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

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- Dissertation research on applied leadership
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- Developed situational judgement test to assess 8 dimensions of applied leadership effectiveness
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- Multiple presentations at International Leadership Association on leadership assessment
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- 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
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
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”
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.
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.
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
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.
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
Our goal this year is zero disabling injuries.

Last year our goal was twenty-six disabling injuries.

In retrospect, that was a mistake.

We had to injure nine employees to meet the goal.

If you have an injury, fill out these forms immediately.

These are resignation forms.

If you cover the word "resignation" with your thumb, it's an injury report.

This place makes me sick.

We'll miss you.
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
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
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.
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
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
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
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
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

Rate Yourself
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
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?