3 Day Training Program on Ethics & Values in Administration (Conducting by AP HRDI, Bapatla)

Some Thoughts on Leadership

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Leadership, according to Peter DeLisle, is the ability to influence others, with or without authority.

All successful endeavors are the result of human effort; thus, the ability to influence others is a derivation of

– Interpersonal Communications
– Conflict Management
– Problem solving
Interpersonal Effectiveness

Interpersonal effectiveness is the capability of an individual to influence others competently.

Leadership is a direct function of three elements of interpersonal effectiveness

• Awareness
• Ability
• Commitment
Interpersonal Effectiveness

![Triangle Diagram]

- Awareness
- Effectiveness
- Ability
- Commitment
Awareness is a state of consciousness. 

- It is the ability to recognize yourself, others, events and situations in real time. 
- It is the ability to assess the impact of actions on situations and others, and be critically self-reflective. 
- It is a development process that is a function of experience, communication, self discovery and feedback.
Ability

Ability to learn and understand technical issues is the basis of our careers.

Ability to lead is a function of influence:

• Ability to communicate
• Ability to resolve conflicts
• Ability to solve problems and make decisions

As a member of a team, we influence others in a collaborative effort to find better ideas or solve problems.
Commitment

• For leaders, the “one thing” that leads to maturity is the fully aware recognition that one’s decisions make a difference, both positively and negatively, in the lives of others, and that any attempt to solve a problem might have a decided negative impact on some, while helping others.

• In no-win scenarios, one must still make a hard decision.
Attributes of a Leader

• Guiding vision: Effective leaders know what they want to do, and have the strength of character to pursue their objectives in the face of opposition and in spite of failures. The effective leader establishes achievable goals.

• Passion: Effective leaders believe passionately in their goals. They have a positive outlook on who they are, and they love what they do. Their passion for life is a guiding star for others to follow, because they radiate promise!
Attributes of a Leader

• Integrity: Because they know who they are, effective leaders are also aware of their weaknesses. They only make promises they can follow through on.

• Honesty: Leaders convey the spirit of honesty in both their professional and their personal lives.

• Trust: Effective leaders earn the trust of their followers and act on behalf of their followers.
Attributes of a Leader

- **Curiosity**: Leaders are learners. They wonder about every aspect of their charge. They find out what they need to know in order to pursue their goals.

- **Risk**: Effective leaders take calculated risks when necessary to achieve their objectives. If a mistake is made, the effective leader will learn from the mistake and use it as an opportunity to explore other avenues.
Attributes of a Leader

• Dedication: The effective leader is dedicated to his or her charge, and will work attentively on behalf of those following. The leader gives himself or herself entirely to the task when it is necessary.
Attributes of a Leader

• Charisma: This may be the one attribute that is the most difficult to cultivate. It conveys maturity, respect for your followers, compassion, a fine sense of humor, and a love of humanity. The result is that leaders have the capability to motivate people to excel.

• Listening: Leaders Listen! This is the most important attribute of all, listen to your followers.
Leader vs Manager

- **Leader** *n*, 1. A person who is followed by others.

- **Manager** *n*, 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.
Leadership

- Leadership is the ability to develop a vision that motivates others to move with a passion toward a common goal.
Management

• Management is the ability to organize resources and coordinate the execution of tasks necessary to reach a goal in a timely and cost-effective manner.
Leadership vs Management

• Management seeks stability & predictability
  – (order)

• Leadership seeks improvement through change
  – (disorder)
Leader vs Manager

Leaders:
Do the right thing

Manager:
Do things right
Leadership & Management Skills

Leadership – soft skills
• Communications
• Motivation
• Stress Management
• Team Building
• Change Management

Management – hard skills
• Scheduling
• Staffing
• Activity Analysis
• Project Controls
Being a Leader

• If you want to get ahead, be a leader, you must assume:
  – That everything that happens to you results in a situation that is in your control
  – That the attitude you convey is what you are judged on
  – That what you think and do in your private life is what you will reap in your public or corporate life
  – You are what you think and believe
  – If you never meet a challenge you will never find out what you are worth
Recipe for Being a Leader

• Take control of your life
• Assume responsibility for who you are
• Convey a positive and dynamic attitude in everything you do
• Accept blame: learn from your own mistakes as well as those of others. Take blame for everything that happens in your unit
• Give credit wherever it is due
• Be compassionate when you review your team members' progress or lack thereof
Recipe for Being a Leader

• Think great thoughts. Small thinking is why companies go broke
• Turn disasters into opportunities. Turn every obstacle into a personal triumph
• Determine your "real" goals then strive to achieve them
• When you want to tell someone something important, do it personally
Recipe for Being a Leader

- Listen effectively
- Encourage teamwork and participation
- Empower team members
- Communicate effectively
- Emphasize long-term productivity
- Make sound and timely decisions
- Treat each person as an individual
- Know yourself and your team
- Protect your team
- Have vision, courage and commitment
The way you stand or sit

• indicates whether you are an open person, easily approachable
• says whether you are friendly
• tells others whether you could be a good team player
• suggests that you are frank and honest
• tells others what you really think of them
• shows whether you are a part of the team
The way you dress

- indicates whether you have conventional ideas or whether you are a radical
- shows how neat you are
- suggests whether you will fit in with the company's image
- makes a statement about whether or not you care enough to find out about the company, its image and its objectives
- shows indirectly whether you are confident, whether or not you believe in yourself.
The way you write

• Conveys whether you are warm and friendly or appear cool and reserved
• Tells whether you are dynamic and energetic or whether you are lethargic and procrastinate
• Conveys an image of you as either intuitive in solving problems, or logical, solving problems step by step
• Says whether you want to communicate with others or not
• Says whether you try to avoid conflict or seek it
• Says whether you are materialistic or idealistic
Conclusions

- Communication is a holistic concept; everything we do conveys something about ourselves.
- If you want to achieve greatness in your chosen objectives you must communicate holistically. It is not enough to write well or to know a lot of big words. You must be able to project an image that will lead to success.
- You can change the way you appear to others by changing your behavior pattern.
- If you want to change your behavior pattern, you must change everything about yourself.
Personality Indicators

• Are you energized around people? Do you like to meet people and seek opportunities to do so? Do you think out loud? Do you talk to plants and discuss problems with animals? This is **Extrovert** behavior.

• Alternatively, do you find you would rather work alone, without interruption. Does meeting too many people tend to tire you out? Would you sooner not answer the phone - let the answering machine do it for you. Would you rather have a problem written down for you than stated verbally? This is typical **Introvert** behavior.
Understanding your personality type
Self Evaluation

What is my personality type?
Take the test.
Be as honest as you can, only you will see the results.
List the answers on the chart.
Evaluate the results.
Do you concur?
Do you understand yourself?
Task

• Complete the on-line personality test to identify your personality type.

https://www.16personalities.com/
Analysts

“ARCHITECT” INTJ (-A/-T)
Imaginative and strategic thinkers, with a plan for everything.

“LOGICIAN” INTP (-A/-T)
Innovative inventors with an unquenchable thirst for knowledge.

“COMMANDER” ENTJ (-A/-T)
Bold, imaginative and strong-willed leaders, always finding a way – or making one.

“DEBATER” ENTP (-A/-T)
Smart and curious thinkers who cannot resist an intellectual challenge.

Diplomats

“ADVOCATE” INFJ (-A/-T)
Quiet and mystical, yet very inspiring and tireless idealists.

“MEDIATOR” INFP (-A/-T)
Poetic, kind and altruistic people, always eager to help a good cause.

“PROTAGONIST” ENFJ (-A/-T)
Charismatic and inspiring leaders, able to mesmerize their listeners.

“CAMPAIGNER” ENFP (-A/-T)
Enthusiastic, creative and sociable free spirits, who can always find a reason to smile.
Sentinels

“LOGISTICIAND”
ISTJ (-A/-T)
Practical and fact-minded individuals, whose reliability cannot be doubted.

“DEFENDER”
ISFJ (-A/-T)
Very dedicated and warm protectors, always ready to defend their loved ones.

“EXECUTIVE”
ESTJ (-A/-T)
Excellent administrators, unsurpassed at managing things – or people.

“CONSUL”
ESFJ (-A/-T)
Extraordinarily caring, social and popular people, always eager to help.

Explorers

“VIRTUOSO”
ISTP (-A/-T)
Bold and practical experimenters, masters of all kinds of tools.

“ADVENTURER”
ISFP (-A/-T)
Flexible and charming artists, always ready to explore and experience something new.

“ENTREPRENEUR”
ESTP (-A/-T)
Smart, energetic and very perceptive people, who truly enjoy living on the edge.

“ENTERTAINER”
ESFP (-A/-T)
Spontaneous, energetic and enthusiastic people – life is never boring around them.
INTJ PERSONALITY (“THE ARCHITECT”)

• It’s lonely at the top, and being one of the rarest and most strategically capable personality types, INTJs know this all too well. INTJs form just two percent of the population, and women of this personality type are especially rare, forming just 0.8% of the population – it is often a challenge for them to find like-minded individuals who are able to keep up with their relentless intellectualism and chess-like maneuvering. People with the INTJ personality type are imaginative yet decisive, ambitious yet private, amazingly curious, but they do not squander their energy.
THE ARCHITECT

STRENGTHS & WEAKNESSES

• Quick, Imaginative and Strategic Mind
• High Self-Confidence
• Independent and Decisive
• Hard-working and determined
• Open-minded
• Jacks-of-all-Trades
• Arrogant

• Arrogant
• Judgmental
• Overly analytical
• Loathe highly structured environments
• Clueless in romance
Building a Team

Why would someone want to become part of a team?

An effective team helps one feel they are:

• Doing something worthwhile for themselves and the organization
• Enjoying a more satisfying work life
• More in control of their jobs
• Making contributions which are well used
• Learning new skills
• Recognized and respected
Building a Team

When a team is operating well the leader and the members:

• Are clear on team goals and are committed to them
• Feel ownership for problems rather than blaming them on others
• Share ideas
• Listen to and show respect for others
• Talk more about “we” and less about “I” and “me”
Building a Team

• Understand and use each other's know-how
• Know about each other’s personal lives
• Give each other help and support
• Show appreciation for help received
• Recognize and deal with differences and disagreements
• Encourage development of other team members
• Are loyal to the group, its members, the leader and the organization
Building a Team

• Make decisions based on facts not on emotion or personalities

• Play a variety of roles – serve as leader, teacher or coach
Coaching

The goal of coaching is not to provide direction, but to enable team members to work together to help one another find direction.

Coaching is the foundation for continuous improvement.

Coaching is a practical skill anyone can learn.
Coaching

1. Identify an opportunity to help someone expand on his or her skills, knowledge and abilities

Coaching is a chance to help someone enhance his or her performance and add value to the organization/team. Sometimes, people may ask for coaching, but don’t wait for that to happen. Act on opportunities for coaching at any time.
Coaching

2. Confirm that the person is ready for coaching.

Before trying to coach, make sure the person is open to it. If a person seems hesitant, try explaining the benefits, but don’t insist on coaching someone who simply isn’t receptive. To ensure a win-win situation, find out if the person is willing before proceeding to coach.
Coaching

3. Ask questions and offer information to help clarify the situation. Much of coaching involves helping people clarify situations in their own minds. Often, the best way to do this is by asking open-ended questions that encourage them to think through the situation aloud. Begin questions with words like what, when, where, who and how much.
Coaching

4. Help the person identify possible actions.

The best coaching enables people to think and act on their own. As you help someone identify immediate actions, you’re also preparing the person to work through similar issues without your help. Offer guidance as he or she develops a plan.
5. Gain agreement on a course of action.

In coaching, you help someone plan how to handle a situation. To be certain that the session results in positive action, you need to gain the person’s commitment to a specific plan of action.
6. Offer your support.

The ultimate goal of coaching is to enable a person to act independently. Most people need assurance and support before they can reach that goal. As a coach, you need to let the person know you’re available to give further assistance – or further coaching - when it is needed. Coaching isn’t a quick fix or a one-time shot, it’s an extended relationship.
### Leadership Strategies

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Thank you..