
Leadership

Steven Covey believes leaders use a compass rather than a clock to manage themselves. Their vision is aligned with "true north." He lists the following characteristics of leaders in *Principle – Centered Leadership*:

- Are continually learning
- Are service-oriented
- Radiate positive energy
- Believe in other people
- Lead balanced lives
- Sees life as an adventure
- Are synergistic
- Exercise for self-renewal



Noel Tichy and Mary Anne Devanna outline three transformational themes in their book: *The Transformational Leader*

1. Recognizing the need for revitalization
2. Creating a new vision
3. Institutionalizing change

"The emerging leader employs a facilitative and collaborative style."

Peter Drucker

Source of the Leadership Summary: Lois. B. Hart, Ph.D.

Warren Bennis' research in *Leaders and Why Leaders Can't Lead*, found that effective leaders:

- ✓ Create an inspired vision
- ✓ Manage others by own example
- ✓ Are visible to employees, vendors and customers
- ✓ Listen attentively
- ✓ Delegate to the front line
- ✓ Use a flatter organization with fewer levels in hierarchy
- ✓ Provide adequate training



Burt Nanus, in *The Leader's Edge*, identifies three keys for leading:

Conceptual Skills of:

- Farsightedness
- Mastery of Interdependence
- Anticipatory Learning
- High Integrity



Roles of:

- Direction Setter
- Change Agent
- Spokesperson
- Coach

Action Skills of

- Organization Design
- Initiative
- Mastery of Change

"The new leader is a facilitator, not an order giver."

Megatrends

Targeted Management, created by *Development Dimensions International* identifies the ten qualities of leadership as:

- Leaders communicate a vision that captures the imagination and commitment of others.
- Leaders create an environment that promotes self-motivation and self-control among followers.
- Leaders set high personal and professional standards that they model by their own actions.
- Leaders are consistent and predictable in their actions. This engenders trust and support.
- Leaders share the recognition and rewards associated with success.
- Leaders seek and nurture ideas.
- Leaders transform ideas into actions that benefit their organizations and society.
- Leaders are visible and accessible to others, fostering a mutual exchange of ideas, information, and ideals.
- Leaders recognize their own limitations by relying on others to share the load.
- Leaders prepare for ongoing challenges by grooming successors.



Joe D. Batten in *Tough Minded Leadership* outlines 14 Leadership Challenges:

1. Self knowledge
2. Set goals
3. Complete action plan
4. Establish standards
5. Commit to a timetable
6. Work and discipline
7. Faith
8. Hope
9. Love fueled with faith and hope
10. Attitude of gratitude
11. Sense of wonder about life
12. Search for truth and beauty
13. Emotionally vulnerable combined with courage
14. Caring, sharing, and forgiving



In *Thriving on Chaos*, Tom Peters writes that the best bosses:

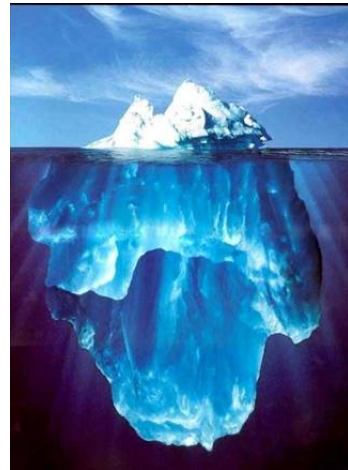
- Have a vision that guides all activity
- Display self-confidence
- Are willing to share achievement and progress
- Display caring for others
- Are decisive with decisions
- Demonstrate a commitment to employees and to their projects
- Are surrounded by more highly skilled people, which doesn't bother them

Diane Tracey identified the 10 principles for empowering people in *Ten Steps to Empowerment* as:

1. Tell them what their responsibilities are
2. Give them authority equal to the responsibilities assigned to them
3. Set standards for excellence
4. Provide them with training that will enable them to meet the standards
5. Give them information and knowledge
6. Give them feedback on their performance
7. Recognize them for their accomplishments
8. Trust them
9. Give them permission to fail
10. Treat them with dignity and respect

“Leaders deal with the underlying structures in the organization in order to optimize their influence on the vision and ability of the organization to execute.”

Marilyn Laverty



James Kouzes and Barry Posner identify the Practices of Exemplary Leaders in *The Leadership Challenge*:

Challenging the Process

- Searching for opportunities
- Experimenting
- Staying up to date
- Asks, "What can we learn?"

Inspiring a Shared Vision

- Describes a future which followers can create
- Enlisting others

Enabling Others to Act

- Gets others to "own" their work
- Allows others to make decisions
- Involves others in planning
- Treats others with respect



Modeling the Way

- Sets clear goals and milestones
- Breaks large projects into manageable chunks
- Actual behaviors are consistent with espoused behavior

Encouraging the Heart

- Recognizing others for their contributions
- Celebrating accomplishments
- Tells others of team and individual successes

Jay Conger, in *The Charismatic Leader*, shows certain leadership behaviors work together to create charisma. These behaviors occur in four stages:

- Sensing opportunity and formulating a vision
- Articulating the vision
- Achieving the vision



Warren Bennis and Joan Goldsmith in their book *Leading to Lead* identify from their research what people want from their leaders:

1. Purpose, Direction, and Meaning

The first task of a leader is to help define reality that is another way of talking about purpose. The leader not only must have direction, but also must communicate it in such a way that ownership is created on every level and in every corner of the operation.

2. Trust

Leaders must generate and sustain trust. The trust factor is the social glue that binds commitment and promotes action necessary to produce results. Trust includes openness. Leaders encourage openness, even dissent.

3. Optimism

Leaders must communicate hope and optimism. Optimism fascinates others because it is so pervasive and so powerful. Leaders see their error as opportunities to learn and change.

4. Action and Results

The last quality common to leaders is a bias toward action. Wayne Gretzky, the hockey player, once said, *"You miss 100 percent of the shots you don't take."*

"Effective leaders create a compelling vision of the future, and achieve that vision through enlisting others to do what is necessary to make it happen."

Bud Bilanich Ed.D

Building High Performance Teams

Are You on the Road to Success?



"Never doubt that a small group of thoughtful, committed people can change the world indeed. It is the only thing that ever has." -- Margaret Mead

With the fast pace of today's business environment, teams form the backbone

of productive work. Teams must be well designed and masterfully led in order to incorporate a host of different personalities and talents and to optimize business decisions to achieve results.

Teams On Target has developed a step-by-step approach, the *Roadmap for Building High Performance Teams*. Here are some key steps that our clients tell us create leverage.

Launch the Team. Set the right foundation from the beginning.

- Rather than being satisfied with one high level sponsor, obtain several at the "C" level.
- Set up the team's mission to pilot or implement, rather than simply to recommend.
- Tap into sponsors to overcome political obstacles.
- As you recruit team members, have them sign up for team process responsibilities. Don't let the team leader take on any of the details - free them up to focus on leading meaningful meetings and tracking commitments.
- Build team agreements by consensus. Which decisions are shared, which are top down? Define a quorum. Commit to a conflict model - healthy disagreement gets results!
- Insure all team members buy-in to the mission and remind them of their obligation to step down if they lack commitment.

Create an Atmosphere of Trust. Use constructive feedback that *encourages* and *motivates* team members. Use language that creates a positive atmosphere: "Help me to understand...." "If I hear you correctly...." and "Thank you for your feedback...." Are your words and the tone of your voice both supportive and constructive?

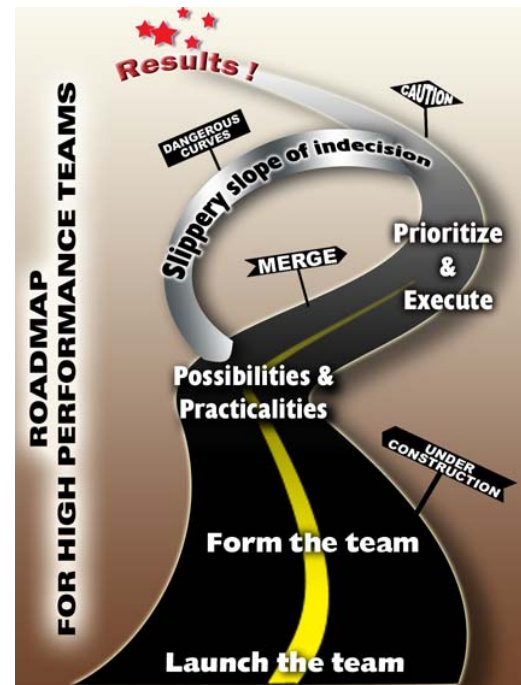
Prioritize Decisions & Execute

- Apply recognized best-practices for shared decisions (either consensus or democratic vote). Be prepared to execute a multi-vote or rank order decision process.
- Get clear about how much data is critical, who will get the data and how much time will be allocated to research.

Remember, succeeding in today's marketplace *requires* great teamwork. These tips are just a few of the ways you can start now to build winning teams for your business.

Contact Teams On Target for self assessments regarding your team's effectiveness. The firm also provides strategies for handling challenging team members:

- the Dominator
- the Know it All
- the Undecided
- the Critic
- the Overcommitted



Marilyn Laverty is the CEO of Teams on Target, Inc., providing customized solutions for clients including Process Improvement with Rapid Results, Tool Kits for High Performance Business Teams, Decision Facilitation, Strategic Planning, Teambuilding and Leadership Workshops. Marilyn is an honors graduate of the DU School of Business, earned her CPA with Deloitte & Touche and her master coaching certificate through NLP Comprehensive. Marilyn serves as the President of the board of TeamSkills Institute.