributed to followers without detracting from their own power – in fact, increases power
  - Effective leaders must be willing to exercise power over members
    - Tell them what to do
    - Appropriately reward and use negative sanctions

# Leadership Motivation(cont.)

Two different types of power motive

## **Personalized Power**

### **Motive:**

- Seeks power as an end in itself – lust for power
- Have little self-control
- Often impulsive
- Focus on collecting symbols of personal prestige
- Use power to dominate & manipulate others

## **Socialized Power**

### **Motive:**

- Uses power as a means to achieve desired goals or vision
- Emotionally mature
- Willing to take advice from experts/less defensive
- Exercises power for the benefit of the whole org
- Empowers followers

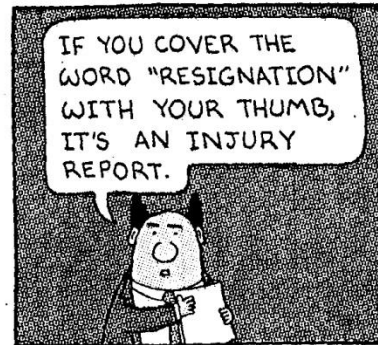
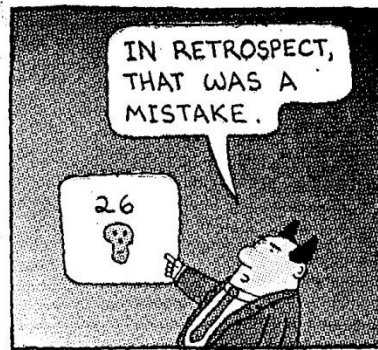
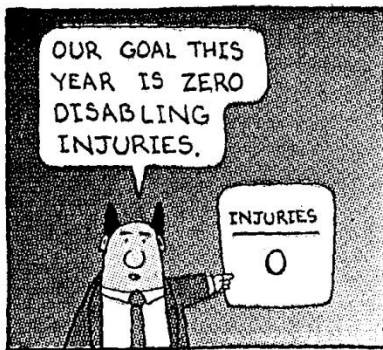




# S8. Self-Confidence

- Being a leader is a difficult job
  - Constant decision making and problem solving
  - Followers have to be influenced
  - Set backs have to be overcome
- Self-Confidence plays an important role in:
  - Decision-making
  - Gaining others' trust
  - Effective implementation of the decision
  - Self-Confident leader can be more assertive and decisive
    - Projecting Self-confidence builds self-confidence in followers

- Self-doubt prevents leaders from taking the necessary actions to lead
  - Hesitant in problem solving and decision making
  - Followers less likely to trust leader and decision
  - Less effective in convincing followers to pursue courses of action
  - Less effective in overcoming setbacks
- When a decision turns out to be a poor one, a self-confident leader
  - Admits the mistake
  - Uses it as a learning opportunity
    - Jack Welch, legendary leader of General Electric
      - Manager made \$1 million mistake



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# S9. Emotional Stability

## ■ Emotional Stability

Effective leaders remain even tempered

■ Get excited

■ But do NOT become angry or enraged

■ Especially important when resolving interpersonal conflicts and representing the organization

■ Consider stressful events

Interesting

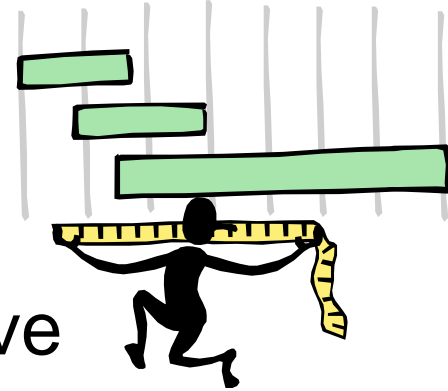
Opportunities for development

Believe they can influence the outcome



Rate Yourself

# S10. Cognitive Ability / Intelligence



- Leaders must formulate strategies, solve problems, and make correct decisions
- Leaders must gather, integrate, and interpret enormous amounts of information.
  - A “keen mind” is needed (Kotter)
  - Analytical ability, good judgment, capacity to think strategically
- Followers look for intelligence in a leader.
  - Source of authority in the leadership relationship.

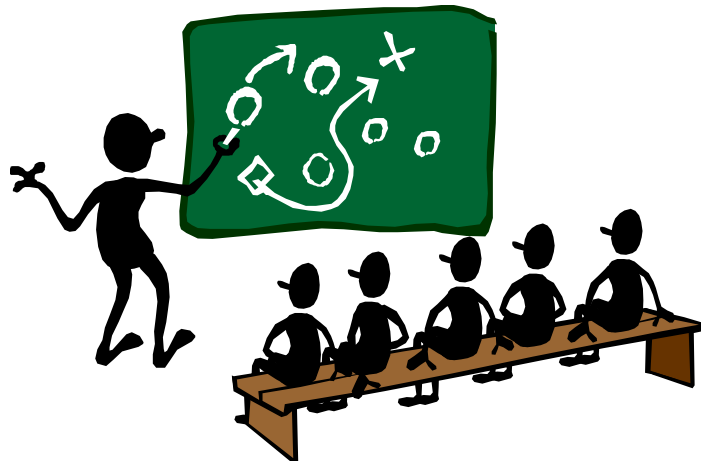
# S10. Intelligence

- Not just conventional intelligence
- 2 key types of intelligence:
  - **Traditional intelligence** – ability to recall, analyze, evaluate, and judge information
  - **Practical intelligence** – ability to solve problems by utilizing knowledge gained from experience to purposefully adapt to, shape, and select environments

# ■ Practical intelligence is a core component of leadership

□ Tacit knowledge – knowledge gained from everyday experience that has an implicit, unarticulated quality

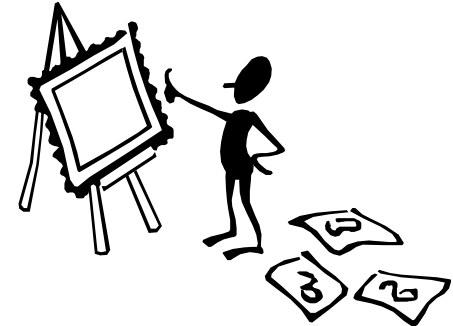
- Learning by doing, professional intuition, instinct, know how
- Tacit knowledge accounts for leadership effectiveness beyond traditional intelligence and other traits



# S10. Intelligence / Creativity

- Creativity is skill in generating ideas that are:

- Relatively novel
- High in quality
- Appropriate to the task at hand



- Important for leadership because leaders must generate ideas others will follow

- Creative ideas include:


- Novel ideas
- Replications in a different application
- Redefinition of existing views
- Forward increments
- Redirections, regressive redirections
- Syntheses of ideas not previously integrated.





# S10. Intelligence / Wisdom

- Wisdom consists of:
  - Rich factual knowledge (general and specific)
  - Rich procedural knowledge (general and specific)
  - Knowledge about strategies and judgment
  - Relativism – knowledge about differences in values, goals, and priorities
  - Knowledge of the uncertainty and unpredictability of events and ways to manage this

- 
- A leader is wise to the extent s/he uses intelligence, creativity, and experience to:
    - Seek a common good
      - Vision beyond one's self and immediate interests
    - Balancing own, others, and organizational interests for which they are responsible
      - Requires effort to understand others' points of view
    - Does this over the short- and long-term
      - Great deal of pressure to give in to short-term demands that are damaging in the long run
    - Adapts, shapes, and selects environments

# S10. Synthesis of Intelligence

- A successful leader needs
  - Creative skills to generate new ideas
  - Analytical skills to evaluate whether the ideas are good ones
  - Practical skills to implement the ideas and to persuade others of the value of the ideas

Rate Yourself

# S11. Technical Knowledge / Knowledge of the Business

Effective leaders have a high degree of knowledge about the organization, operations, performance, and technical matters.

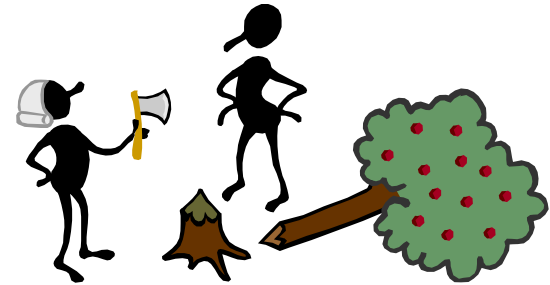
In-depth knowledge of the organization and industry allows effective leaders to make well-informed decisions and to understand the implications of those decisions.

Rate Yourself

# Honesty/Integrity/Ethics

Includes behaviors such as:

- Demonstrating correspondence between word and deed (“walks the talk”)
- Being truthful and non-deceitful
- Being open with followers
- Being discreet and not violating confidences
- Actions are value-based and grounded on principle
  - Decisions reflect values - even when challenged by peer pressure or authority
  - Behavior reflects values - even when challenged by peer pressure or authority
- Acting as a role model by personally acting in a manner that is consistent with shared values



# S12./S13. Honesty and Integrity

- Integrity: The correspondence between word and deed
- Honesty: Being truthful or non-deceitful
- Honesty and integrity lead to trust
- Honesty, integrity, and trust are essential
  - Without these qualities, leadership is undermined.

# S14. Ethical Behavior

- The extent to which the individual does “the right thing” across situations and circumstances, especially in difficult and challenging situations.
- Behaving ethically is central to leadership
  - Ethical behavior is defined by values
  - Modeling the behavior that is expected of employees
  - Reputation of the organization rests on ethical behavior

# S15. Courage

- Ability to make tough decisions and take difficult actions when needed
- Requires fortitude to defy the crowd
- Requires perseverance in the face of obstacles
- Requires a willingness to take sensible risks

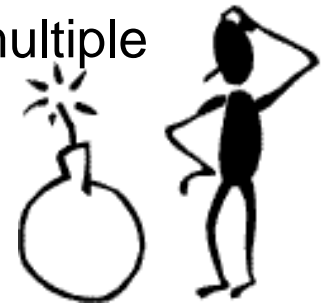
Rate Yourself



# S16. Tolerance for Stress



- Ability to maintain effectiveness in diverse situations under varying degrees of pressure, opposition, and disappointment.
  
- Includes behaviors such as:
  - Simultaneously dealing with multiple demands from multiple constituencies
  - Dealing with conflicting demands
  - Dealing with too little time and too much to do
  - Demonstrating resilience when faced with disappointments and setbacks
  - Viewing obstacles as challenges rather than as road blocks
  - Managing time and resources under demanding circumstances
  - Demonstrating high tolerance for ambiguity



Rate Yourself

# S17. Flexibility/Adaptability

- Ability to adapt behavior to fit the situation.
  - Sees what needs to be done and changes his/her behavior to meet that need
    - Adapting leadership style to the situation
    - Providing more direction
    - Assisting with the task
    - Providing support
    - Providing whatever it takes to keep the team on track and to maintain team relations

Rate Yourself

# Task Skills for Leadership Effectiveness



# T1. Visioning

- Ability to create an image of the future for the unit/organization and develop the means necessary to achieve that image.

## Key actions:

- Create a Vision – concept of what the organization should be
- Communicate the Vision - articulate through:
  - Inspirational speeches
  - Written messages
  - Appeals to shared values
  - Acting as a role model (key)
- Promoting Change & Innovation - The vision is the starting point of change

# T1. Visioning: A Target that Beckons

Includes behaviors such as:

- Articulating a credible, attractive future that is better in important ways
  - Optimistic outlook about the future
- Describing the 'big picture'
- Developing strategy for achieving the vision
- Presenting the vision with confidence and enthusiasm
- Modeling actions consistent with the vision

Rate Yourself

# T2. Organizing

- Ability to systematically arrange own work and resources, as well as that of others, for efficient task accomplishment.
- Includes behaviors such as:
  - Organizing people
  - Organizing data
  - Organizing things
  - Providing structure to the work context
  - Assigning tasks and role responsibilities
  - Organizing work and scheduling work activities

# T3. Planning

- Ability to anticipate and prepare for the future.

Includes behaviors such as:

- Developing and stating action for future
- Incorporating time line into plan
- Setting performance standards
- Identifying and/or organizing appropriate, relevant resources

# T4. Problem Solving



## ■ Ability to:

- Gather information
- Understand relevant technical and professional information
- Effectively analyze data and information
- Generate viable options, ideas, and solutions
- Select supportable courses of action



# T4. Problem Solving

Includes behaviors such as:

- Developing logical views, plans, or conclusions
- Integrating information from multiple sources
- Demonstrating an understanding of directives, instructions, or policies
- Paying attention to detail
- Gathering data/information
- Filtering irrelevant data
- Identifying trade-offs of alternative solutions

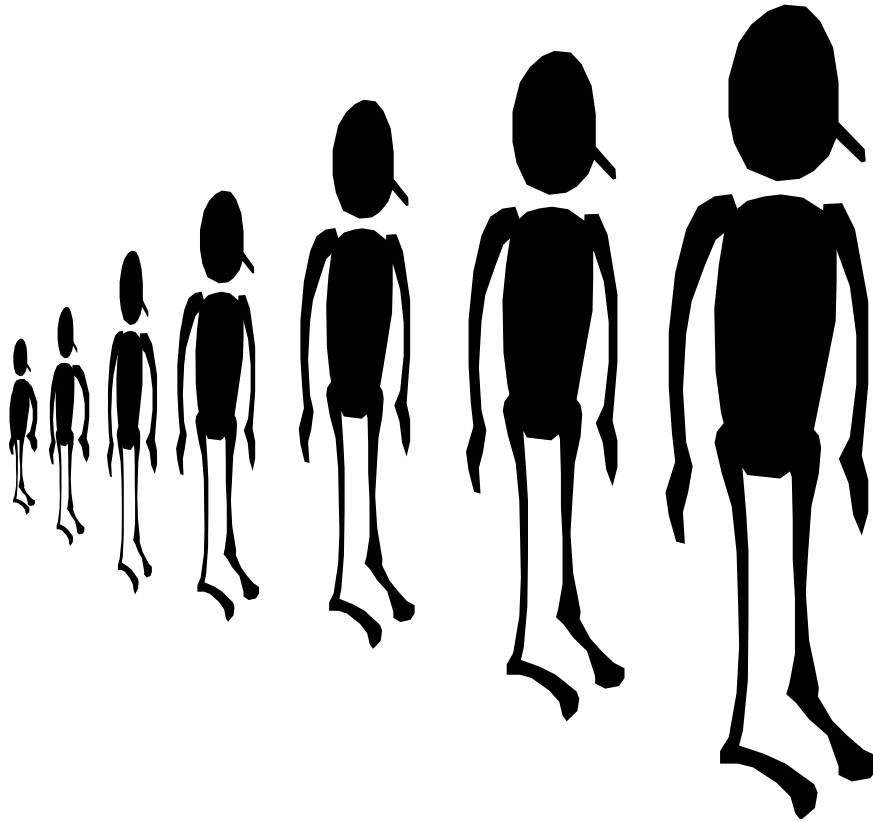
# T5. Innovation

- Ability to use available resources in new ways; and to generate and recognize creative solutions

Includes behaviors such as:

- Developing innovative solutions
- Stimulating innovative thinking in others (e.g., asking thought-provoking questions)
- Supporting innovative thinking in others
- Promoting change and innovation

# People Skills for Leadership Effectiveness



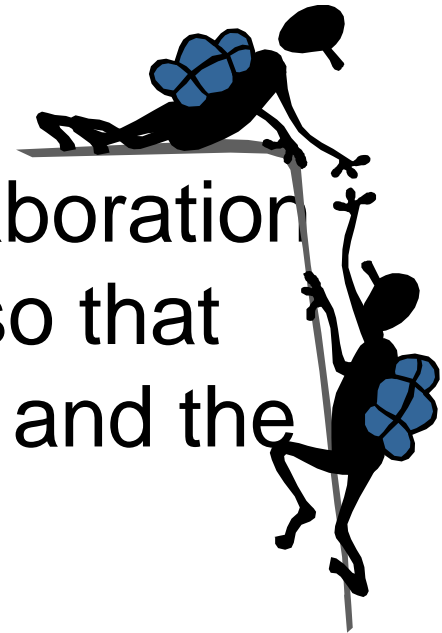
# P1. Consideration

- Ability to consider the feelings and needs of others and being aware of the impact and implications of decisions for others; a sincere concern for group member's needs
- Leader's respect for ideas, trust, warmth toward members
- Relationship behaviors –
  - Two-way communication
  - Participation in decision making
  - Rapport
  - Respect, trust, & mutual liking between leaders & followers



## P2. Team Skills

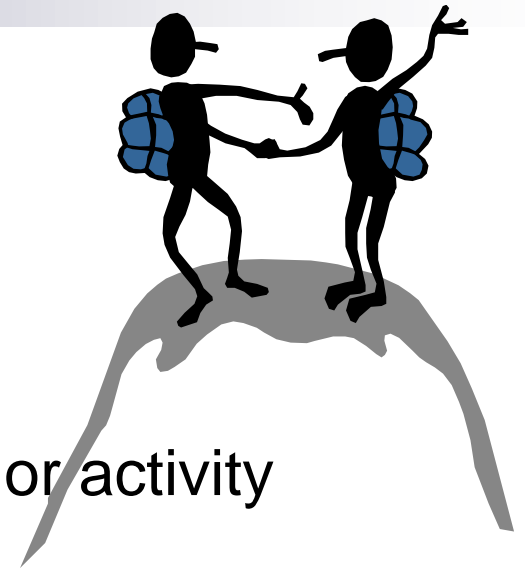
- Ability to engage and work in collaboration with other members of the group so that others are involved in the process and the outcome
- The leader cannot do it alone
  - Must select, train, & motivate skilled people who work effectively together



# P2. Team Skills

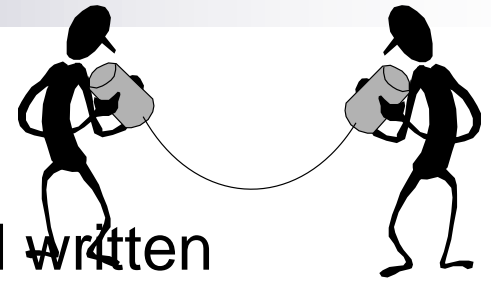
Includes behaviors such as:

- Actively participating in the discussion or activity
- Acknowledging others' feelings
- Reinforcing or rewarding others
- Accepting and using others' ideas
- Welcoming diverging views
- Compromising with other group members
- Involving others in the discussion/decision/activity
- Seeking consensus
- Actively seeking contribution from other team members
- Dealing with conflict



Rate Yourself

# P3. Communication



- Ability to effectively convey both oral and written information, and to effectively respond to questions and challenges.
- Includes behaviors such as:
  - Presenting oral or written message in an organized manner
  - Listening attentively to others
  - Answering questions completely and appropriately
  - Presenting material coherently
  - Presenting ideas with confidence and conviction
  - Written communication accurately conveys relevant information
  - Expressing self in a manner that is easily understood
  - Using effective physical aspects of communication
    - Making effective eye contact; varying pitch of voice; speaking at a coherent rate; projecting voice
    - Showing excitement, enthusiasm, and charisma when presenting or listening to others
    - Using body language effectively ( e.g., posture, gestures, nodding agreement, etc.)

# P4. Influencing Others

- Ability to persuade others to do something or adopt a point of view in order to produce desired results (without creating hostility).
- Includes behaviors such as:
  - Presenting compelling arguments for a particular course of action
  - Using clear rationale for the audience to follow his/her plan
  - Impacting the direction that the group takes
  - Influencing others by modeling his/her own convictions



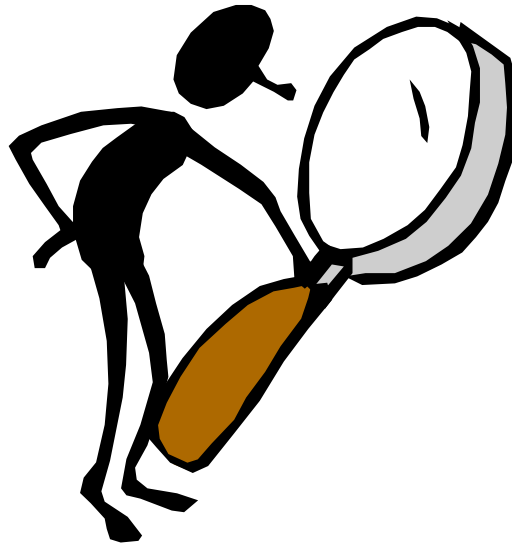
# P5. Charisma

- A basis of power or influence grounded in follower's perceptions that a leader is endowed with exceptional personal qualities
  - Ability to influence others to get them to adopt your values and beliefs
  - Less-clear cut evidence of importance for effective leadership
    - More important in some contexts: e.g., politics, religion
  
- Followers of Charismatic Leaders identify with the leader and emulate him/her:
  - Are emotionally attached to leader
  - Never question leader's beliefs or actions;
  - Unquestioning deep trust of leader
  - See themselves as integral to the accomplishments of the leader's goals
  - Reconceptualize importance of what they are doing to have enduring or moral purpose
  - Feel affection for the leader

# Charismatic Leaders

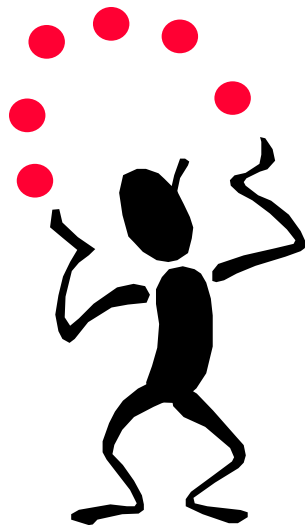
- Strong need for power
- Supremely confident
- Engage in behaviors designed to impress followers (e.g., speak of own accomplishments)
- Articulate an appealing vision or sense of mission
- Set high goals for followers and express confidence in ability to accomplish those goals
- Attempt to appeal to fundamental motives of followers (e.g., need for power, need for achievement, need for affiliation), often through inspirational speeches or writings

Where do we go from here?



# Application

- Provides direction to which traits are good to have if one aspires to a leadership position
- By honestly answering the inventory . . .
  - Can determine whether one has leadership traits
  - Can pinpoint strengths and weaknesses





# Implications: Can leadership be learned?

- Traditional intelligence is the least trainable
- Drive is fairly constant; observable
- Desire to lead may be present early in career, but may develop over time
- Self-Confidence comes from success experiences
- Knowledge of the “Business” can be developed through experience and training
- Honesty/Integrity is a virtue one achieves or rejects by choice
- Potential leaders can learn to/choose to engage in effective behavior




# Who is/will be a Leader?

- An individual may have leadership skills – but never exercise them
- A leader may have skills – but may be unwilling to use them for a common good
- An individual may want to be a leader, but lack traits or skills
  
- Assessment will help you determine strengths and weaknesses → leadership potential

Questions?



- 
- **Examples of Leadership Situations and Leader Behavior**
  - **Please write 2 examples of leadership. Do NOT use specific names or entities. Your examples should be written in generic terms.**

## **Successful Leadership**

1. Think of a time when a leader was particularly **effective** in facilitating your career in academics. On the form, write a description of the situation, the behavior that was effective, and why the behavior was so effective.
- **Include the ABC's:**
  - **Antecedent / Situation:** What was happening? What were relevant factors that came into play? What information is needed to understand the situation? (2 to 4 sentences)
  - **Behavior:** What did the leader do that was so effective? Describe in terms of behavior.
  - **Consequence (Why behavior was effective):** Explain why the behavior was so effective. What were the positive outcomes from the leader's behavior?



## Unsuccessful Leadership

2. Now think of a time when a leader was particularly **ineffective**, that is, the leader created a “barrier” or additional “hurdle” to your career. On the form, write a description of the behavior that was not effective, and why the behavior was ineffective:

### ■ Include the ABC's:

- **Antecedent / Situation:** What was happening? What were relevant factors that came into play? What information is needed to understand the situation?
- **Behavior:** What did the leader do that was so ineffective? Describe in terms of behavior.
- **Consequence (Why behavior was ineffective):** Explain why the behavior was ineffective. What were the negative outcomes from the leader's behavior?
- Please write at least one example of Leadership that facilitated and one example of Leadership that created a barrier. Thank you.

# Questions?

