



The Emerging Leader in You

Cooperative Public Agencies of Washington County

Facilitator: Doug Lundrigan, MBA

Your facilitator: Who is Doug Lundrigan?

- Born & raised in Edmonton, Canada.
- Immigrated to the US in 1988, citizen in 1996
- Performed training & development services in 12 US states, Canada, and Australia.
- Public agencies served: USACE, City of Beaverton, State of Oregon, OHSU, HR.
- I measure my success by how successful you are: 70%

Introduction to Leadership

- "High Performance Leadership"
- Who is a Leader?
- Self-Leadership
- Vision
- Transformation

High Performance Leaders:

Clearly communicate a desirable vision with a noble purpose that inspires others to anxiously pursue it.

Who is a Leader?

All of us!

Self-Leadership: Leading from the inside out

Three inner characteristics make a high performance leader.

You must be willing and able to help people grow and improve.

You must master yourself and your emotions.

You must have integrity and trustworthiness so that others can follow you without question or hesitation.

Vision

The story of Florence Chadwick.

Transformation

An Analogy of Emerging:

We supervisors can't go through life as an ordinary good egg. Sooner or later, we must hatch or get eaten. It is a difficult thing for a chick to hatch from an egg, but it is impossible for an egg to learn to fly. As leaders we were meant to emerge from our shell and soar to the heights of the mountains.

The Emerging Leader in You

Learning Objectives for this virtual event:

1. Discover the traits and skills of great leaders.
2. Explore the type of leader you want to become.
3. Learn how to master your leadership career.
4. Discover how to progress from first-line to advanced leadership roles.
5. The Emerging Leader in You

1. Discover the traits and skills of great leaders.

Polls: _____

“Leaders lead through a combination of logical decision making and feeling. Depending upon the situation, it may require more emotional intelligence and less logical decision making or vice versa.”

(Mayer & Caruso, 2002)

67% of leadership success is based on emotional intelligence.

Top 10 Skills Needed for Effective Leadership

Research by Professor Julian Birkinshaw of London Business School, published in 2019. Survey of 15,242 business leaders.

The question: Which of these leadership skills have the greatest positive effect?

- Building good working relationships with people at all levels (79.9%).
- Prioritizing tasks effectively for yourself and your team (79.5%).
- Considering factors such as opportunities, risks, reactions, and ethics in decision making (77.8%).
- Understanding the key principles of good communication (77.7%).
- Understanding the needs of stakeholders, and communicating with them appropriately (75.8%).
- Bringing people together to solve problems (75.0%).
- Developing new ideas through an empathic understanding of customers' problems (74.7%).
- Understanding and developing your relationship with your customer (73.6%).
- Building trust within your team (73.3%).
- Developing emotional intelligence (72.1%).

1. Discover the traits and skills of great leaders (continued).

Research by John Gerzema: What traits are most important for leaders to have?

Published in the book, *The Athena Doctrine*

64,000 business leaders questioned worldwide

Results:

1. Communication
2. Plans for Future
3. Decisive
4. Reasonable
5. Flexible
6. Loyal
7. Resilient
8. Intuitive
9. Patient
10. Empathic
11. Passionate
12. Analytical
13. Independent
14. Aggressive
15. Selfless

The Truth About Leadership: *The No-Fads, Heart-of-the-Matter Facts You Need to Know.*

Research by Kouzes & Posner

1. Individuals make a difference.
2. Credibility is the foundation of leadership.
3. Values drive commitment.
4. Focusing on the future sets leaders apart.
5. Leaders cannot do it alone.
6. Trust rules.
7. Challenge is the crucible for greatness.
8. Leaders either lead by example or they do not lead at all.
9. The best leaders are the best learners.
10. Leadership is an affair of the heart.

2. Explore the type of leader you want to become.

What type of leader do you want to become? _____

Breakout Group Activity: Lost at Sea

Read this scenario:

You have chartered a yacht with a few friends, for the holiday trip of a lifetime across the Atlantic Ocean. Because none of you have any previous sailing experience, you have hired an experienced skipper and two-person crew.

Unfortunately, in mid Atlantic a fierce fire breaks out in the ship's galley and the skipper and crew have been lost whilst trying to fight the blaze. Much of the yacht is destroyed and is slowly sinking.

Your location is unclear because vital navigational and radio equipment have been damaged in the fire. Your best estimate is that you are many hundreds of miles from the nearest landfall.

You and your friends have managed to save 15 items, undamaged and intact after the fire. In addition, you have salvaged a four-man rubber life craft and a box of matches.

Your task is to rank the 15 items in terms of their importance for you, as you wait to be rescued. Place the number 1 by the most important item, the number 2 by the second most important and so forth until you have ranked all 15 items.

Step 1: Decide and write your own rankings of 15 items

Step 2: In teams, collaborate, decide, and write your team's rankings of the 15 items.

NOTICE the PROCESS. Whose opinions are credible and why?

What tactics are being used to sway group opinions?

Do one or more leaders emerge? How do you know?

Step 3: Receive and write in the US Coastguard's rankings.

Step 4: For each item mark the number of points your score differs from the Coastguard, then add all the points absolute value.

Step 5: Repeat Step 4 but for your team vs. Coastguard.

Items	Step 1	Step 2	Step 3	Step 4	Step 5
	Your individual ranking	Your team ranking	Coast Guard ranking	Difference between Step 1 & 3	Difference between Step 2 & 3
A sextant					
A shaving mirror					
A quantity of mosquito netting					
A 25 liter container of water					
A case of army rations					
Maps of the Atlantic Ocean					
A floating seat cushion					
A 10 liter can of oil/petrol mixture					
A small transistor radio					
20 square feet of opaque plastic sheeting					
A can of shark repellent					
One bottle of 160 proof rum					
15 feet of nylon rope					
2 boxes of chocolate bars					
An ocean fishing kit & pole					
			Totals	Your score	Team score

2. Explore the type of leader you want to become (continued).

Lost at Sea discussion:

What happened? _____

Whose opinions were credible and why? _____

What tactics were being used to sway group opinions? _____

Did one or more group leaders emerge? _____

How do you know? _____

What did you learn about the kind of leader you want to become? _____

Be intentional about the leader you are becoming:

Build a Leadership Development Action Plan (LDAP)

- Self-determined and self-driven
- Use template: 5 Steps (next slide)
- Starting Tools: Assessments
- It will continue to evolve

Five Steps:

1. Gather information about you
2. Create a vision of yourself as a leader
3. Set SMART goals that lead to your vision
4. Share your LDAP with others
5. Monitor your progress and make adjustments



Your Leadership Development Action Plan Template

The purpose of this Action Plan is to be intentional about the kind of leader you are becoming. This is your document to help you build your leadership competencies. Your plan will evolve over the course of this Leadership Development Program.

1. Gather Information

Assessments I have taken: (Use these to create inventories below.)

- Strengths Finder 2.0
- Multi-dimensional Emotional Intelligence Quotient
- Meyers-Briggs Type Indicator
- 360 Assessment

My inventory of Strengths:

My inventory of Limitations:

My inventory of potential strengths:

2. Create a Vision

What are some of the leadership attributes you admire in your favorite leaders?

What kind of leader do you want to be in one year? (describe attributes, how people will think of you, what types of position you want to have, use as much detail as possible)

What kind of leader do you want to be in five years?

Your LDAP Template

3. Set SMART Goals: Build on your strengths and remove your limitations.

Specific **M**easurable **A**ttainable **R**elevant **T**imed

Goal #1 (what)	
Action Steps (how)	
Measure Success	
Resources Needed	
Time Frame	
Desired Outcome	
Goal #2 (what)	
Action Steps (how)	
Measure Success	
Resources Needed	
Time Frame	
Desired Outcome	
Goal #3 (what)	
Action Steps (how)	
Measure Success	
Resources Needed	
Time Frame	
Desired Outcome	
Goal #4 (what)	
Action Steps (how)	
Measure Success	
Resources Needed	
Time Frame	
Desired Outcome	

3. Learn how to master your leadership career.

What can you do to take control of your career?

1. Adjust your locus of control
2. Understand your strengths
3. Face your limitations
4. Build your social awareness
5. Plan your strategy
6. Develop authentic relationships

3.1. Adjust your locus of control

Locus of control is a psychological concept that refers to how strongly people believe they have control over the situations and experiences that affect their lives.

External locus of control:

- I have no choice
- I can't help it
- It's not my fault
- I am a victim

Internal locus of control:

- I have choices to make
- I will change my approach
- I take responsibility
- I am master of my destiny

Invictus: Your Locus of Control _____

3.2. Understand your strengths

“The key to human development is building on who you already are.”

- Tom Rath

3.3. Face your limitations

The Peter Principle:

“People in a hierarchy tend to rise to their maximum level of incompetence.”

- Lawrence J. Peters, 1970

Poll: What could be holding you back from greater success in your career? _____

3. Learn how to master your leadership career (continued).

3.4. Build your social awareness

Social awareness is an emotional intelligence competency in which we become cognizant of:

- The effects that our words and actions have on others.
- The state of mind, challenges, and stressors others are experiencing that effect their performance (empathy).
- The effects of the interactions between others in the organization.
- Accepting the strengths and limitations of others.

3.5. Plan your strategy

Asking yourself these questions will build your strategy:

- What is the next step I want for my career?
- Do I really understand what life will be like if I achieve the next step?
- What competencies and qualifications will I need to possess to succeed in that position?
- Are there any limitations I have that could prevent me from achieving that?
- What do I need to do to minimize my limitations?
- What relationships will I need to build that will help me get there?

3.6. Develop authentic relationships

Requirements for having authentic relationships:

- For your character flaws, own them and fix them, don't hide them.
- Be vulnerable. Take the risk to be who you really are.
- Be trustworthy when others show vulnerabilities.
- Really care about people, don't just pretend to. Empathy, kindness.
- Think about the other's hopes, dreams, concerns, and challenges as being just as important as yours.

4. Discover how to progress from first-line to advanced leadership roles.

4.1. Balance the Five Leadership Roles

1. Technician
2. Manager
3. Architect
4. Trailblazer
5. Coach

Sources:

- The Journal of Organizational Behavior, 1994, by Conger et al
 - Educational Administration (textbook), 2008, by Hoy & Miskel
- Leaders should perform all 5 roles.
 - In traditional organizations, leaders
 - emphasize the **manager** and **technician** roles.
 - The higher one rises in an organization the more they must emphasize the **architect, trailblazer, and coach** roles.

4.1.1. Technician

- Has a high degree of technical proficiency
- Is sought out for expertise
- Diagnoses problems using analytical skills
- Possesses superior troubleshooting and problem-solving abilities
- Enjoys putting out fires
- Makes decisions quickly

4.1.2. Manager

- Plans and schedules projects
- Directs resources to specific assignments
- Decides daily goals and priorities
- Tracks progress
- Completes report and paperwork
- Runs reports and meetings
- Maintains discipline and order

4. Discover how to progress from first-line to advanced leadership roles.

4.1.3. Architect

- Standardizes and documents processes and procedures
- Aligns systems to strategies and visions
- Challenges practices that are not consistent with the core philosophy
- Reinforces positive cultural norms
- Meets with others to learn new procedures for operations

4.1.4. Trailblazer

- Analyzes the organizational environment for trends and changes
- Clearly articulates a vision for the future.
- Translates vision into objectives
- Imparts and enforces simple boundaries
- Makes connections with people outside the organization
- Encourages risk-taking and innovation

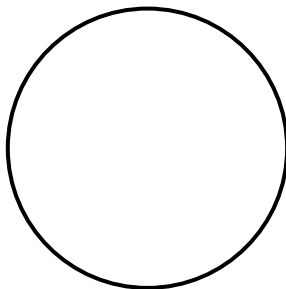
4.1.5. Coach

- Sets standards for behavior and performance
- Empowers people to make decisions and solve problems
- Provides information and training
- Evaluates and helps individuals grow in their abilities
- Acts as a mentor
- Conducts performance evaluations

Self-reflection exercise:

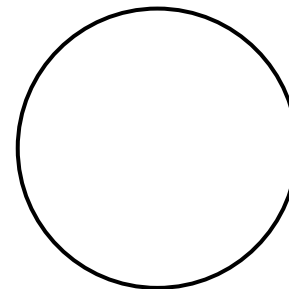
Divide up Circle A by your best estimate of how much of your time is spent on each of the five leadership roles.

A



Divide up Circle B by your best estimate of how much of your time *should* be spent on each of the five roles in your next position.

B



Decide which roles you need to give more time to and make goals for actions you will take to do that. These goals go into your LDAP on page 8.

4. How to progress from first-line to advanced leadership roles (continued).

4.2. Reduce the Risk of Promoting You

Secret: no one wants to hire/promote someone who becomes a problem (Jekyll – Hyde syndrome).

What can you do to be the least risky candidate?

- STAR responses in behavioral interviews.
- Offer proof sources.

STAR Responses in Behavioral interviews:

Tell me about a time when you . . .
(past performance predicts future performance)

Ideal Response:

- S** describe the **situation**
T describe the **task** that was required of you
A describe what **action** you took
R describe the **result**

Offer Proof sources:

- Awards
- Emails of commendation or congratulations
- Scientific assessments



The Emerging Leader in You

Summary: The Tools You Now Have

- Lists of Skills and Traits to develop in yourself
- A template for your personal leadership development plan
- Knowledge of how to discover your strengths and limitations
- A plan for how to prepare for your next career move

To engage Doug's services in your organization, send him a message:

doug@lighthouse-leader.com

Additional topics of interest:

- The Art & Science of Motivating Employees
- Leading with Emotional Intelligence
- Building a Culture of Trust
- Serving Public Customers
- Advanced Communication Skills
- Handling Hazardous Conversations
- Twenty other topics can be found at: www.lighthouse-leader.com/workshops