



intelliTecture
INTELLIGENT.TECHNICAL.ARCHITECTURE.TRAINING

Management verses Leadership



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PROGRAM

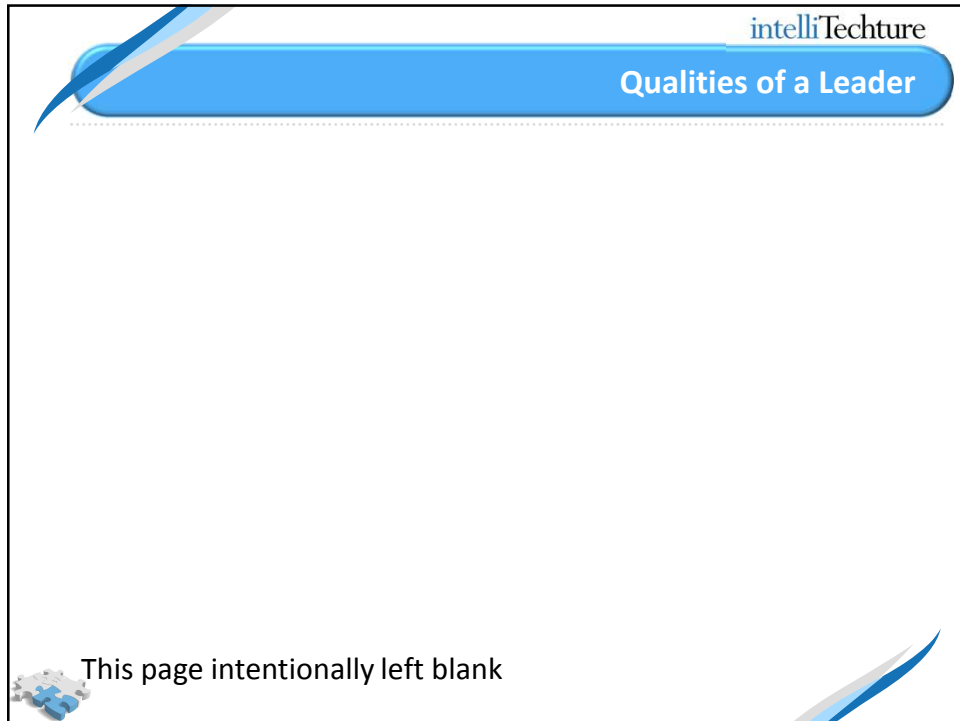


A DISCUSSION ON LEADERSHIP QUALITIES

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Qualities of a Leader

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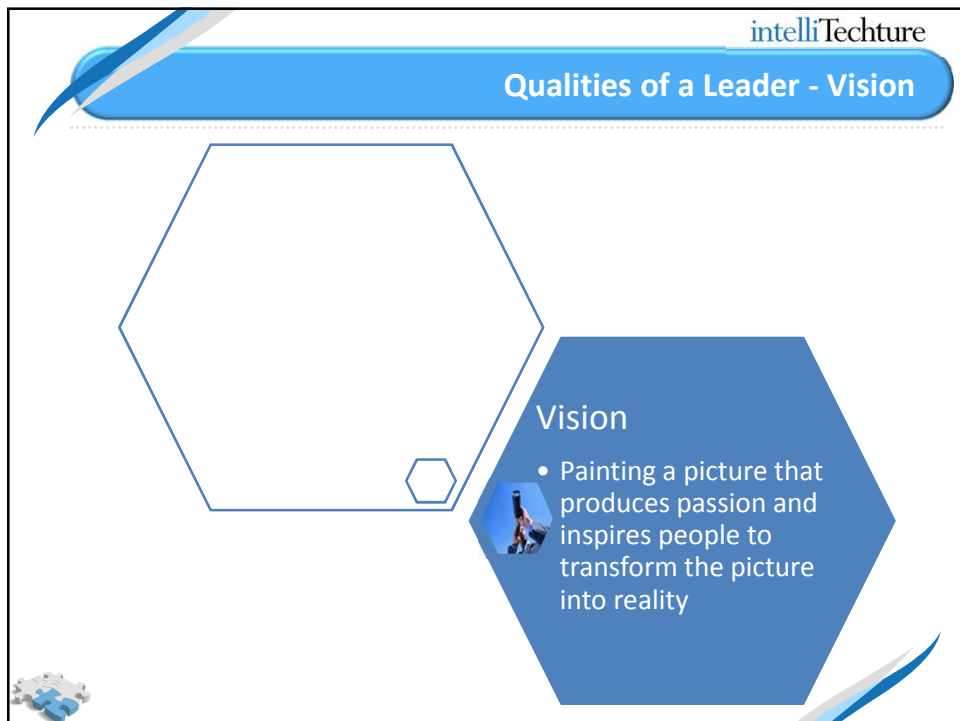


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Qualities of a Leader - Vision

Vision

- Painting a picture that produces passion and inspires people to transform the picture into reality



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Qualities of a Leader - Commitment

Vision

- Painting a picture that produces passion and inspires people to transform the picture into reality
-Mark Michaelis

Commitment

- The only limit to your impact is your imagination and commitment
-Tony Robins

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Qualities of a Leader - Integrity

Integrity

- To have genuine integrity requires corresponding genuine time

Vision

- Painting a picture that produces passion and inspires people to transform the picture into reality

Handwritten Diagram:

VALUES = BEHAVIORS

INTEGRITY

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Qualities of a Leader - Communication

Integrity

- To have genuine integrity requires a corresponding level of genuine action over time

Communication

- "You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere."
-Lee Iacocca

Committed

- "The only limit to your impact is your imagination and commitment."
-Tony Robins

Vision

- "Painting a picture that produces passion and inspires people to transform the picture into reality"
-Mark Michaelis

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Qualities of a Leader - Caring

Integrity

- To have genuine integrity requires a corresponding level of genuine action over time

Communication

- "You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere."
-Lee Iacocca

Committed

- "The only limit to your impact is your imagination and commitment."
-Tony Robins

Vision

- "Painting a picture that produces passion and inspires people to transform the picture into reality"
-Mark Michaelis

Caring


- "People don't care how much you know-until they know how much you care."
-John C. Maxwell



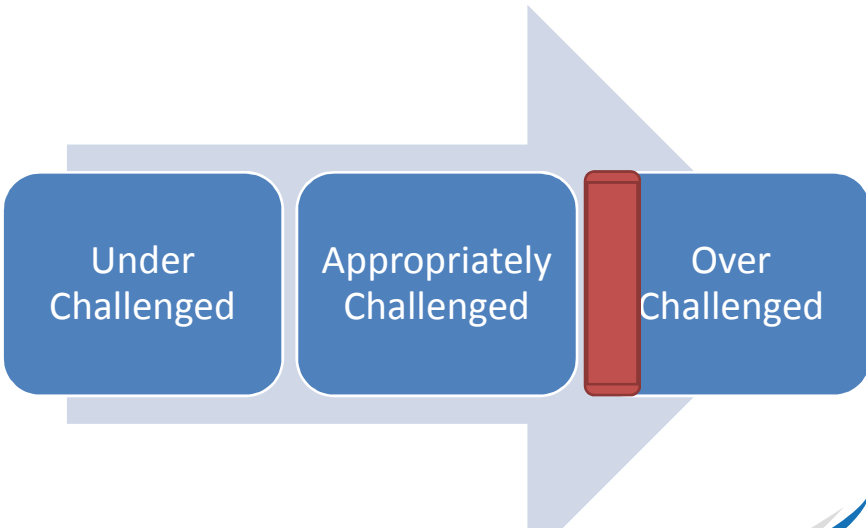
Deeply passionate about achieving a vision and overcoming the dichotomy between today and the potential future

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Evaluation

- What is your challenge level: Under challenge, appropriately challenged, or over challenged
- Do you have an opportunity to do what you do best every day?
 - Do you feel competent?
 - Do you know what is expected of you?
 - Are you growing?




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Challenge Level



Under Challenged Appropriately Challenged Over Challenged

See Bill Hybels – Global Leadership Summit 2011






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What do you need to know to lead people well

| Know strengths and weaknesses | Motivations | Style of learning |
|--|--|--|
| <ul style="list-style-type: none">• Grow in the area you know the most – focus there• Manage (damage control) the other stuff | <ul style="list-style-type: none">• Independence vs Interaction• Audience: peers, boss, nerds, customer• Create, advancer, refiner, executor | <ul style="list-style-type: none">• Analyzer: pre-performance focused• Executer – activity focused• Watcher – Learn by example |

See Marcus Buckingham



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Questions for your Team

What was your best/worst day at work, why?


What was best/worst manager you have had?

What was the best/worst recognition?

When in career did you learn most/least?

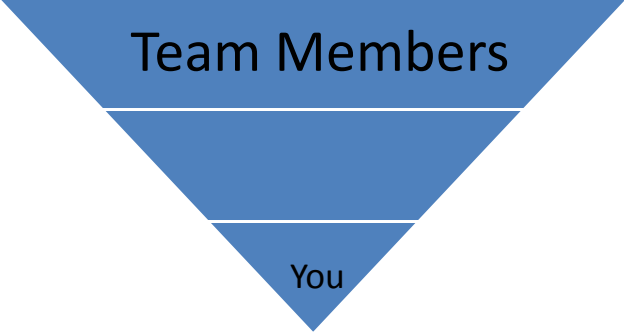
Others?

See Marcus Buckingham




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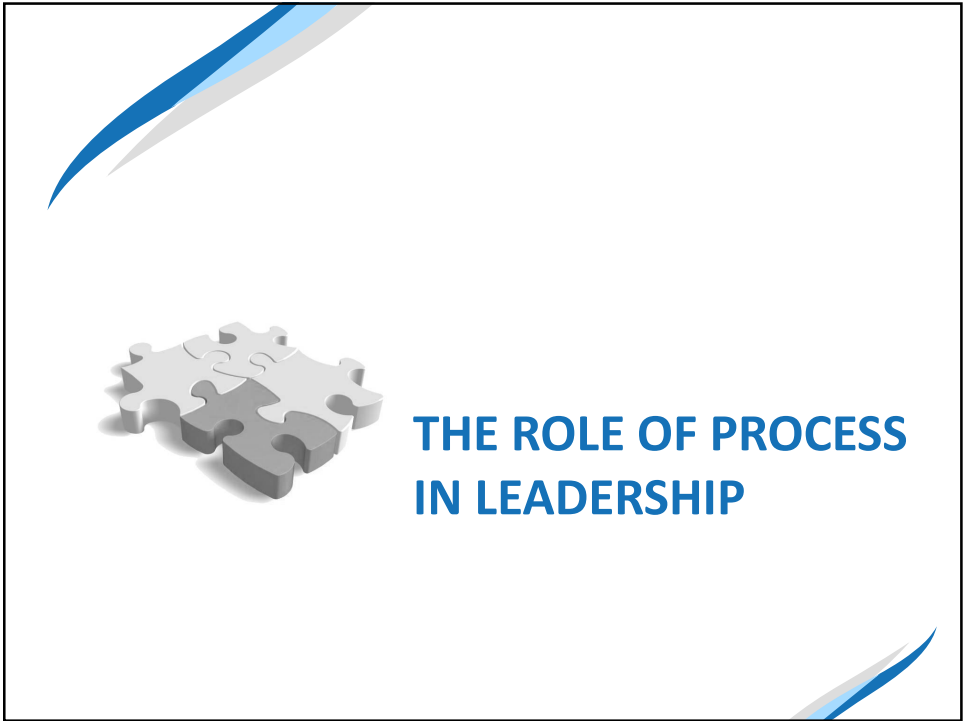
Turning the Pyramid Upside Down



Team Members

You





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Are Leaders Born or Made

Trait Theory


- Some personality traits may lead people naturally into leadership roles.

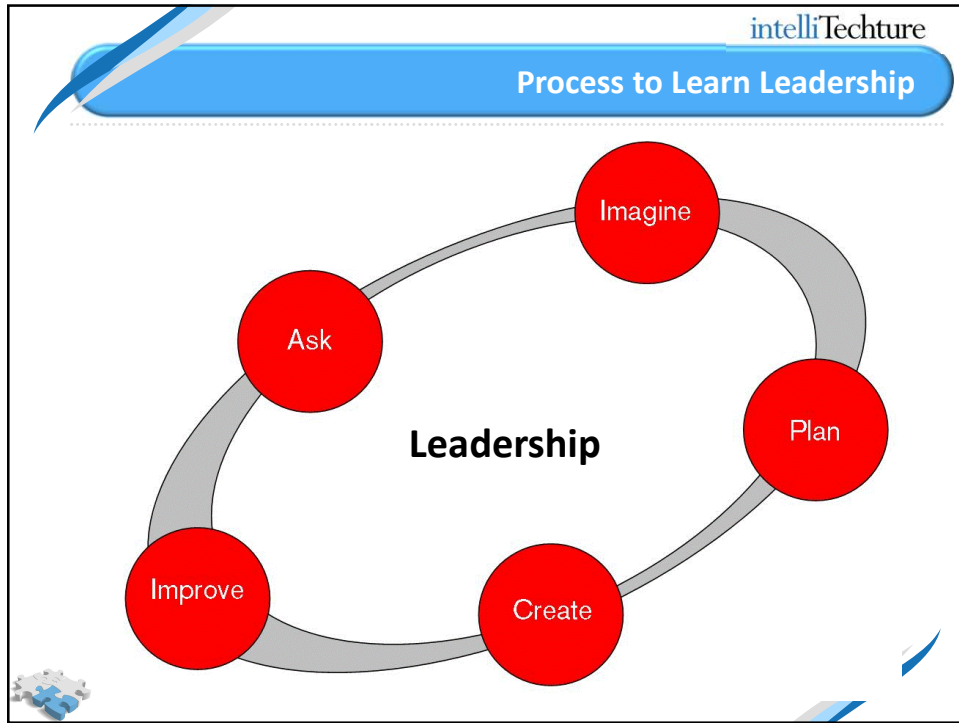
Great Events Theory

- A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person.

Transformational or Process Leadership Theory

- People can choose to become leaders. People can learn leadership skills.





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Manager or Leader – Perhaps Both

Managers

- Managers have subordinates
- Managers are assigned authority
- Managers tend to follow the assigned process regardless of impedance mismatch
- Managers focus on goals
- Managers tend to report the status/facts
- Managers focus on the work – done is task completion
- Managers are risk averse

Leaders

- Leaders have followers
- Leaders earn respect
- Leaders tend to relax process in favor of (perceived) strategic alignment
- Leaders focus on vision
- Leaders take the blame regardless of cause “fault”
- Leaders focus on the people – done is team member improvement
- Leaders see routes as opportunities that others avoid as risks

See ChangingMinds.org

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| Subject | Manager | Leader |
|-------------------|------------------|---------------------|
| Essence | Stability | Change |
| Focus | Managing work | Leading people |
| Have | Subordinates | Followers |
| Horizon | Short-term | Long-term |
| Seeks | Objectives | Vision |
| Approach | Plans detail | Sets direction |
| Decision | Makes | Facilitates |
| Power | Formal authority | Personal charisma |
| Appeal to | Head | Heart |
| Energy | Control | Passion |
| Culture | Enacts | Shapes |
| Dynamic | Reactive | Proactive |
| Persuasion | Tell | Sell |
| Style | Transactional | Transformational |
| Exchange | Money for work | Excitement for work |
| Likes | Action | Striving |
| Wants | Results | Achievement |
| Risk | Minimizes | Takes |
| Rules | Makes | Breaks |
| Conflict | Avoids | Uses |
| Direction | Existing roads | New roads |
| Truth | Establishes | Seeks |
| Concern | Being right | What is right |
| Credit | Takes | Gives |
| Blame | Blames | Takes |

See ChangingMinds.org



MANAGERS

Speed up reaction between the talent of the employer and the goals or mission of the organization.

-Marcus Buckingham



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INTELLIGENT TECHNOLOGY TRAINING

Manager, Leader, or Both?



Essential C# 4.0
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