Enhancing Leadership Effectiveness

– Sunriver Resort, Oregon –

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Leadership That Shapes The Future…

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To succeed in today’s complex business environment, executive leaders need to acknowledge the value of a shared vision, core values, teamwork, and a commitment to creativity, innovation, and continuous improvement. For an organization to continue to achieve and sustain success, it is imperative that leaders and team members recognize one another’s roles, responsibilities, and potential contributions. Leaders must be able to develop integrated teams that perform cohesively and span organizational boundaries. People at all levels need to be aware of the obligations associated with leadership and strive to earn the trust of others.

Traditional concepts of leadership, usually defined as one-way influence processes, are often inadequate to meet the challenges facing today’s complex organizations. Instead, the focus is shifting toward the concept of “transformational leadership.” Transformational leaders enable others, especially their peers and subordinates, to transcend self-interest and to act for the good of the organization. They seek diverse points of view, engender cooperation and trust, and are able to translate their intentions into reality by creating and communicating a compelling vision of the future. They provide high standards of performance and the inspiration to achieve significant goals. In essence, they act consistent with the company’s mission, vision, and values while developing an organizational culture of shared responsibility based on mutual trust and respect.

The dynamic leader of the future requires…

…extraordinary levels of perception and insight into the realities of the world and into themselves

…extraordinary levels of motivation to enable them to go through the inevitable pain of learning and change

…the emotional strength to manage their own and others’ anxiety as learning and change become more and more a way of life

…new skills in analyzing cultural assumptions, identifying functional and dysfunctional assumptions, and evolving processes that enlarge the culture by building on its strengths and functional elements

…the willingness and ability to involve others and elicit their participation, because tasks will be too complex and information too widely distributed for leaders to solve problems on their own

…the willingness and ability to share power and control according to people’s knowledge and skills, that is, to permit and encourage leadership to flourish throughout the organization.

Edgar Schein

The Leader of the Future
(The Drucker Foundation)
Dr. Patrick Bettin is an internationally respected consultant, researcher, and educator in the field of leadership and management development. His efforts focus on creating and sustaining organizational effectiveness by enhancing the performance of leaders and managers.

Pat is a Senior Lecturer in the Foster School of Business and an Adjunct Associate Professor in the Department of Psychology at the University of Washington. He is a twenty-nine time recipient of the Business School's "Excellence in Teaching Award." While on the faculty at the United States Military Academy at West Point, Dr. Bettin was also recognized for his exceptional teaching abilities. As a senior faculty member, he was responsible for developing, coordinating, teaching and supervising the leadership and management elective programs.

Dr. Bettin has designed and delivered comprehensive leadership development programs for a variety of telecommunications, aerospace, engineering, manufacturing, health care, and service organizations including PACCAR, Alaska Airlines, Bechtel, Boeing, Craig Hospital, Catholic Health Initiatives, Providence Health System, Entergy, LG&E Energy, Simpson Investments, and the Pacific Coast Banking School. Additionally, he has provided leadership development programs to a variety of governmental agencies including Washington State’s Departments of Transportation, Labor and Industries, and Personnel, as well as the U.S. government's Personnel Management for Executives Program. Dr. Bettin has delivered leadership programs in Japan, Australia, China, Great Britain, Latin America, and the Middle East.

A practicing leader-manager for most of his professional life, Dr. Bettin has been directly responsible for the performance of organizations ranging in size from 125 to 1,500 people. He has received recognition for his outstanding performance both as a leader and as a teacher of leadership. During his military career, he was the recipient of the William O. Darby award as the distinguished honor graduate of the Army's prestigious Ranger School, has been decorated for valor twice, and was awarded two Purple Heart for wounds received in combat.
The Essence of Effective Leadership
Leadership That Shapes The Future...

In its most ideal form, leadership provides the fuel for the successful, efficient operation of contemporary organizations...

The most effective leaders tap into the talents and potential of others and create a culture of shared responsibility...

At the same time, these leaders shape the future of their organizations by emphasizing personal and professional growth, individual and organizational improvement, and continuous learning.
Leadership - a critical factor to achieve sustained success...

“Leadership is a process that gives people a genuine sense of purpose and energizes them to willingly put forth their individual and collective efforts to achieve that purpose.”

Leadership can be felt throughout an organization. It gives pace and energy to the work and empowers the workforce...

Leadership does not have to be imposed like authority, rather it is welcomed and wanted by the people we lead.

...Everyone believes that he or she makes a difference to the success of the organization.
Team Member Expectations...

To be given meaningful, challenging tasks that contribute to organizational success

To learn, develop, and apply specific skills of interest to them

To be a contributing part of the team

To be a respected member of the team

Team member job satisfaction does not result in better performance.
The Essence of Effective Leadership

Leadership Skills
- Interpersonal & Organizational Communication
- Coaching, Mentoring, & Developing Others
- Empowering & Motivating Others
- Problem Solving
- Decision-Making
- Teambuilding
- Managing Conflict
- Planning and Organizing
- Strategic Thinking
- Political Savvy

Leadership Process
- Understand and Define Purpose/Mission
- Clarify Values and Core Principles
- Create a Shared Vision
- Develop Goals/Objectives (Long-, Mid-, and Near-Term)
- Develop Plans to Attain Goals and Objectives
- Implement, Monitor, and Improve the Process

Leadership Attributes
- Integrity
- Respects/Values Others
- Self-Esteem and Self Confidence
- Self-Motivation
- Reflective Listening and Learning
- Tolerance of Ambiguity and Uncertainty
- Resilience
- Broad Perspective
- Commitment
- Persistence
- Willingness to Take Risks
- Positive Attitude
- Self-Awareness
- Technical Competence
- Managerial Competence

ACHIEVING MEASURES OF SUCCESS
- Trust
- Teamwork and Collaboration
- Trust
As leaders attempt to shape and influence the performance of their teams and organizations, they rely on many of the personal attributes and qualities they have developed over time. As individual characteristics, these personal attributes and qualities have a significant effect on the ability of leaders to contribute to the success of their organization.

**Integrity:** Ethical behavior and honesty are the cornerstones of professionalism and are necessary for leaders to earn the trust and respect of their organization (team members, senior management, customers, suppliers, peers, etc.). Without integrity, leaders are frequently perceived as being manipulative and are not trusted. A leader with integrity:

- Exhibits high ethical standards of personal conduct.
- Is honest in every endeavor.
- Keeps confidences.
- Is open/candid with others.
- Deals fairly with others.
- Follows through and keeps commitments.
- Is trusted by others.

**Respects/Values Others:** Leaders must recognize and capitalize on the unique skills, abilities, and characteristics of each individual team member. Differences should be viewed as assets and opportunities rather than as limitations. Teams can function effectively only if all members, regardless of position or status, respect and value each other. The most effective leaders truly care about the people with whom they work and are available and ready to help where needed. A leader who respects others:

- Recognizes the unique contributions of others.
- Respects alternative perspectives and points of view.
- Is sincerely interested in the work and non-work lives of others.
- Supports actions by others to innovate and take appropriate risks.
- Monitors workloads and appreciates extra effort.
- Solicits input from others before implementing ideas.
- Consistently treats others with reverence and compassion.
- Is empathetic.
- Trusts others.
Self Esteem and Self Confidence: In order to engender confidence in others, leaders must demonstrate confidence in themselves. Having a positive self-image and believing in one's ability and potential are essential ingredients for leaders to successfully guide their teams. On the other hand, it is important to realize that these qualities, when carried to their extremes, may have a negative impact on leadership effectiveness. Consequently, leaders who lack humility are seen as being self-centered, arrogant, and overly directive and are often viewed as lacking a team perspective. The effective leader:

- Is self confident, but has a healthy humility.
- Recognizes and appreciates the challenges he/she likes most.
- Is comfortable with him/herself.
- Interacts comfortably and effectively with others, including senior executives.
- Seeks constructive feedback to improve him/herself.
- Is able to handle criticism from others with poise.

Self Motivation: Being self-directed and self-motivated are crucial attributes of effective leaders. Intrinsically motivated leaders are willing to put forth extra effort for the joy of achieving success. Their source of motivation is frequently personal growth and development. They thrive on challenges and seek added responsibilities in order to make a difference. Intrinsically motivated leaders:

- Are motivated by an internal sense of satisfaction that comes from accomplishing worthwhile tasks.
- Are "self starters"; take initiative.
- Enjoy working hard at their jobs.
- Seek constructive feedback to improve.
- Set challenging goals for themselves and encourages team members to grow professionally.
- Take initiative in career development; seek opportunities for personal and professional growth.
- Are life-long learners; are able to transfer knowledge gained in a variety of settings to enhance personal and team performance.
- Balance professional priorities and personal responsibilities.

Reflective Listening and Learning: By listening to the perspectives of others and reflecting on what is happening, leaders are able gain in-depth insights about themselves and their organization. With these insights the leader can enhance his or her personal learning by truly understanding the depth and breadth of what is occurring in their world. Reflective listening and learning provide leaders with the emotional strength to manage their own and others’ anxiety as they face the challenges of a changing world. Reflective leaders:

- Are personally committed to and actively work to improve themselves.
- Are good listeners.
- Listen to the perspectives of others; actively reflect on what is said.
- Actively inquire to gain in-depth insights rather than a superficial understanding.
- Are relentless and versatile learners.
- Appreciate and are sensitive to others’ points of view.
- Analyze both successes and failures for clues to improvement.
- Recognize personal and organizational mistakes, learn from them, and move on to correct and improve the situation.
- Regularly incorporate reflective exercises into group meetings.
- Learn quickly and constantly.
- Embrace continuous learning and demonstrate up-to-date proficiency in their fields.
Tolerance of Ambiguity and Uncertainty: In today's competitive environment, it is imperative that leaders be able to cope with and deal effectively with uncertainty. This requires them to be comfortable with ambiguous circumstances and to provide appropriate guidance and structure for team members to perform effectively even though the process or the outcome is not clearly defined. Leaders who are able to tolerate ambiguity and uncertainty are able to:

- Work effectively in an unstructured environment.
- Make appropriate decisions under pressure even with incomplete information.
- Identify critical issues and establish priorities; able to figure out which of many "brush fires" may erupt into "forest fires."
- Once the more obvious problems are solved, can see the underlying problems and patterns that were previously obscured.
- Cope effectively with change.
- Remain flexible when dealing with changing requirements.
- Make independent judgments and initiate appropriate actions.
- Utilize innovative strategies in dealing with high-risk situations.
- Is gracious and composed under pressure.

Resilience: The most effective leaders are able to bounce back from temporary setbacks. These leaders understand the importance of learning from failure by identifying the causes and then taking action to prevent failure in the future. They do not dwell on the failures or become overwhelmed by them. Rather, they are cool and composed under pressure and don’t become defensive or irritated when times are tough. Resilient leaders handle stress effectively and are not knocked off balance by unexpected events. Resilient leaders:

- Bounce back from adversity.
- Admit personal mistakes, learn from them, and take action to correct and improve the situation.
- Focus on what went wrong rather than who was wrong.
- Recognize weaknesses, problems, and errors as opportunities for continuous improvement.
- Receive/deliver bad news with grace.
- Are cool and composed under pressure.
- Remains flexible when dealing with changing requirements.

Broad Perspective: In today’s competitive, global economy, organizations must capitalize on professional expertise and technological advancement. As a consequence, effective leaders must have an in-depth appreciation for cultural diversity as well as a broad understanding of the myriad responsibilities confronting their organization. Truly effective leaders do not have a narrow, technical or parochial perspective; rather, they have a breadth of perspective that gives them an appreciation for their organization as a whole. They pose future scenarios, discuss multiple aspects of the issues, and understand their impact on other parts of the organization. Leaders who have a breadth of perspective:

- Are able to see issues from the perspective of the “big picture” or the “larger organization” and balance requirements accordingly.
- Have a cross-functional perspective.
- Do not “sub-optimize.”
- Are able to understand issues from the perspective of senior management.
- Are tactful in resolving conflict between business units.
- Clearly define problems/issues involving the work of cross-functional groups.
- Pro-actively assess the impact of ever changing environmental issues on business.
Commitment: Commitment is much more than passive loyalty. It means the leader identifies with the mission, values, vision, and goals of the organization, is willing to put forth tremendous energy on behalf of the team, and has a strong desire to maintain membership in the organization. Committed leaders accept responsibility for the success or failure of the work team. They:

- Understand and believe in the organization's purpose, mission, values, and vision.
- Willingly exert effort to achieve excellence.
- Accept increased responsibility and are willing to take appropriate risks to fulfill their responsibilities.
- Are dedicated to the success of the work team; recognize and reward team member contributions.
- Lead by example; pitch in personally as needed.
- Focus on fulfilling customer expectations.

Persistence: When confronted with difficulty, the effective leaders refuse to relent or give up. Rather, they continue to seek solutions and pursue successful completion in the face of adversity. Persistent leaders:

- Continue to put forth effort in adverse circumstances.
- Do not give up easily.
- Are determined to solve difficult problems.
- Are innovative rather than resigned.
- Are able to use their knowledge and technical expertise to broaden the range of possible solutions.
- Recognize blind alleys, learn from the experience, then take action to identify a better solution.
- Analyze difficult situations carefully; reduce them to their root causes when seeking solutions.

Willingness to Take Risks: Being willing to pursue difficult goals, to solve challenging problems, and to take reasoned risks in confronting difficult issues are important attributes for leaders who are attempting to facilitate changes within their organization. Risk taking needs to be commensurate with organizational responsibility. Leaders must be willing to challenge the status quo and to take the risks necessary to identify and solve important problems. It is not acceptable for leaders to simply maintain the current state of the organization. An effective leader:

- Is not hesitant when making decisions.
- Assesses the situation and takes calculated risks; does not gamble.
- Understands the parameters of risk taking; elevates decisions appropriately.
- Has a real desire for action and responsibility but is not hasty or superficial.
- Takes risks on unknown variables when circumstances warrant action.
- Is candid.
- Is willing to take unpopular stands if necessary.
- Delegates appropriately and effectively.
Positive Attitude: Optimism seems to be the hallmark of effective leaders. They have a very positive attitude toward the challenges that face them and their organization. They seem to truly enjoy their work and interactions with others. This positive, “can-do” attitude is infectious and enables people to transcend the mundane tasks while clearly building an organization that can sustain it’s performance. Their optimistic view engenders cooperation and trust while inspiring people to achieve truly significant goals. Leaders with a positive attitude:

- Enjoy working hard.
- Are action-oriented and full of energy for things they see as challenging or interesting.
- Are optimistic about their chances of achieving success.
- Want to contribute to the task at hand.
- Are not overwhelmed by challenges or constantly changing demands.
- Actively enlist others into the challenge and inspire them to put forth extraordinary effort.

Self-Awareness: To lead others, leaders must first know themselves. They need to have a realistic view of their strengths and weaknesses, knowing when to capitalize on the one while being clear-eyed about the need to enhance or overcome the other. The most effective leaders seem to actively seek a deeper understanding of themselves by listening to and reflecting on the insights and perspectives of others. They have a keen awareness of their personal motivations and a sense of how they fit in and contribute to the collective success of the organization. This self-awareness enables the leader to know when to play an active role in the activity as a leader, when to provide supportive contributions, and when to play the role of the loyal opposition. Leaders with strong, positive self-awareness:

- Recognize and acknowledge their own strengths and weaknesses; work on self-improvement.
- Are receptive to constructive feedback.
- Gain insights about themselves through personal reflection and listening to the perspectives of others.
- Look forward to receiving balanced performance reviews, identifying ways to capitalize on strengths and improve weaknesses.
- Have a positive and constructive sense of humor; able to laugh at him/herself.
- Respond effectively to a senior manager who promotes/supports autonomy; works hard to develop skills and earn respect.
- Admit mistakes and are gracious in receiving feedback.
As leaders strive to develop effective, integrated teams and organizations, characterized by synergy and trust, they must apply specific skills, knowledge, and abilities to accomplish their responsibilities. The specific competencies identified below highlight the skills and abilities required to focus and sustain the efforts of team members. They are essential ingredients for effective teamwork within organizations.

**Interpersonal Communication:** Effective interpersonal communication is essential to enable people to work effectively together. The key is authentic dialogue between the leader and various team members. In essence, effective interpersonal communication is necessary to create trust and mutual respect between people. Additionally, it is essential to understand customer expectations and to resolve potential conflicts. Effective interpersonal communication refers to the ability and motivation to provide necessary information as well as to receive and understand information. It results in sharing information so that it becomes an open resource that helps empower team members. An effective communicator:

- Demonstrates effective one-on-one communication.
- Listens effectively; practices active listening skills.
- Seeks feedback.
- Provides honest feedback even when not comfortable.
- Expresses thoughts clearly; expresses feelings and concerns with tact; is tactful.
- Responds promptly to inquiries from team members.
- Shares information openly; keeps people informed of issues.
- Asks "open-ended" questions.
- Is empathetic.
- Does not "shoot the messenger".

**Organizational Communication:** Effective leaders use organizational communication skills to carry out the functions of planning, organizing, staffing, leading, directing, and controlling. Through the effective use of organizational communication the leader is able to establish a climate of trust, characterized by mutual respect and shared responsibility. Effective organizational communication may involve many media, written, oral, and behavioral. The real purpose of organizational communication is to integrate a variety of resources that focus on achieving a common goal. A effective leader:

- Communicates intentions and rationale; gives people a sense of purpose.
- Provides information about the direction of the organization and the major business issues influencing it.
- Communicates expectations and actively seeks ideas and opinions from team members.
- Writes clearly and concisely.
- Conducts effective, productive meetings.
- Conducts effective business presentations (formal and informal).
- Speaks comfortably and effectively to large, cross-functional groups.
- Is persuasive in communicating ideas.
- Develops clear, concise written presentations to upper management.
- Communicates effectively with senior managers; is able to communicate with customers and suppliers; understands their expectations.
- Communicates effectively with personnel outside the organization.
Coaching: "The ideal teacher guides his students but does not pull them along; he urges them to go forward and does not suppress them; he opens the way, but does not take them to the place" (Confucius). This quotation captures the essence of "coaching". To coach the team means to facilitate performance and development. It does not mean to make responsibilities less demanding, less interesting, or less intense. Rather, it means making them less discouraging, less bound up with excessive controls and complications, or less complex. Coaching is the process of enabling others to act, of building on their strengths. Coaching, at its heart, involves caring enough about people to take the time to build a personal relationship with them. Easy to say, tough to do. Coaching is linked closely with "empowering" and "mentoring". An effective coach:

- Takes a personal interest in the development of each team member
- Accepts the challenge of helping to convert potential into performance.
- Encourages team members to develop and attain "stretch goals."
- Communicates clear expectations for members of the team.
- Teaches effectively.
- Delegates appropriately.
- Provides timely and accurate feedback on individual performance
- Willingly underwrites mistakes; uses mistakes as opportunities for professional development.

Mentoring: A mentor is a trusted guide, confidant, and coach. Mentoring is a special relationship between people that creates a bond that spans organizational boundaries and sustains the relationship over time. Although many of the activities are similar to coaching, there is a unique difference that evolves as the relationship becomes more personal. Mentoring involves teaching, advising, and empowering others. It implies a "master-apprentice" relationship that results in sharing expertise, guiding professional development, and taking a genuine interest in the person's career enhancement. A mentor:

- Allows a select few coaching responsibilities to evolve into mentoring relationships.
- Takes an active interest in the professional development of selected individuals.
- Identifies high potential individuals; willingly accepts responsibility to guide them over an extended period of time.
- Is a trusted confidant with respect to career and professional development.
- Accurately assesses individual strengths and developmental needs.
- Provides open, candid feedback on performance and work processes as well as advice for improvement.
- Actively works to insure that assignments contribute to the growth/development of the individual.

Developing Colleagues: An explicit function for every effective leader is to take actions that assist team members in their personal and professional growth. Each leader should emphasize activities that enable followers to achieve their individual potential. Actions should be directed to the joint benefit of the individual and the organization. Leaders need to understand that their obligations to develop subordinates are essential if their organization is to sustain success in the coming decades. A leader who focuses on developing subordinates:

- Gives assignments which expand and enhance team member skills.
- Is an effective role model; emphasizes self development; encourages and coaches others to do likewise.
- Works with team members to discuss and develop career plans tailored for the individual.
- Personally communicates a commitment to developmental activities.
- Knows team members' strengths and weaknesses.
- Identifies marginal performers; develops strategies for resolving performance problems.
- Provides accurate assessment and appraisal of team member performance; provides ongoing feedback and emphasizes development rather than evaluation.
Empowering: Empowered employees believe they have the freedom to act in the best interest of the customer and the company. Empowering is the process of enabling people to do what they are capable of doing and for which they are willing to take responsibility. It requires the leader to provide and/or share resources and authority so that team members may accomplish the things for which they are responsible. It means driving decision-making down to its lowest appropriate level, sharing information, and giving team members control over their work responsibilities. Empowering others is a process of involving them in matters for which you need their understanding and commitment. Leaders who effectively empower their followers:

- Provide team members with enough authority to do their jobs effectively.
- Provide team members with appropriate autonomy based on their experience, expertise, and commitment and the requirements for integration.
- Ensure team members have access to the necessary resources.
- Encourage team members to arrive at their own solutions to problems.
- Allow team members the freedom to disagree on issues.
- Underwrite mistakes; encourage appropriate risk taking.
- Trust others to accomplish their work without excessive checking.
- Support team members once a commitment has been made to them.

Motivating Others: Motivation is defined as "the willingness to put forth effort to achieve a goal." For the most part, individual team members must motivate themselves. However, the leader can influence the level of motivation tremendously by creating a climate where others will enthusiastically strive to achieve organizational goals. Leaders can structure work opportunities that tap into a team member's motivation by seeking ways to align the individual's interests with the expectations and requirements of the team. Leaders who are effective at motivating others:

- Clarify expectations (i.e., results, standards, priorities, etc.).
- Work together to set high yet attainable goals and standards for team member performance.
- Work with team members to clearly define roles and responsibilities.
- Give credit/recognition for accomplishments; provide rewards in a timely manner.
- Spend time with team members to clearly understand what motivates them individually; structure the working environment to tap into individual motivation.
- Are fair and consistent yet acknowledge team members as unique individuals.
- Recognize and reward team performance as well as individual contributions.

Problem Solving: Problem solving is a critical activity to support an organization’s commitment to continuous improvement. It emphasizes the need to address important issues and take actions to resolve them. Effective leaders identify potential problems in their early stages and focus on locating the root causes. Problem solving requires leaders to weigh the risks, costs, and benefits of alternative solutions as well as the activities necessary to gain the support of people who will be involved in implementing the chosen solution. Effective leaders identify solutions with an eye on the overarching goals and objectives for the group; they do not sub-optimize. Problem-solving leaders: Focus on the most critical issues.

- Identify problems in their early stages.
- Identify the root cause(s) of problems.
- Understand and use basic problem solving tools.
- Keep upper management informed of problem status.
- Clearly define the impact of problems and potential solutions on other work groups.
- Encourage the expression of diverse opinions to get the best solution.
- Emphasize what went wrong, not who was wrong; keep the focus on the process and process improvement.
- Consider the overarching goals when solving problems; do not sub-optimize.
Decision-Making: Effective leaders are required to solve problems, address issues, and make decisions in a timely manner. Decisions must be technically correct and effectively implemented in order to sustain an organization’s success. When leaders make decisions they should identify alternatives and choose from them. Additionally, effective decision-making focuses on the processes used to determine the alternatives. It addresses the extent to which leaders should involve team members to insure timely, high quality decisions that are enthusiastically accepted by the people responsible for implementation. An effective decision-maker:

- Appropriately involves team members in making decisions; considers the level of team member involvement in the decision-making process before making the decision.
- Looks to the defined mission, values, vision, and strategies for guidance in decision making.
- Balances immediate demands with future requirements; makes decisions that fulfill current obligations and positions the group to accomplish future demands.
- Develops a comprehensive set of alternatives before making a decision.
- Makes decisions in a timely manner; is not hasty; does not procrastinate.
- Involves key individuals and groups who will be affected by the decision.
- Demonstrates sound judgment.
- Gains the support of people implementing the decision.
- Is decisive and focused; does not force top down decisions inappropriately.

Team Building: Effective teams are characterized by mutual trust and respect, open and honest communication, shared responsibility, and a strong commitment to continuous improvement. These teams create synergy through effective teamwork. However, true teamwork does not simply happen by itself. Building effective teams involves effort, coaching, and practice. Team leadership welds individuals of diverse backgrounds, experience, and personalities into a productive, cohesive working group. Team building is an active, ongoing process. It focuses on creating and sustaining effective integrated groups of people with clearly defined roles and responsibilities. Team building generally entails involving team members in the key processes that influence their work. It requires a climate or culture that encourages participation and sharing ideas. A leader who focuses on building an effective team:

- Consults team members when making plans/decisions which affect them; solicits information, ideas, and potential solutions.
- Values problem finding as a means of integrating the team and focusing on continuous improvement.
- Emphasizes and rewards collaborative team oriented behaviors; acknowledges and rewards individual contributions to the team’s success.
- Helps remove barriers that impede the team.
- Empowers and enables team members to take initiative and share responsibility for the success of the team.
- Conducts regular team building activities as part of normal work execution.
- Conducts effective team meetings.
- Emphasizes individual development; cross-trains team members in other areas of responsibility.
- Promotes a team spirit; builds commitment to the team’s success; emphasizes synergy as the critical element of teamwork.
Managing Conflict: Given the complexity of today’s competitive environment, leaders are expected to integrate cross-functional competencies and create fully integrated organizations guided by the mission, values, and vision. Inherent in this environment is the requirement for leaders to manage the inevitable interpersonal and organizational conflicts that arise. By establishing an atmosphere of mutual respect and helping people understand the competing demands facing them and their organizations, effective leaders use the creative tension from conflict to create genuine consensus. A leader who effectively manages conflict:

- Steps up to conflicts – sees them as opportunities for personal and organizational growth.
- Encourages collaboration.
- Focuses on the situation/issue/behavior, not on the person.
- Maintains self-confidence & self-esteem of others while offering suggestions.
- Maintains constructive relationships even in situations of conflict.
- Finds common ground when there is conflict.
- Diffuses high-tension situations comfortably.
- Sets differences with minimal disruption.
- Wins concessions without damaging relationships.
- Does not encourage people to “sub-optimize”, rather encourages them to focus on the overarching demands of the organization.

Planning and Organizing: Planning and organizing refer to the processes of pro-actively determining what, when, where, and how specific goals and objectives should be accomplished. Additionally, this process results in allocating resources to effectively and efficiently carry out the plans. Planning and organizing are critical activities that position the group to fulfill its mission/purpose and to achieve its vision. Planning activities require leaders to establish detailed steps and timetables for achieving results and allocating necessary resources to make it happen. Organizing is the process of establishing a structure to accomplish the plan, staffing that structure with appropriate personnel, and delegating responsibility and authority to carry out the plan. This activity also includes defining the policies, procedures, and processes to guide team members in their work. An effective leader:

- Works closely with customers and suppliers to define expectations and mutual responsibilities.
- Assesses the situation; develops alternative courses of action.
- Develops realistic plans; determines timetables and milestones to be integrated into the plan.
- Assesses risks; develops contingency plans.
- Insures that plans affecting other groups or departments are fully coordinated.
- Allocates resources efficiently and effectively.
- Defines working relationships, roles, and responsibilities to implement the plan.
- Obtains commitments from suppliers and customers to meet plan.
- Monitors progress; balances immediate requirements with long-term responsibilities.
Strategic Thinking: Strategic leadership focuses an organization on the vision and strategies that stimulate excellent long term performance in both social responsibility and financial outcomes. Strategic thinking enables leaders to anticipate future trends and consequences accurately. It causes leaders to create credible future scenarios to respond to the rapidly changing environment. Thinking strategically enables leaders to develop conceptual frameworks to marshal the organization’s energies toward a common focus. Leaders who think strategically:

- Are not weighed down by day-to-day activities.
- Do not micro manage their business units.
- Take the time to engage in “scenario thinking.”
- Link current activities to long-term success measures.
- Understand the ramifications of near term decisions on long-term success.
- Do not overly “mortgage the future” to fulfill near term obligations.
- Regularly remind others of the “big picture” and how specific outcomes relate to achieving major goals/strategies.
- Use “system thinking” to focus on the interrelationships within the organization.
Effective team leadership requires leaders to integrate their personal attributes/qualities with their skills and competencies in a six-step leadership process:

- Understand and define the mission/purpose
- Clarify the organization’s values and guiding principles
- Create a shared vision
- Develop goals and objectives
- Develop plans and methods
- Implement and improve the appropriate process

Understand and Define the Purpose/Mission:
By affirming the purpose and mission, the leader develops a clear understanding of what needs to be accomplished in order to fulfill the customers’ expectations and sustain the company’s success. This step defines the specific focus of the team and how it contributes to the overarching goals and objectives of the organization. It is based on identifying and understanding the customers’ needs and expectations and aligning them with the work unit’s purpose.

Clarify the Impact of Values and Guiding Principles:
It is crucial for the leader to clarify the role and contribution of the organization’s core principles to the team’s overall success. The core principles are the foundation of an organization’s culture and influence the overall management philosophy of its leaders. These values reflect what is believed to be important in leading the organization into the future. Clarifying how the values impact the team creates a culture that emphasizes shared responsibility for the sustained success of the group. The guiding principles reflect the desired management philosophy and enable leaders to make appropriate and timely decisions.

Create a Shared Vision:
Creating a shared vision among the team members is essential to sustaining success. An effective shared vision communicates the purpose and direction of the team, focuses activities and energies toward a worthwhile achievement, energizes team members to put forth effort to accomplish the purpose, and encourages an appropriately participative team culture. By focusing attention toward the future through the shared vision, the leader is able to emphasize continuous improvement and quality management as important strategies to team success.

Develop Goals/Objectives:
Developing goals and objectives enable leaders to define specific activities to be accomplished in order to fulfill the mission and attain the vision. The goals and objectives provide the milestones that team members strive to meet in order to sustain success and fulfill the organization’s responsibilities to its customers. Generally speaking, goals and objectives represent measurable accomplishments that enable leaders to make incremental decisions in order to fulfill the near-term, mid-range, and long-term expectations of the organization.
Develop Plans and Methods:
Achieving long term success requires leaders to develop detailed plans that focus efforts, talents, and resources in an integrated strategy. Taking action without developing an integrated strategy often results in a great deal of misdirected activity, a lack of coordination across functions, and an inefficient use of an organization's resources. The most effective team leaders, on the other hand, recognize that planning is the bridge between the vision and implementation. Effective plans have four key attributes: responsiveness, focus, coherence, and flexibility.

Implement and Improve the Process:
Once plans are established, leaders must focus on implementing the appropriate processes that will enable the team to attain its purpose. Leaders focus the energy and efforts of team members in such a way that they achieve the expected results. In this stage, leadership by example is crucial as leaders set the pace, focus the team's efforts, monitor activities, provide resources and support, give and elicit feedback, evaluate systems and processes, and recognize and reward successes (individual and team). A critical ingredient for leading the way is the ability of leaders to understand the processes that are being implemented, to pay attention to the "critical few" elements, and to continuously focus on improvement. The aim of leadership should be to enhance the performance of systems, processes, and people while simultaneously bringing pride of workmanship to the team members. In Deming's words, the leader should "demonstrate constancy of purpose toward continuous improvement."
In today’s environment, competitive advantage accrues only to those organizations in which everyone, from top to bottom, is engaged in improving the processes in which they work or for which they are responsible. It requires leadership and the development of leaders throughout the organization who are capable of empowering others to achieve excellence in their endeavors by embracing and facilitating change.

Environmental, organizational, and technological changes are occurring at a very rapid rate. Change constantly confronts leaders at all levels and can be a force that either facilitates improvements or precipitates chaos. The most effective leaders embrace change as a way to respond to our customers’ and stakeholders’ evolving needs. They champion and win support for new initiatives. Recognizing that resistance to change is natural, they confront their own resistance to change and the resistance of others. They are sensitive to the cumulative effect of changes on the existing workload and strive to plan and manage the transitions carefully so as to maintain the commitment and performance of the workforce. An effective leader of change:

- Responds to change with flexibility and adaptability by overcoming resistance, obstacles, and/or inertia.
- Manages and implements change in a way that reduces the threat often experienced by employees.
- Helps others cope with the ongoing demands of change.
- Adds value by linking change to the strategic objectives and core values.
- Commits resources necessary to bring the change to life.
- Listens empathetically to the reasons people are resisting the change.
- Helps people explore alternatives to overcome resistance to change and implement the change strategies.
- Promotes acceptance of change by making incremental improvement a routine aspect of operations.
- Clarifies priorities when leading change.
Teamwork and Collaboration: Collaboration is the explicit result of effective team-oriented leadership. As leaders develop and practice the appropriate leadership skills and competencies and implement the identified leadership processes they will create and sustain a culture of shared responsibility rather than one of diffused accountability. Consequently, the underlying philosophy will foster a working environment characterized by creativity, problem solving, shared responsibility, trust, mutual respect, open communication, and a genuine customer focus.

Collaboration is essential in creating active partnering relationships. It builds long-term relationships with compatible partners in a manner that truly respects the values, interests, and points of view of each party while initiating actions that are in the best interest of the community and its members. Collaborative leaders invest in enhancing the quality of relationships on a daily basis and create a work environment with the following characteristics:

- Common agreement on high expectations for the team and its members.
- A commitment to common goals.
- Shared responsibility for the work that must be accomplished.
- Honest and open communications.
- Common access to vital information.
- A climate of trust and mutual respect.
- A general feeling that every member can influence what happens to the team.
- Support for decisions that are made.
- A "win-win" approach to conflict resolution.
- A focus on the processes being used as well as the results achieved.
The primary purpose of leadership is to improve the performance of systems, processes, and people. It should improve quality, increase output, and, simultaneously, bring pride of workmanship to people. Without question, leaders facilitate performance and enable organizations to achieve and sustain success.

Six significant areas of performance have been identified that are critical to the long-term success of any organization. These six areas provide a broad, balanced perspective of performance by providing appropriate focus on the strategic drivers and strategic outcomes facing the organization. Effective leaders strive to achieve success in the following areas:

- Mission
- Customer/Employee
- Quality
- Financial
- Operational
- Culture/Leadership
Into the Future…
Characteristics of the Leader of the Future...

Extraordinary levels of perception and insight into the realities of the world and into themselves...

Extraordinary levels of motivation to enable them to go through the inevitable pain of learning and change...

The emotional strength to manage their own and others’ anxiety as learning and change become more and more a way of life...

New skills in analyzing cultural assumptions, identifying functional and dysfunctional assumptions, and evolving processes that enlarge the culture by building on its strengths and functional elements...

The willingness and ability to involve others and elicit their participation, because tasks will be too complex and information too widely distributed for leaders to solve problems on their own...

The willingness and ability to share power and control according to people’s knowledge and skills, that is, to permit and encourage leadership to flourish throughout the organization...

E. Schein in
The Leader of the Future
(the Drucker Foundation)