Leadership Styles and High Performance

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My Goals Today

- Motivate you to think about how you conduct yourself at work.

- Give you the opportunity to reimagine your potential.

- Help you realize that our best selves require us to know ourselves.
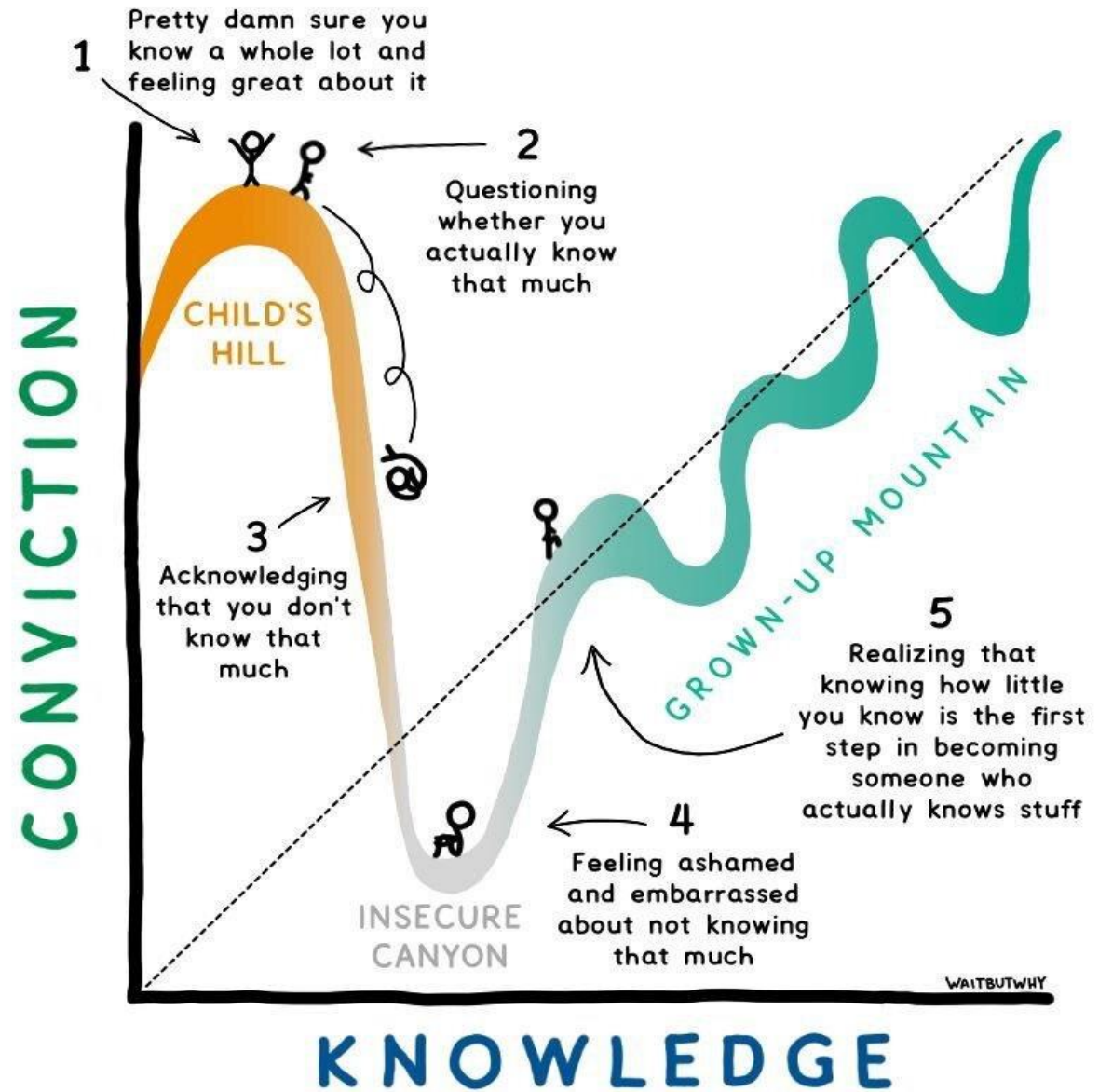
You should be able to:

- List traits of effective leaders

- Explain leadership style and contrast three styles

- Name three misunderstandings about leadership

- Contrast leadership with power and management

Nuggets: Performance

High performance never comes from success.

High performance comes from failure…. and what you learn from it.

Dunning-Kruger Effect

CONVICTION (vertical axis)

1 Pretty damn sure you know a whole lot and feeling great about it

2 Questioning whether you actually know that much

CHILD'S HILL

3 Acknowledging that you don't know that much

4 Feeling ashamed and embarrassed about not knowing that much

INSECURE CANYON

GROWN-UP MOUNTAIN

5 Realizing that knowing how little you know is the first step in becoming someone who actually knows stuff

WAITBUTWHY

KNOWLEDGE (horizontal axis)

People

Low Functioning People

- Have to have it all together before they start
- Need approval to take action
- Blame other for lack of results
- Try to be a know it all
- Are uncomfortable with recognizing their weaknesses

People
High Functioning People

- Know they can start, and figure it out along the way

- Vision is probably going to ruffle feathers and upset some people

- Take extreme ownership: if it is meant to be, it is up to me

- Can be a student of anyone

- Throve on learning their weaknesses so that they can improve.

Key Questions

- How do you define "Quality of Life"?

- How does our job affect your

  "Quality of Life"?

- Who has control of this?

Top 5 traits of the 1% of high performers

- Remarkable Boldness

- Intrinsic Motivation

- Connection – Treat everyone like family

- Grit and resilience

- Ability to lock in and see things through to their conclusion

Thoughts on layers of leadership excellence

1. Lead Yourself

- Increase your emotional intelligence to maintain focus.

- Increase your personal discipline.

- Create a personal sense of urgency when there is no result in sight and no one rooting for you.

Thoughts on layers of leadership excellence

2. Learn how to turn Lightbulbs on

- Transfer belief into others to get buy-in!

- Want it for other people!

- Communicate the vision, mission goas and objectives.

Thoughts on layers of leadership excellence

3. Walk people off the ledge to keep them engaged.

When the going gets rough, keeping people "in the boat" gets really difficult.

Thoughts on layers of leadership excellence

4. Learn the art of duplication: Transfer what is inside of you to be a part of others.

Pass on your excitement, vision, and drive through LEADERSHIP, to include <u>mentorship and coaching.</u>

Key Questions

- So, what is leadership?

- Do you consider yourself a leader? Are you a leader? If not, why?

- Who do you look to for leadership?

- Why is leadership important?

Leadership - what is it?

"Leadership is influencing people so that they will strive willingly towards the achievement of group goals"

Koontz, H. and C. O'Donnell. "Management: A System of Contingency Analysis of Managerial Functions". McGraw-Hill, New York, 1976.

Service is taking action to create value for someone else.

Servant Leadership is….

You should be able to:

- List traits of effective leaders

- Explain leadership style and contrast three styles

- Understand why leadership is necessary to develop today's workforce

Leadership - what is it?

A leader does not always have to be the boss or the elected leader. It may be an active leader of the group, or someone who reaches out to help another person.
A follower is an individual who follows the ideas, goals, or tasks of a leader. Followers are developed by working together to identify goals and strategies for achieving the goals.

REMEMBER…

If there are no followers, there are no leaders. If roles are not understood, the group will not operate effectively!!

Traits of Effective Leaders

- Know strengths and weaknesses
- Trustworthy
- Listen effectively
- Self confidant
- Hard working
- Speak effectively in front of people
- Follow directions
- Think logically

- Understand the needs of others
- Respect people of other backgrounds
- Make decisions
- Solve problems

How does leadership affect the workforce?

- Productivity
- Dedication
- Commitment
- Engagement
- Satisfaction
- Longevity
- Quality of life

How important is a leader?

- Productivity and potential of individuals to succeed or even excel!
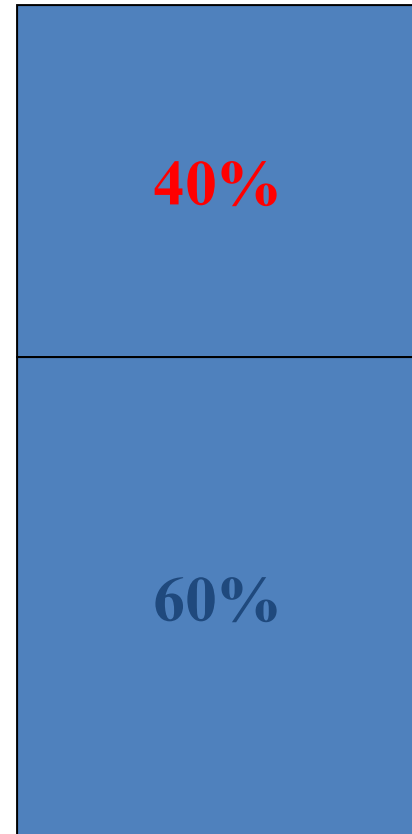
How important is a leader?

- In most cases, people will perform at about 60% of their potential with <u>no leadership at all.</u>

- We know that public works employees self-identify as disengaged about 35-40% of the time, and only 55% consider themselves engaged at work.

How important???

capability utilization

Contribution due to <u>leadership ability</u> of manager

40%

Default <u>contribution</u> due to need for a job, peer pressure, etc.

60%

How important is a leader?

- In most cases, people will perform at about 60% of their potential with no leadership at all.

- We know that public works employees self-identify as disengaged about 35-40% of the time, and only 55% consider themselves engaged at work.

Nuggets: Expectations

"Uncommunicated expectations are premeditated resentments" Neil Strauss

Doing it your best means not doing it alone... We need to reach out for help regularly.

Leadership Traits and Skills

Traits

- Adaptable to situations
- Alert to social environment
- Ambitious and achievement orientated
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant (desire to influence others)
- Energetic (high activity level)
- Persistent
- Self-confident
- Tolerant of stress
- Willing to assume responsibility

Skills

- Clever (intelligent)
- Conceptually skilled
- Creative
- Diplomatic and tactful
- Fluent in speaking
- Knowledgeable about group task
- Organised (administrative ability)
- Persuasive
- Socially skilled

Stogdill, 1974

Leaders will also use:

Integrity, Honesty, Compassion, Humility

Behavioral Leadership Styles

- What you should know

- Do you recognize yourself and/or your supervisor?

- What is good and bad about each style?

Results of leadership style analysis

Leadership Theories: (behavior)
1. Theory L: Laissez-faire
2. Theory X: Autocratic
3. Theory Y: Benevolent/Democratic
4. Theory Z: Team

Laissez-faire Style

- A Laissez-faire leader gives others a major role in making decisions. They recognize that involving group in the decision-making process is important. They often realize that group members are in a better position to make a decision.

Theory "L": Laissez-faire leader weaknesses

- Uninvolved - "leave them alone"
- Sees main role as a "passer of information"
- Allows other to make decisions
- Can abdicate responsibility for team or unit

Who can name a Theory L Leader in the public eye?

Autocratic Style

- An autocratic leader is directive and makes decisions for an individual or group. Being autocratic does not mean the leader is coercive or a dictator. The leaders usually provide direction and make decisions.

Theory "X": Autocratic leader weaknesses

- Lacks flexibility, black and white
- Can be controlling and demanding
- One hazard is the "carrot and stick" approach
- Focused solely on productivity

Theory "X": Autocratic leader

"I would like you to be more self-reliant, show more initiative, and take greater personal responsibility — but check with me first!"

Benevolent/Democratic Style

- A democratic leader selects a style between autocratic and laissez-faire. Democratic leaders recognize the importance of participation by members, but retain part of the decision-making responsibility.

Theory "Y": Benevolent leader weaknesses

- Very people oriented; encouraging
- Organizes around people
- Can be paternalistic (fatherly)
- Can create a "country club" or on-competitive atmosphere

Theory "Z": Team leader

- Focuses on abilities and talent
- Balances production and people issues
- Builds a working team of employees
- Team approach: *involves* subordinates
- Organization is a *vehicle* for carrying out plans
- Experience and cooperation contributes to success in effort and of people

Styles of leadership
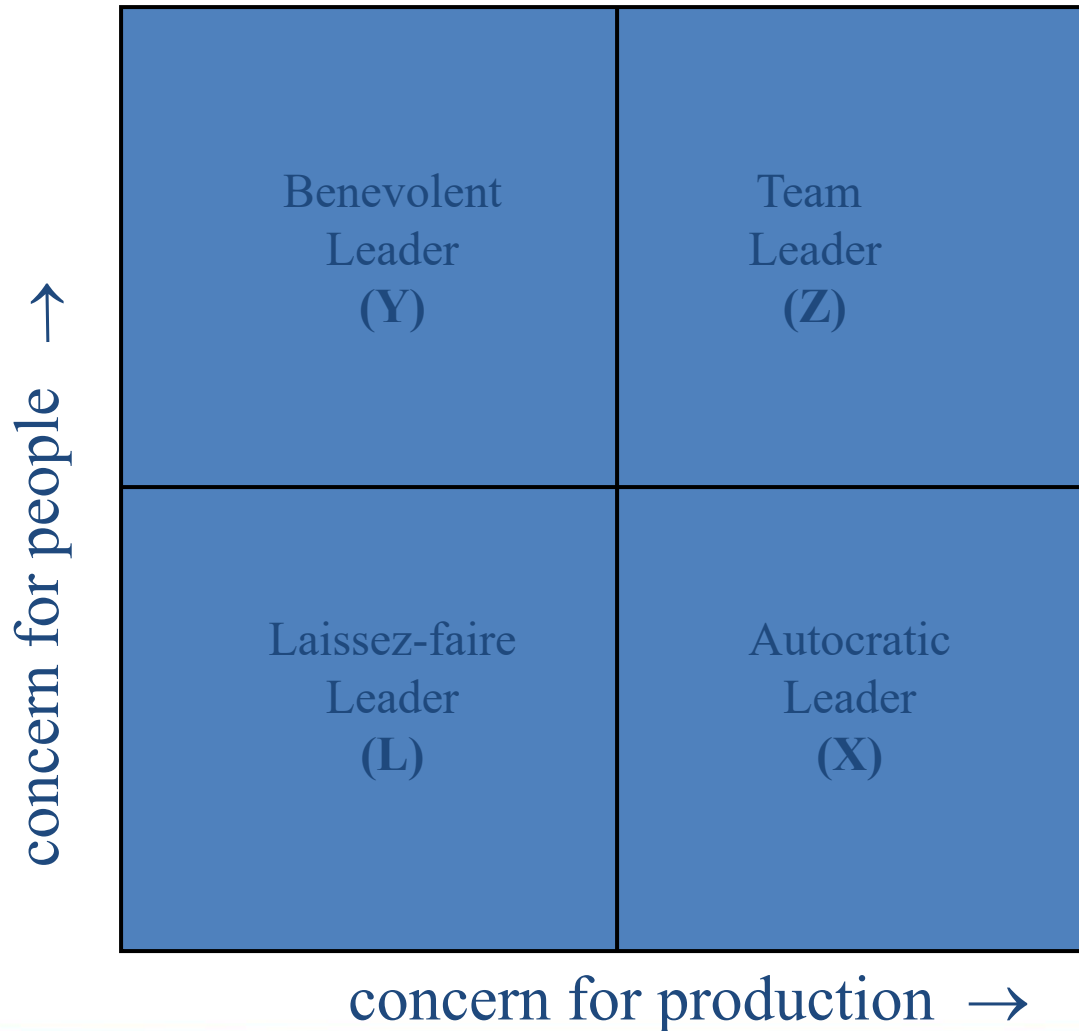
Analysis of leadership effectiveness

1. Define and measure *some* criteria of organizational effectiveness

2. Assess leadership *style* of organization's leaders

3. Attempt to correlate organizational performance with leadership styles

Results of leadership style analysis

1. Theory L: "missing management"
   - Very low productivity

2. Theory X: "my way or the highway"
   - Job stress; low satisfaction; unions form

3. Theory Y: "country club"
   - Low achievement; good people leave

4. Theory Z: "good manager"
   - High productivity, cooperation, low turnover, employee commitment

Which style of leadership works best?

- Team Leader (Z) has proven to be the _most effective in general_

- Requires a "balancing act" of getting things done _and_ having a genuine concern for people

- Certain special situations may require other styles (i.e. Military, National Defense, Politics)

Summary

- Learn to identify style of your manager and YOURSELF!

- If possible, seek a Theory Z or TEAM Leader environment. This has been much more common in recent years.

- Get management and LEADERSHIP training.

- Inherent leadership styles *can* be changed, but takes effort.

New Leadership Theory

Transformational Leadership Theory (Bass and Avolio, 1994)

- Leaders inspire individuals, develop trust, and encourage creativity and personal growth

- Individuals develop a sense of purpose to benefit the group, organisation or society. This goes beyond their own self-interests and an exchange of rewards or recognition for effort or loyalty.
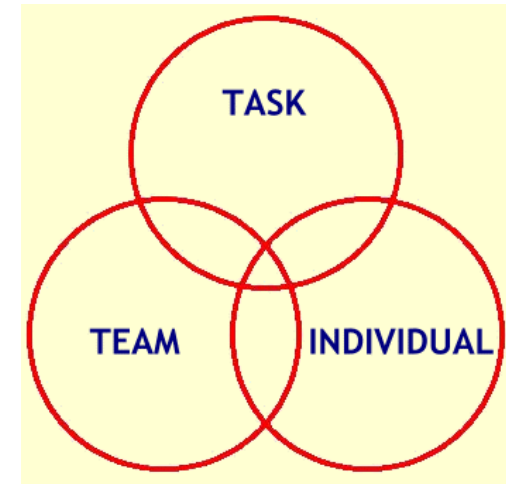
Leadership Theory

Functional Theories (John Adair, Action Centred Leadership, 1970)

Leader is concerned with the interaction of 3 areas:

- **Task** – goal setting, methods and process
- **Team** – effective interaction/communication, clarify roles, team morale
- **Individual** – attention to behaviour, feelings, coaching, CPD

Behaviourist Theories (Blake and Mouton, Managerial grid, 1964)

- Leaders behaviour and actions, rather than their traits and skills e.g. production orientated or people orientated
- Different leadership behaviours categorised as 'leadership styles' e.g. autocratic, persuasive, consultative, democratic
- Doesn't provide guide to effective leadership in different situations

Leadership Theory

Situational/contingency Leadership (*Hersey-Blanchard,* 1970/80)

Leadership style changes according to the 'situation' and in response to the individuals being managed – their competency and motivation

Competency	Low competence	Some competence	High competence	High competence
Motivation	Low commitment/ Unable and unwilling or insecure	Variable commitment/ Unable but willing or motivated	Variable commitment/ Able but unwilling or insecure	High commitment/ Able and willing or motivated
Leadership style	**DIRECTIVE (Telling)**	**COACHING (Selling)**	**SUPPORTIVE (Participating)**	**DELEGATORY (Observing)**

Key Team Leader Responsibilities

Guide/coordinate team members – encourage teamwork and motivate individuals

Provide structure for team – set mission and purpose, clarify roles and responsibilities, allocate tasks and set objectives

Clarify working methods, practises and protocol

Key Team Leader Responsibilities

Focus on performance – anticipate challenges, monitor performance, delegate and provide CPD support

Guide/coordinate team members – encourage teamwork and motivate individuals

What does this look like?

Key Team Leader Responsibilities

Provide structure for team – set mission and purpose, clarify roles and responsibilities, allocate tasks and set objectives

What does this look like?

Key Team Leader Responsibilities

Clarify working methods, practice and protocol

What does this look like?

Key Team Leader Responsibilities

Focus on performance – anticipate challenges, monitor performance, delegate and provide Continuing Professional Development (CPD) support

What does this look like?

Six Misconceptions

- Leaders are born, not made… maybe it is BOTH?
- Leadership comes from positions in the group
- Leaders make all decisions for the group
- All leaders are popular and charismatic
- Leadership is power
- Leadership is management

Summary

- Learn to identify the style of your supervisor or manager as well as you own

- If possible, seek a Theory Z/Team or TRANSFORMATIONAL Leadership environment

- Realize that YOU have a significant impact on your work environment

- Apply knowledge of leadership Styles to your own behavior at work

Summary (continued)

- We all need training in leadership behaviors and management skills

- Inherent leadership styles *can* be changed, but takes <u>effort</u> and <u>self-awareness</u>

- <u>These are primarily behavior based!</u>

- <u>Leadership style</u> can be a BIG part of our personality

- Understanding Leadership Theory can help us improve our attitudes and perceptions

Origins of Leadership

What kind of leader are you?

Thoughts on Leadership

1. Clear Communication
2. Resiliency
3. Flexibility
4. Proper Managing Behaviors
5. Being Firm

Servant Leadership

- A Servant Leader is an individual that inspires, motivates, and leads by serving the needs of others in pursuit of a greater cause.

Servant Leadership

- "It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead." - Robert Greenleaf **Share the Vision**

The Servant Leadership Cycle

3 Three things servant leaders do;

- Share the Vision
- Champion Resources
- Facilitate Engagement

1. Share the Vision

- Mission: What we do.

- Purpose: Why we do it.

- Goals, Values: How we do it.

- Brand: Who we are.

2. Championing Resources

- Who, what where, when
- Cross-functional partnerships
- Branding of the team
- Creativity
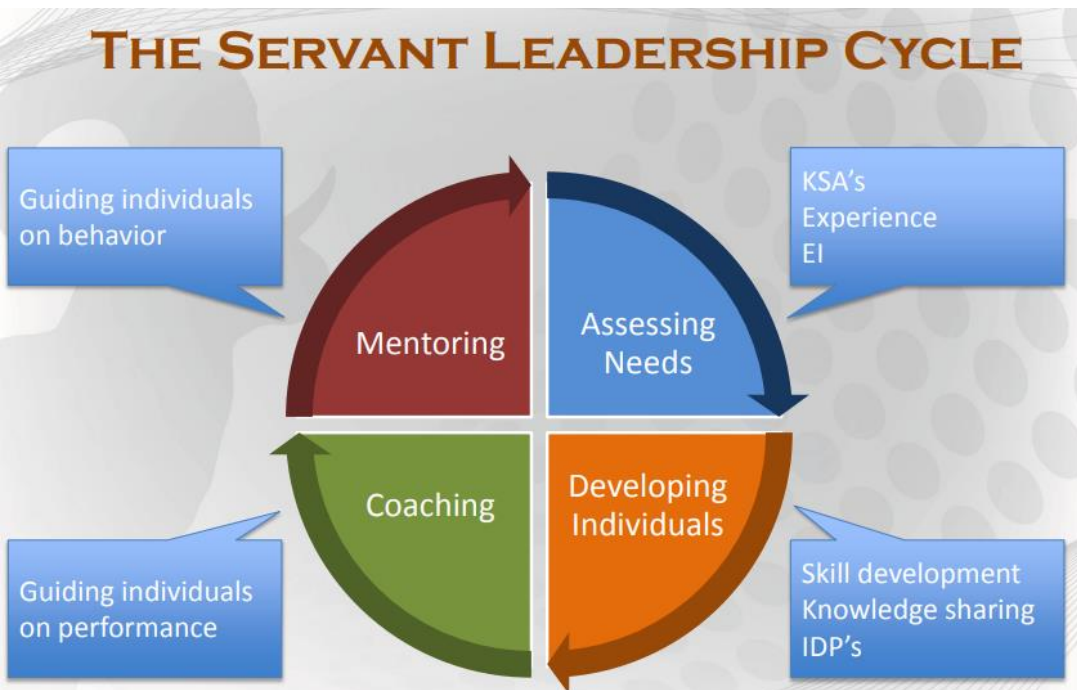- Training

3. Facilitating Engagement

- Collaboration
- Decision Making
- Celebration
- Recognition

- Delegation
- Motivation
- Problem Solving

Servant Leadership is a process!

- It doesn't happen overnight
- Not everyone buys in
- It takes courage
- It takes commitment!

Some differences between LEADERSHIP and Management in practice…

THE SERVANT LEADERSHIP CYCLE

Guiding individuals on behavior

KSA's
Experience
EI

Mentoring

Assessing Needs

Coaching

Developing Individuals

Guiding individuals on performance

Skill development
Knowledge sharing
IDP's

The 2 dimensions of management

These can also be thought of as:

1. <u>Initiating structure:</u> Concern for Production – "get it done"
2. <u>Consideration:</u> Concern for People or the human condition

The 2 dimensions of management

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1. Initiating structure: Concern for Production – "get it done"

2. Consideration: Concern for People or the human condition

Leadership Competencies

Even though there is **no standard way to classify and define leadership competencies**.

They can be generally divided into five broad categories.

Leadership Competencies

Categories:
1. Managing SELF
2. Managing People
3. Managing Projects
4. Managing Programs
5. **Leading** Organizations

Leadership Competencies

1. Managing Self:

Manage your own time, energy, and resources effectively if you expect to lead others.

Qualities such as honesty, resilience, integrity, problem solving, etc. Are key to this essential leadership attribute.

Leadership Competencies

2. Managing people:

Setting a direction and then mobilizing people to achieve common goals.

Includes:

Conflict management, appreciation of individual contributions, diversity of thought, etc.

Leadership Competencies

3. Managing projects: The ability to plan, organize, and execute projects within deadline can mean the difference between success and failure. Elements of team building, accountability, credibility, negotiation, etc. An effective project manager understands how to set goals, develop timelines, and allocate resources.

Leadership Competencies

4. Managing programs: The ability to manage programs is essential for success. This includes coordinating and overseeing the elements of a program, including its budget, schedule, and scope.

Important attributes in this category are technology management, creativity, innovation, financial acumen, etc.

Leadership Competencies

5. Leading organizations:

Inspire others to achieve more than they thought possible.

See the good in people and organizations (a la Pollyanna)

Work tirelessly to make things better.

Vision, external awareness, foresight, strategic thinking, etc.

WHY **LEADERSHIP** AND NOT **MANAGEMENT?**

Discuss at tables

Thoughts on Leadership when you are not in charge.....

1. Communicate clearly

- **don't grumble** behind closed doors
- don't say yes when they should have said no
- say what you mean, and do so in a way that people understand
- **drop passive-aggressive behavior**

2. Be resilient

- Assume positive intent
- Things are going to go wrong, not work out, etc.
- Be able to endure the chaos
- Understand that life outside of work takes priority at times
- We are all subject to stress and chaos – learn to let it not affect you negatively
- If you are "the boss", this means you as well

3. Learn flexibility

- There is rarely a "right" way to do something
- We can all learn new ways of doing things
- We are all subject to correction and improving our behaviors and methods
- If you are "the boss", this means you as well

4. Management: Macro vs Micro

Q: If people who empower others are called leaders, what do we call people who disempower others?

A: Micro-Managers

- **If** you are going to insist that tasks be done a <u>certain way</u>, you're headed down the path of micromanagement, and that is not leadership

- Ask yourself, "Is this the wrong way to do it, or is it just a different way?"

5. Be Firm……..

- Leaders stand up for themselves, politely.
  - If somebody interrupts you in a meeting, simply say, "I'm sorry, can I finish?"
  - If your co-worker tries to dump work on you, what is your response? Could you just say, "That won't be possible".
- Leaders stand up for their team, politely.

...Don't be a doormat

- Does this mean you never do a favor? Absolutely not. You do favors, but you do so because you are nice or because it benefits you and the company, **not because you can't say no**.

- Does this mean you will always keep your cool? Nope. But be professional, and r**epair damaged relationships** because it matters to you, and your coworkers/staff.

Your commitment to be a leader when you are not in Charge

"Well, I would have exhibited more leadership qualities if someone would have told me to."

Your commitment to be a leader when you are not in Charge

Discussion:

- How are Leadership skills and awareness relevant when you are not in charge?

- What is your role?

What can I do today?

Language

- Word Usage and Body Language

Attitude

- Tone of Voice and Body Language

Commitment

- Taking Initiative, Being Consistent, Internalizing Vision

- How do you define "Quality of Life"?

- How does our job affect our "Quality of Life"?

- Who has control of this?

- Do you consider yourself a leader?

- Are you a leader?

  – If not, why?

- Who do you look to for leadership?

- Why is leadership important?

LEADERSHIP

Self Assessment

- Tools for self assessment:

- JMBTI Personality Type

- What color is your parachute?

- Clifton/Gallup Strengths

Clifton Strengths

The Clifton Strengths Analysis is a common name for the psychometric instrument Clifton Strengths, formerly called StrengthsFinder, developed by the Gallup Institute, which forms the bulk of its revenue.

The test is known as Gallup Strengths.

Themes:
https://www.gallup.com/cliftonstrengths/en/253715/34-cliftonstrengths-themes.aspx

Domains:
https://www.gallup.com/cliftonstrengths/en/253736/cliftonstrengths-domains.aspx

Strategic

… is able to create alternative ways to proceed in challenging circumstances. Faced with any given scenario, he can quickly spot the relevant patterns and issues.

WOO

… Loves the challenge of meeting new people and winning them over. He derives satisfaction from breaking the ice and making a connection with people.

Ideation

… is fascinated by ideas. He is able to find connections between seemingly disparate phenomena.

Self-Assurance

… feels confident in his ability to take risks and manage his own life. He has an inner compass that gives him certainty with decisions.

Positivity

… has contagious enthusiasm. He is upbeat and can get others excited about what they are going to do.

Focus on Strengths and Successes, not weakness and failures

Story: CEO meeting with his team….

- For a break, he invited everyone to his house…

- Chose between 2 sets of directions:

  - Where he doesn't live…

  - Where he does live…

4 types of people in most organizations

1. Those who subtract (negative)
   – They suck the energy out of you, take but don't give, convince others that they are a victim
   – They only take
   – They tend to convince those around them into small thinking or victimhood mentality

4 types of people in most organizations

2. Those who divide
   – Tend to hurt great relationships in your life
   – Shield great talent from upper management
   – Talk negatively behind the leaders of the organization
   – Create wedges between people

4 types of people in most organizations

3. Those who add
  - They add value constantly
  - Their community of friends uplift each other
  - They support the efforts of their peers
  - They connect with you and others like them
  - They take away all your excuses and challenge you to not buy your own BS

4 types of people in most organizations

4. Those who multiply
   – They gladly share strategies and hacks that have worked for them
   – They are interested in improving every aspect of their lives
   – They inspire you to not slow down once you start having success
   – They challenge you to think bigger

4 types of people in most organizations

Share your experience….. (discussion)

Imposter syndrome

Every man is an actor of his own ideal

- Every time you make a status shift into a new role, you are a beginner…. It doesn't mean you are a liar or a fake.

- Sometimes you have to act like you are already there when you are just barely started.

Good leaders Trust People

Gratitude and trust are a mark of **courage and commitment.**

- There is mutual benefit to both parties
- RISK trusting each other
- It is not Naivety to trust others… it requires courage

How you play the game <u>matters</u>!

- If a you are fun to play with, then you will have an active social life… and people will line up to play with you, and adults line up to teach you…

- You need to practice the strategies that enable you to do well at life.

- You don't want to compromise your ability to do well at life for the sake of winning.

- Practice the strategies that allow you to do well at life.

Transforming yourself as a leader

- Don't sacrifice who you could be for who you are….

- You are a transformative being.

- Value structures… You are the thing that is, as well as the thing that becomes….

  <u>You may have to shake off those parts of you that you are pathologically attached to….</u>

  @jordan.b.peterson

Making Changes when you are a new leader

Don't make changes too soon...

- Take time to evaluate what works and what doesn't

- Learn the culture

- Build trust with the team

- Take your time

Performance

High performance never comes from success.

High performance comes from failure…. and what you learn from it.

Workforce Development

- Certificate Programs (LTAP Road Scholar)

- Certifications that expire (Flagger)

- Certifications that don't expire (OSHA 10)

- In-house trainings

- Safety Programs

- Career path planning

Workforce Development

- Union trades progression

- Contractual obligations

- Employee satisfaction and retention

Montana LTAP Road Scholar Program

Program Requirements: 10 classes

- 4 CORE Classes and 6 Optional Classes

Program support from our partners:

- NACE/ Montana Association of County Roads Supervisors
- APWA/League of Cities and Towns
- MSU-Bozeman
- Montana DOT

Montana LTAP Road Scholar Program

- 3,800+ participant records
- NEW Software and cloud-based management program for all records!

Montana LTAP Road Scholar Program

2022: 12 Road Scholars, 6 Road Masters

2022: Total Road Scholars in program: 409

Total Road Masters in program: 29

2023: +52 Road Scholars of 72 potential

+62 Road Masters of 70 potential

NOTE: Road Scholar Class and Road Master class in 2023 is record-setting!

Montana LTAP
Road Scholar
Program

2023: 52 Road Scholars

Montana LTAP
Road Scholar
Program

2023: 62 Road Masters

Montana STATE UNIVERSITY | College of **ENGINEERING**

Mountains & Minds

March 2024: Annual MACRS Meeting

- Road Scholars: Awarded 79 of 148 potential

- Road Masters: Awarded 25 of 39 potential

Montana LTAP Road Scholar Program

Total Program Awards/ Graduates

Spring 2024:   540 Road Scholars

                                 116 Road Masters

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Montana LTAP

We have made significant progress in enhancing the Montana LTAP program over the last year. Our primary goal is to keep you informed regarding the latest updates, connect you with other professionals, and provide you with opportunities to exchange ideas and share best practices. READ MORE

Leadership

ONE WAY

DO NOT ENTER

The mission of the national Local Technical Assistance Program is to foster a safe, efficient, environmentally sound transportation system by improving skills and knowledge of local transportation

Montana STATE UNIVERSITY | College of ENGINEERING

Mountains & Minds

19 words with impact:

"I'm giving you these comments because I have very high expectations, and I am confident you can reach them."

Your input matters

"Thank you for doing a good job. What you do matters, and many are very dependent on you doing the right things as well as doing things right, so THANK YOU."

Words with impact:

We have to be careful with our **actions** and our **words**.

Yelling at employees and reinforcing negative consequences **does not breed trust and respect** of leadership.

It is YOUR ROLE role to mentor, guide, develop and encourage my team.

Forcing a team member to leave through poor leadership behaviors, including harassment, yelling, belittling and criticism will destroy your ability to lead others in the team, as you will have lost their respect.

IN LONDON THEY DRIVE
ON THE LEFT... IN MONTANA
WE DRIVE ON WHAT'S LEFT
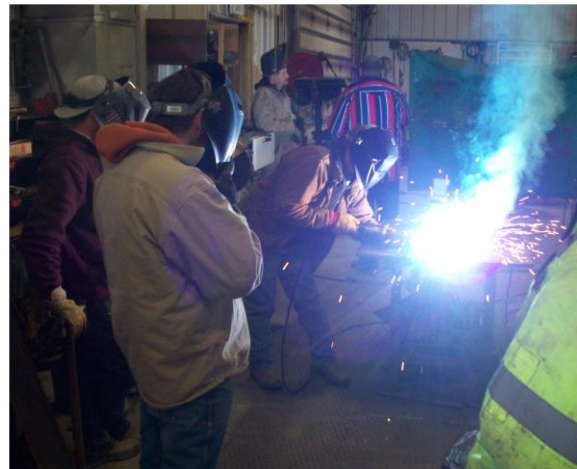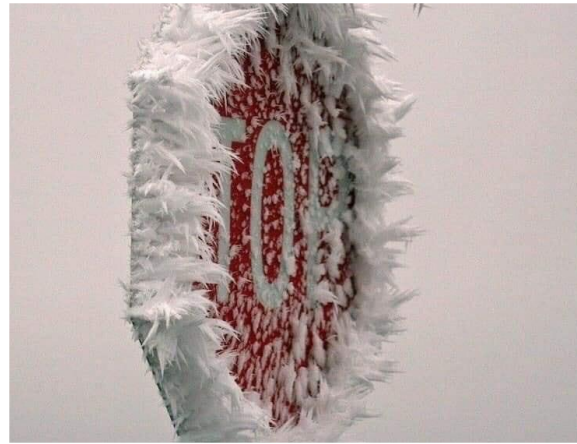
Good Resources

Podcasts: Underutilized resource

Self Evaluation: Gallup Strengths

Further Reading: The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You, John C. Maxwell

Questions?

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Common Attitudes About Success

Success is impossible, so we criticize it.

- Know this: Life is Difficult.

- The majority of people moan incessantly as though life is or should be easy...

Scott Peck, The Road Less Travelled

Common Attitudes About Success

Success is mystical

- Somewhere under the rainbow…?

- We want the rewards without paying the price.

- Many seek "quick fixes" for problems.

- <u>Every success is the sum of many parts</u>

Common Attitudes About Success

Success is the result of luck

- So we hope for it…

- So we take chances we shouldn't…

- So we disdain or contempt for the successful…

- Any of this sound familiar?

Common Attitudes About Success

- Success is productivity, so we work for it.

- We know that hard work and success are not the same.

- While hard work is rewarding in and of itself, there are many more elements that drive success. The people that you work with and your relationships with them will likely be THE key indicator that can predict success.