

INSPIRING our LEADERS of TOMORROW

A PRACTITIONER'S GUIDE TO LEADERSHIP

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IEEE E-Book

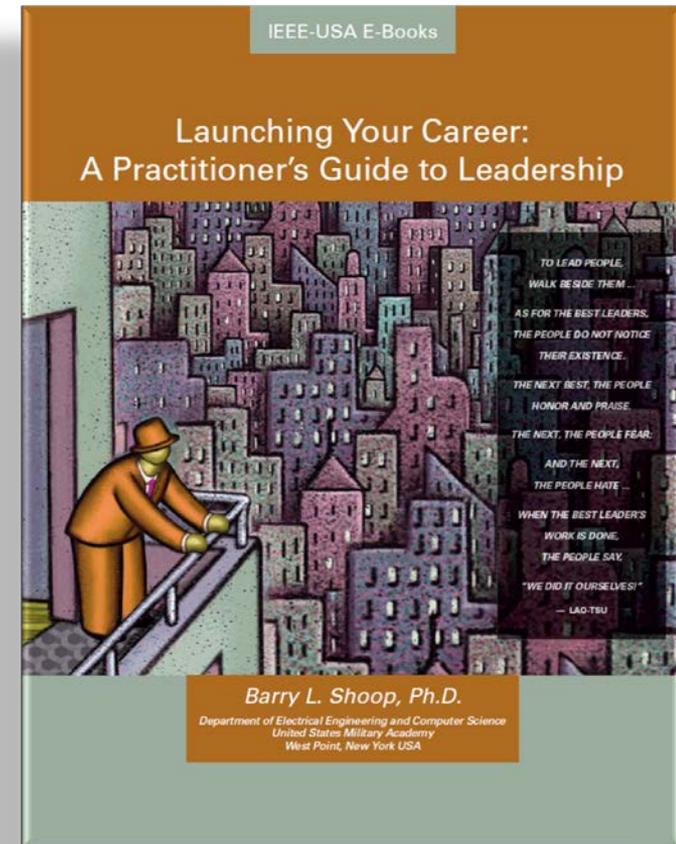
Attendees can access this e-Book directly at:

<http://www.ewh.ieee.org/reg/1/Leadership09.pdf>

There is also an IEEE Expert Now course entitled:

An Introduction to Leadership: A Primer for the Practitioner

Most accessed IEEE CLE Learning Library module.



Our chief want is someone who will inspire us to be what we know we could be.
— Ralph Waldo Emerson

Outline

- Introduction
- Background
- Leadership Development
- Principles of Leadership and Leader Traits
- Managers and Leaders
- Diversity in Team Composition
- Understanding Individual & Group Dynamics
- Meetings
- Summary

*Absolute identity with one's cause is the first and great condition of successful leadership.
— Woodrow Wilson*

Introduction

Leadership can be defined as the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members.[†]

This presentation is not intended to be exhaustive in its coverage of the topic of leadership but instead to provide a starting point for those interested in becoming more effective leaders by stimulating thought, motivating practice, and inspiring reflection.

Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.
— George Patton

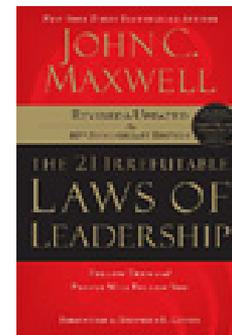
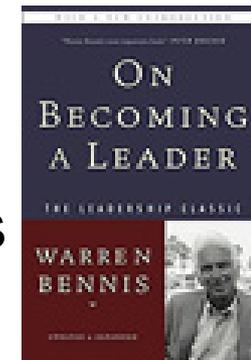
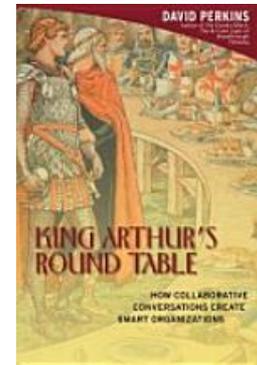
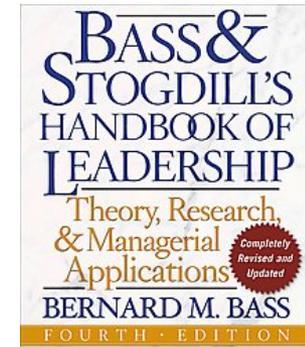
[†] R. J. House, Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies, SAGE Publications, Thousand Oaks, 2004.

Background

Leadership is a subject that has been studied, discussed, and debated across a wide variety of disciplines for centuries.

Numerous books, articles and self-improvement courses.

As an introductory primer on the subject of leadership – with a focus on practitioners – this course will mix traditional and non-traditional subjects not generally associated with the study of leadership.



Waste no more time arguing what a good man should be. Be one.
— Marcus Aurelius

Some Initial Thoughts

Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a continuous process of **self-study, education, training, experience, and reflection.**

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.

Although your position may give you the authority to accomplish certain tasks and objectives in your organization, power or authority does not make you a leader ... it simply makes you the boss.

Leadership differs in that it makes the followers want to achieve high goals, rather than simply bossing people around.

Do you wish to rise? Begin by descending. You plan a tower that will pierce the clouds? Lay first the foundation of humility.

— St. Augustine

Leadership Development Model

+ New Knowledge

- Reading about leadership
- Observing other leaders
- Studying leadership theory



+ Experiences

- Leading other people
- Serving under others
- Peer leadership
- Individual challenges



+ Reflection

- Self awareness
- Taking **ownership** of your development
- Mentoring, counseling, feedback
- After Action Reviews



Leadership and learning are indispensable to each other.
— John F. Kennedy

Principles of Leadership

The basis of good leadership is honorable character and selfless-service to your organization. Your leadership is everything you do that effects the organization's objectives and the well being of those that follow you. Respected leaders concentrate on what they are [**be**] (such as beliefs and character), what they [**know**] (such as job, tasks, and human nature), and what they [**do**] (such as implementing, motivating, and provide direction).

What makes a person want to follow a leader? People want to be guided by those they respect and who have a clear sense of direction. To gain respect, the leader must be ethical. A sense of direction is achieved by conveying a strong vision of the future.

*And when we think we lead, we are most led.
— Lord Byron*

Principles of Leadership

To help you *be*, *know*, and *do*; follow these eleven principles of leadership

U.S. Army Handbook (1973). *Military Leadership*.

- 1. Know yourself and seek self-improvement** - In order to know yourself, you have to understand your own attributes. Seek self-improvement, continually strengthening your attributes. This can be accomplished through self-study, formal classes, reflection, practice, and interacting with others.
- 2. Be technically proficient** - As a leader, you must know your job and those of your subordinates.
- 3. Seek responsibility and take responsibility for your actions** - Search for ways to guide your organization to new heights. When things go wrong, take responsibility and do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.
- 4. Make sound and timely decisions** - Use good problem solving, decision making, and planning tools.
- 5. Set the example** - Be a good role model for your employees. They must not only hear what they are expected to do, but also see. *We must become the change we want to see.*

— Mahatma Gandhi

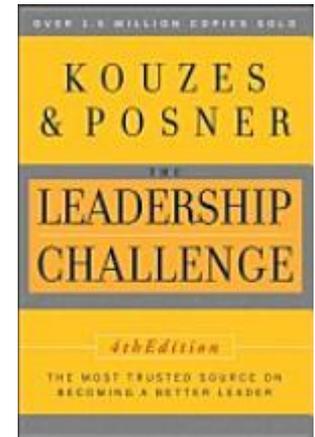
Principles of Leadership

6. **Know your people and look out for their well-being** - Know human nature and the importance of sincerely caring for your people.
7. **Keep everyone informed** - Know how to communicate not only with your subordinate, but also seniors and other key people.
8. **Develop a sense of responsibility in those you lead** - Help to develop good character traits that will help them carry out their professional responsibilities.
9. **Ensure that tasks are understood, supervised, and accomplished** - Communication is the key to this responsibility.
10. **Train as a team** - Although many so called leaders call their organization, department, section, etc. a team; they are not really teams...they are just a group of people doing their jobs.
11. **Use the full capabilities of your organization** - By developing a team spirit, you will be able to employ your organization, department, section, etc. to its fullest capabilities.

People cannot be managed. Inventories can be managed, but people must be led.
— H. Ross Perot

Five Practices of Exemplary Leadership

The road to great leadership that is common to successful leaders:



Model the Way - When the process gets tough, get your hands dirty. A boss tells others what to do ... a leader shows that it can be done.

Inspire a Shared Vision - Next, share your vision in words that can be understood by your followers.

Challenge the Process - First, find a process that you believe needs to be improved the most.

Enable Others to Act - Give them the tools and methods to solve the problem.

Encourage the Heart - Share the glory with your followers' heart, while keeping the pains within your own.

*Pull the string, and it will follow wherever you wish.
Push it, and it will go nowhere at all.
— Dwight D. Eisenhower*

Effective Leader Traits

Vision – Set the course and have the conviction to follow-through.

Goals – Establish achievable goals.

Passion – Positive outlook and passionate about their goals.

Integrity – Know your strengths and weaknesses.

Honesty – Earn the trust of the followers.

Curiosity - Leaders are learners.

Risk – Take calculated risks and learn from mistakes.

Dedication – Commitment to the cause.

Charisma – Maturity, respect, compassion, and a sense of humor.

Listening – Effective leaders actively listen.

The task of the leader is to get his people from where they are to where they have not been.
— Henry Kissinger

What Do Effective Leaders Do?

The Effective Leader:

- Sets the direction, gives guidance, and motivates people.
- Carries out the will of the group.
- Is the champion for the cause of the group.
- Guides the group during times of storm.
- Knows what they want, why, and how to communicate it.
- Recognizes and praises good work.

Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.
— Harry Truman

Being an Effective Leader

- Think great thoughts.
- Turn disasters into opportunities. Obstacles are opportunities.
- Determine your "real" goals then strive to achieve them.
- When you want to tell someone something important, do it personally.
- Make coffee.

You do not lead by hitting people over the head — that's assault, not leadership.
— Dwight D. Eisenhower

Leaders and Managers

- Many in professional societies have managerial and business experience.
- Managers plan, organize, minimize risk, maximize profit, ...

Leader – noun, (1) A person who is followed by others. (2)
The horse placed at the front in a team or pair.

Manager – noun, (1) A person controlling or administering a business or a part of a business. (2) A person regarded in terms of skill in household or financial or other management.

Management is doing things right; leadership is doing the right things.
— Peter F. Drucker

Team Composition

- As a leader you often have the responsibility not only to lead a team but often to build a team.
- Teams should be diverse and represent the breadth of stakeholders and constituents.
- Diversity of perspective is important – helps the entire group think critically about the problem.
- Avoid groups comprised of “yes men.”
- The most defensible results come from genuine debate that includes the broadest possible perspectives.
- When required, specific technical expertise adds credibility.

Nearly all men can stand adversity, but if you want to test a man's character, give him power.
— Abraham Lincoln

Individual & Group Dynamics

- Attempt to identify and understand individual and interpersonal dynamics of the group.
- If you will lead this group over an extended period, consider the Myers-Briggs Type Indicator (MBTI) instrument.
 - Not definitive but allows you to better understand the members of your meeting.
 - Most scientists and engineers are introverts – prefer to sit-back, listen and think-through their response.
 - Extroverts tend to develop their opinions and responses by talking out-loud.
- 126 item Myers-Briggs Type Indicator (MBTI)
 - Instrument publisher, Consulting Psychologists Press (CPP, Inc.)

*Leadership is the art of getting someone else to do something you want done because he wants to do it.
– Dwight D. Eisenhower*

Personality Types

The theory of Personality Types contends that:

An individual is either primarily **E**xtraverted or **I**ntroverted

An individual is either primarily **S**ensing or **iN**tuitive

An individual is either primarily **T**hinking or **F**eeling

An individual is either primarily **J**udging or **P**erceiving

The possible combinations of the basic preferences or dichotomies form 16 different Personality Types.

Learning about other people's Personality Types helps us to understand the most effective way to communicate with them, and how they function best.

Leadership is a combination of strategy and character. If you must be without one, be without the strategy.
— H. Norman Schwarzkopf

MBTI Type Descriptions

The developed theory today is that every individual has a primary mode of operation within four categories:

1. Our flow of energy
2. How we take in information
3. How we prefer to make decisions
4. The basic day-to-day lifestyle that we prefer

Within each of these categories, we "prefer" to be either:

1. **E**xtraverted or **I**ntroverted
2. **S**ensing or **iN**tuitive
3. **T**hinking or **F**eeling
4. **J**udging or **P**erceiving

*Leaders aren't born they are made. And they are made just like anything else, through hard work.
And that's the price we'll have to pay to achieve that goal, or any goal.
— Vincent Lombardi*

MBTI Type Descriptions

Our **Flow of Energy** defines how we receive the essential part of our stimulation. Do we receive it from within ourselves (**I**nverted) or from external sources (**E**xtraverted)?

The topic of how we **Take in Information** deals with our preferred method of taking in and absorbing information. Do we trust our five senses (**S**ensing) to take in information, or do we rely on our instincts (**iN**tuitive)?

How we prefer to **Make Decisions**, refers to whether we are prone to decide things based on logic and objective consideration (**T**hinking), or based on our personal, subjective value systems (**F**eeling).

The fourth preference is concerned with how we deal with the external world on a **Day-to-day Basis**. Are we organized and purposeful, and more comfortable with scheduled, structured environments (**J**udging), or are we flexible and diverse, and more comfortable with open, casual environments (**P**erceiving)?

*Courage — not complacency — is our need today. Leadership not salesmanship.
— John F. Kennedy*

16 Possible MBTI Personalities

<p><u>ISTJ</u> Introverted Sensing with auxiliary extraverted Thinking</p>	<p><u>ISFJ</u> Introverted Sensing with auxiliary extraverted Feeling</p>	<p><u>INFJ</u> Introverted iNtuition with auxiliary extraverted Feeling</p>	<p><u>INTJ</u> Introverted iNtuition with auxiliary extraverted Thinking</p>
<p><u>ISTP</u> Introverted Thinking with auxiliary extraverted Sensing</p>	<p><u>ISFP</u> Introverted Feeling with auxiliary extraverted Sensing</p>	<p><u>INFP</u> Introverted Feeling with auxiliary extraverted iNtuition</p>	<p><u>INTP</u> Introverted Thinking with auxiliary extraverted iNtuition</p>
<p><u>ESTP</u> Extraverted Sensing with auxiliary introverted Thinking</p>	<p><u>ESFP</u> Extraverted Sensing with auxiliary introverted Feeling</p>	<p><u>ENFP</u> Extraverted iNtuition with auxiliary introverted Feeling</p>	<p><u>ENTP</u> Extraverted iNtuition with auxiliary introverted Thinking</p>
<p><u>ESTJ</u> Extraverted Thinking with auxiliary introverted Sensing</p>	<p><u>ESFJ</u> Extraverted Feeling with auxiliary introverted Sensing</p>	<p><u>ENFJ</u> Extraverted Feeling with auxiliary introverted iNtuition</p>	<p><u>ENTJ</u> Extraverted Thinking with auxiliary introverted iNtuition</p>

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.
— John Quincy Adams

Meetings

Meeting Management – A Leadership Responsibility

Meetings are often necessary and a fact of life.

Meetings:

- Satisfy a tribal gathering instinct?
- Add social dimension and sense of belonging?

Many meetings are ineffective and waste one of the most valuable resources of any organization – time.

Effective meetings don't just happen

- Require deliberate planning
- Must be conducted in an efficient and effective manner
- Are the responsibility of the leader



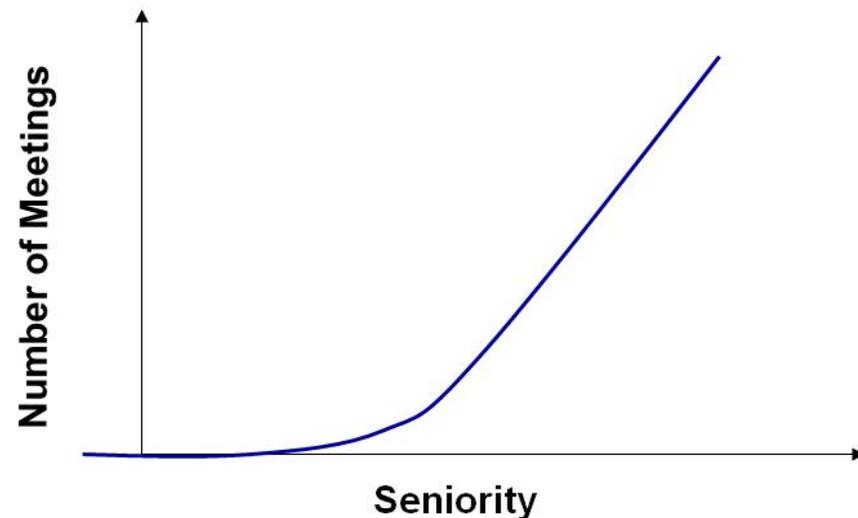
*He who has never learned to obey cannot be a good commander.
– Aristotle*

Meetings

Many people are promoted, elevated, or elected into leadership positions without receiving any formal training or education on how to run an effective meeting – and effective meetings don't just happen!

Characteristics of negative meetings[†]:

- 83% – drift from the subject
- 77% – poor preparation
- 74% – questionable effectiveness
- 68% – lack of listening
- 62% – verbose participants
- 60% – length
- 51% – lack of participation



Ineffective meetings waste one of the most valuable resources available – time!

Whoever is careless with the truth in small matters cannot be trusted with the important matters.
– Albert Einstein

[†] From *Achieving Effective Meetings – Not Easy But Possible*, Bradford D. Smart in a survey of 635 executives.

Characteristics of Effective Meetings

Not only does the leader have expectations for the meeting, meeting attendees have expectations for the meeting.

What people are looking for in effective meetings‡:

88% – participation

66% – define the meeting's purpose

62% – address each item on the agenda

59% – assign follow-up action

47% – record discussion

46% – invite essential personnel

36% – publish an agenda



*A leader is the wave, pushed ahead by the ship.
– Leo Nikolaevich Tolstoy*

Before the Meeting

1. The first order of business is to define the purpose of the meeting.
2. Identify the participants. Every invitee should have a role. Additionally, identify a recorder or secretary.
3. Prepare an agenda in advance of the meeting. An effective technique is to communicate the intent of each agenda item using labels such as (**A**) for Action, (**I**) for Information, and (**V**) for Vote. Additionally, estimate the amount of time allocated to each agenda item.
4. Prepare or identify background information.
5. Assign responsibilities for agenda items and communicate to those responsible in advance of the meeting.

*In matters of style, swim with the current;
In matters of principle, stand like a rock.
— Thomas Jefferson*

Before the Meeting – Continued

6. Publish the agenda and identify background information to be reviewed.
7. Plan for breaks – lunch, coffee, etc.
8. Think through the conduct of the meeting.
9. Use a trusted member of your staff or a deputy.
10. Consider logistics.
11. Room – layout, seating, eliminate distractions.
12. Support items – projector, white board, pens, etc.

People ask the difference between a leader and a boss ...
The leader works in the open, and the boss in covert.
The leader leads, and the boss drives.
— Theodore Roosevelt

The Bell Shaped Agenda

Item 1: Welcome

Item 2: Minutes

Item 3: Announcements

- Non-controversial
- Short
- Example: upcoming events

Item 4: Easy Item

- More than one item may be included in this section, but the content should not be controversial

Item 5: Hardest Item

- Why in the middle?
- Attendance: late comers have arrived and early-leavers have not left
- Attention: focused on meeting by this time, not yet concerned with next appointment

Item 6: For Discussion Only

- Will often be presented as Item 5: Hardest Item at subsequent meeting for vote or decision

Item 7: Easiest Item

- End of this meeting is the beginning of next meeting
- End on positive note of agreement and encouragement
- Good time for member recognition

You manage things; you lead people.
— Grace Hopper

During the Meeting

1. Arrive early.
 - Arrange the room, if necessary
 - Distribute handouts
2. Begin on time.
3. Introduce members if the group is not familiar; introduce visitors.
4. Establish ground rules, if necessary.
- 5. *Run the meeting.***
6. Control interruptions – ask that cell phones and pagers be turned-off or set to vibrate to reduce interruptions.
7. Identify and record results.
8. Assign responsibilities for follow-up – consider an Action Registry.
9. End on time.
10. Thank participants for their input and reinforce the importance of outcomes for the organization.

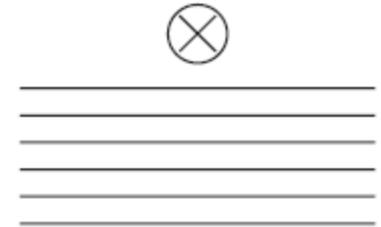
Innovation distinguishes between a leader and a follower.
– Steve Jobs

The Meeting Room

Space matters!

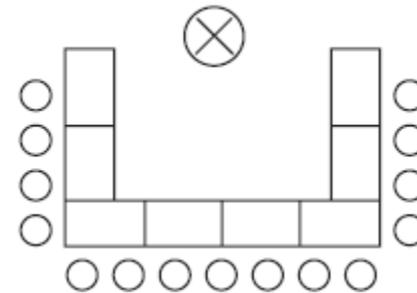
Theater Style

- Leader has great power by position.
- Participation and interruption by audience is limited.



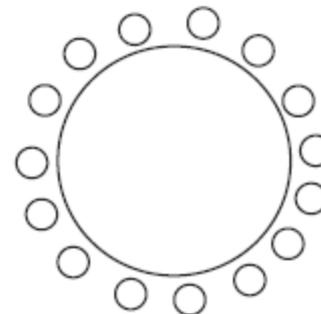
U-Shaped Style

- Equality of membership.
- No doubt of who the leader is.
- Good visibility for visual aids.



Circle Style

- Democratic: equality is stressed.
- Great visibility by participants.
- Obvious body language.
- Excellent participation.



The price of greatness is responsibility.
– Winston Churchill

After the Meeting

1. Publish the minutes of the meeting promptly.
2. Identify responsibilities for action items.
3. Assess the meeting.



The best executive is the one who has sense enough to pick good men to do what he wants done,
and self-restraint to keep from meddling with them while they do it.
— Theodore Roosevelt

Additional Thoughts on Meetings

Don't Read to the Group.

- ... and don't permit others to read to the group either.
- Place more emphasis on processing information, than on giving information
- A meeting is a place to discuss an issue to assure agreement or full understanding.

Everyone contributes to a meeting's success.

- Everyone must do their part.
- When possible, make sure the right people are at the meeting.
- If the material covered is not relevant to some people, arrange to have them excused from that portion of the meeting.
- Make sure all meeting participants understand their responsibilities

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

Additional Thoughts on Meetings

Balance participation.

- Meetings will have people who are silent, vocally dominant, or negative.
- The facilitator/chairperson as well as members of the group can redirect this unproductive behavior .

Allow time for process and group development

- Checking off agenda items in a rapid-fire process is not always productive. It may move the meeting along more quickly, but may leave you wondering ‘what happened?’ when it’s over.

*A leader takes people where they want to go.
A great leader takes people where they don't necessarily want to go, but ought to be.
– Rosalynn Carter*

Final Thoughts on Meetings

Praise! Praise! Praise!

- Praise people twice as much as you criticize.
- Never let any good deed or action go unheralded in the group.
- Say thank you publicly at every meeting.
- Recognize the value of peoples' contributions at the beginning or within the meeting.

Plan. Plan. Plan.

- Meeting design is the Number 1 mechanism for effective meetings.
- For each agenda item, make sure the group is clear about the goals, processes, and functions.

Never, Never, Never compose, draft, or edit a document in committee!

You learn far more from negative leadership than from positive leadership. Because you learn how not to do it. And, therefore, you learn how to do it..
– H. Norman Schwarzkopf

Personal Reflections on Leadership

- People expect you to be the leader – lead!
- Set the example. Don't be afraid to get involved and do the work.
- Be available – visit your people where they are.
- Use face-to-face communication whenever possible.
- The troops always come first.

Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.
— Colin Powell

Concluding Thoughts

- Good leaders are made not born. If you have the desire and willpower, you can become an effective leader.
- Good leaders develop through a continuous process of **self-study, education, training, experience, and reflection.**
- Thinking about the principles of leadership, leadership traits and the differences between managers and leaders helps us develop and mature as leaders.
- Understanding diversity in team composition, individual and group dynamics and how to run effective meetings are practical elements in the portfolio of an effective leader.

*As we look ahead into the next century, leaders will be those who empower others.
— Bill Gates*

QUESTIONS

