

Effective Leadership

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**Influential
Leaders?**



Leadership Defined

- Not an elected office or title
- Not a genetic gift
- Not management



Management versus Leadership

- Management
 - Icon: clock
 - Speed
 - Work in systems
 - Reactive
 - Number crunchers



Management versus Leadership

- Leadership
 - Icon: compass
 - Direction
 - Work on systems
 - Proactive
 - People developers



Managers do things right.

Leaders do the right things.

An inside job...



If you think you are leading and no one is following, you are only taking a walk.

**Leadership is
about influence!**

Influencing Others

...with getting them to be receptive to your views, advice and recommendations. It is not about getting them to admit you are right nor controlling their behavior.



Emotional Intelligence

...the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions effectively in others and ourselves



Effective Leaders

1. Have a clear direction

- Vision – the “Where?” we are going
- Mission – the “What?” we are doing
- Values – the “How?” we are doing it



Effective Leaders

1. Have a clear direction
- 2. Move beyond mediocrity**



Lou Holtz on Leadership...

1. Do you care about me?
2. Can I trust you?
3. Are you committed to excellence?



Effective Leaders

1. Have a clear direction
2. Move beyond mediocrity
3. **Master change**



Dynamics of Change

- Feel awkward or ill at ease
- Think about what you have to give up
- Worry that you do not have enough resources
- Can handle only so much change
- Different levels of readiness for change
- Feel isolated and alone
- Revert back as soon as the pressure is off



Effective Leaders

1. Have a clear direction
2. Move beyond mediocrity
3. Master change
- 4. Take risks**



A Wal-Mart Story

After making a mistake that cost Wal-Mart \$1 million, a Vice President expected to be fired. Instead, Sam Walton said, "Fire you? Of course not! I just paid \$1 million for your education!"



Effective Leaders

1. Have a clear direction
2. Move beyond mediocrity
3. Master change
4. Take risks
5. **Be decisive**



Q-CAT Decision Making Guide

- **Q** – quick but not hasty
- **C** – committed but not rigid
- **A** – analytical – 40% - 70% of needed information – rest is gut
- **T** – thoughtful about all concerned but not obsessive



Effective Leaders

1. Have a clear direction
2. Move beyond mediocrity
3. Master change
4. Take risks
5. Be decisive
6. **Use power wisely**



“Any man can withstand adversity,
but to test a man’s character,
give him power.”

Abraham Lincoln

Level-Five Leaders

- “Good to Great” by Jim Collins
 - Five-year research project: 15,000 hours
 - Companies that made the leap from “good to great” and sustained that for 15 years, averaged cumulative stock returns 6.9 times the general market
 - Eleven “good to great” companies were identified

Level-Five Leaders

- Self effacing
- Quiet
- Reserved, even shy
- Build enduring greatness through a paradoxical blend of personal humility and professional will



**“Leadership is
not a right -
it is a responsibility.”**

- John Maxwell



Effective Leaders

1. Have a clear direction
2. Move beyond mediocrity
3. Master change
4. Take risks
5. Be decisive
6. Use power wisely
7. **Communicate effectively**

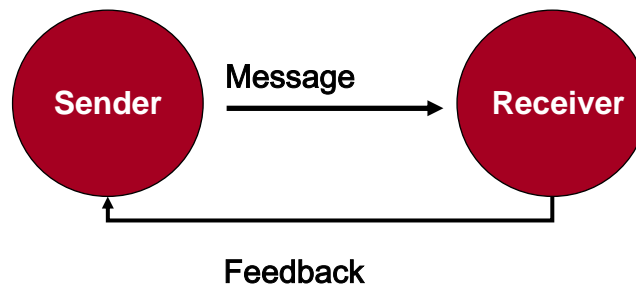


Why do you need to communicate effectively?

- To get your needs met
- To take a stand
- To share your feelings



The Communication Process



Effective Communication

- Be completely present
- Manage your body language
- Provide ongoing positive and constructive feedback
- Ask open-ended questions
- Use active listening skills
- Recognize personality types

Effective Leaders

1. Have a clear direction
2. Move beyond mediocrity
3. Master change
4. Take risks
5. Be decisive
6. Use power wisely
7. Communicate effectively
8. **Build team spirit**



How do you build team spirit?

- Buy a big basket and fill with individually wrapped candies/lollipops
- Celebrate events together
- Create something lasting in your area
- Add teambuilding activities to department meetings
- Dress alike
- Friendly competition
- Be a team player



Effective Leaders

1. Have a clear direction
2. Move beyond mediocrity
3. Master change
4. Take risks
5. Be decisive
6. Use power wisely
7. Communicate effectively
8. Build team spirit
- 9. Be courageous**



You will maximize your potential when you are willing to give up, at any moment all that you are to receive, all that you can become.



Effective Leaders

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2. Move beyond mediocrity
3. Master change
4. Take risks
5. Be decisive
6. Use power wisely
7. Communicate effectively
8. Build team spirit
9. Be courageous
- 10. Be committed**



Good leaders take people where they want to go. Great leaders take people where they don't necessarily want to go, but ought to be.

- Rosalyn Carter



Thank You!



Presenter: Sissy Franks
Course: Effective Leadership

