

Effective Leadership

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About Me

- Bachelors in Electrical Engineering from UK 2018
- Electrical Team Lead and Team Manager of UK Solar Car Team
- Currently pursuing MBA
- Will begin working at United Airlines this summer
- First year as a volunteer



About you!

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Today's Agenda

Leadership Principles

Things to keep in mind to not only be an effective leader on your team, but also in your career

The image features a dark gray background with a central white horizontal band. Above and below this band are three overlapping circles in shades of blue, creating a decorative, layered effect. The circles are semi-transparent, allowing the overlapping areas to appear darker.

Emotional Intelligence

Emotional Intelligence



Most effective leaders are alike in one crucial way – they all have a high degree of emotional intelligence

You can be the smartest person in the room, but without emotional intelligence, you lack the key to being a great leader

Self-Management Skills

Self-Awareness

The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others

Self-Regulation

The ability to control or redirect disruptive impulses and moods. The propensity to suspend judgement – to think before acting

Motivation

A passion for work for reasons that go beyond money or status. A propensity to pursue goals with energy and persistence

Ability to Relate to Others

Empathy

The ability to understand the emotional make-up of others. Skill in treating people according to their emotional reactions

Social Skill

Proficiency in managing relationships and building networks. An ability to find common ground and build rapport

Goleman's Emotional Intelligence Model

Self-Awareness	Self-Regulation	Motivation	Empathy	Social Skills
<ul style="list-style-type: none">Self-confidenceRealistic self-assessmentSelf-depreciative sense of humorThirst for constructive criticism	<ul style="list-style-type: none">Trustworthiness and integrityComfort with ambiguity and change	<ul style="list-style-type: none">A passion for the work itself and for new challengesUnflagging energy to improveOptimism in the face of failure	<ul style="list-style-type: none">Expertise in attracting and retaining talentAbility to develop othersSensitivity to cross-cultural differences	<ul style="list-style-type: none">Effectiveness in leading changePersuasivenessExtensive networkingExpertise in building and leading teams

Hallmark's of the Model



Building your emotional intelligence cannot and will not happen without sincere desire and concentrated effort, it won't happen overnight



Build a "board of trustees" that you can trust for constructive feedback



Establish and reflect upon what motivates you



Practice the skills and hallmarks consistent with the various components of emotional intelligence

How do I build my emotional intelligence?



Seven Action Logics of a Leader

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Seven Action Logics of a Leader

Type	Characteristics	Strengths
Opportunist	Wins any way possible, self oriented, manipulative, “might makes right”	Good in emergencies and in pursuing sales
Diplomat	Avoids conflict, wants to belong, obeys group norms, doesn’t rock the boat	Supportive glue on teams
Expert	Rules by logic and expertise, uses hard data to gain consensus and buy-in	Good individual contributor
Achiever	Meets strategic goals, promotes teamwork, juggles managerial duties and responds to market demands to achieve goals	Well suited to managerial work
Individualist	Operates in unconventional ways, ignores rules they regard as irrelevant	Effective in venture and consulting roles
Strategist	Generates organizational and personal change, highly collaborative, weaves visions with pragmatic, timely initiatives, challenges existing assumptions	Generates transformations over the short and long term
Alchemist	Generates social transformations, reinvents organizations in historically significant ways	Leads society wide change

Seven Action Logics of a Leader

Type	Characteristics	Strengths	Weaknesses
Opportunist (5%)	Wins any way possible, self oriented, manipulative, “might makes right”	Good in emergencies and in pursuing sales	Few people want to follow them for the long term
Diplomat (12%)	Avoids conflict, wants to belong, obeys group norms, doesn’t rock the boat	Supportive glue on teams	Can’t provide painful feedback or make the hard decisions needed to improve performance
Expert (38%)	Rules by logic and expertise, uses hard data to gain consensus and buy-in	Good individual contributor	Lacks emotional intelligence, lacks respect for those with less expertise
Achiever (30%)	Meets strategic goals, promotes teamwork, juggles managerial duties and responds to market demands to achieve goals	Well suited to managerial work	Inhibits thinking outside the box
Individualist (10%)	Operates in unconventional ways, ignores rules they regard as irrelevant	Effective in venture and consulting roles	Irritates colleagues and bosses by ignoring key organizational processes and people
Strategist (4%)	Generates organizational and personal change, highly collaborative, weaves visions with pragmatic, timely initiatives, challenges existing assumptions	Generates transformations over the short and long term	None
Alchemist (1%)	Generates social transformations, reinvents organizations in historically significant ways	Leads society wide change	None

Why is this important?



Need to be honest with yourself about what action logic you fall under so that you can better identify your strengths and weaknesses



Knowing which action logic you fall will help you identify the steps you need to take to reach strategist



Leaders who make an effort to understand their own action logic can improve their ability

How do I become a Strategist?

From Expert to Achiever

One of the most painful bottlenecks in most organizations

Practice conversational strategies to help you understand another party's point of view

Expose yourself to problems with ambiguous solutions

From Achiever to Individualist

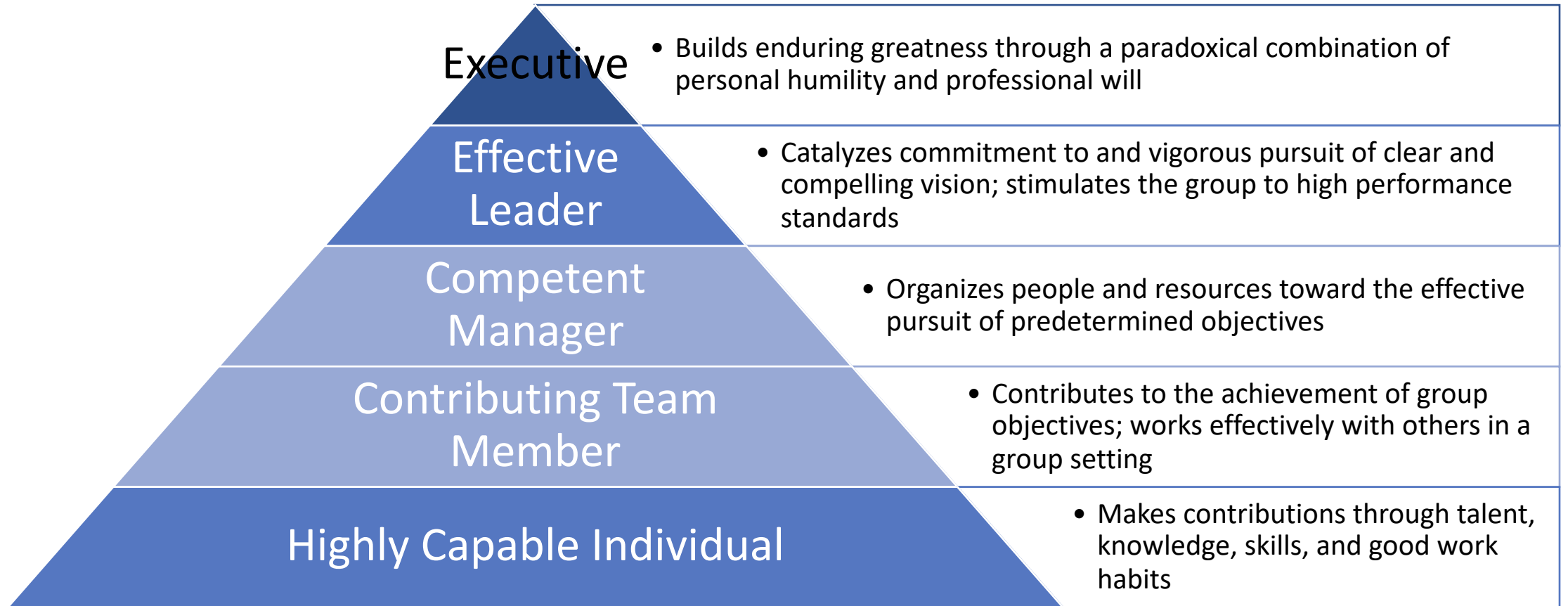
Use inquiry as a way to reflect on the goals themselves with the aim of improving future goals

To Strategist and beyond

Move past primarily seeking personal skills, start to seek out disciplines to create a sustainable community of people who can challenge emergent leader's assumption

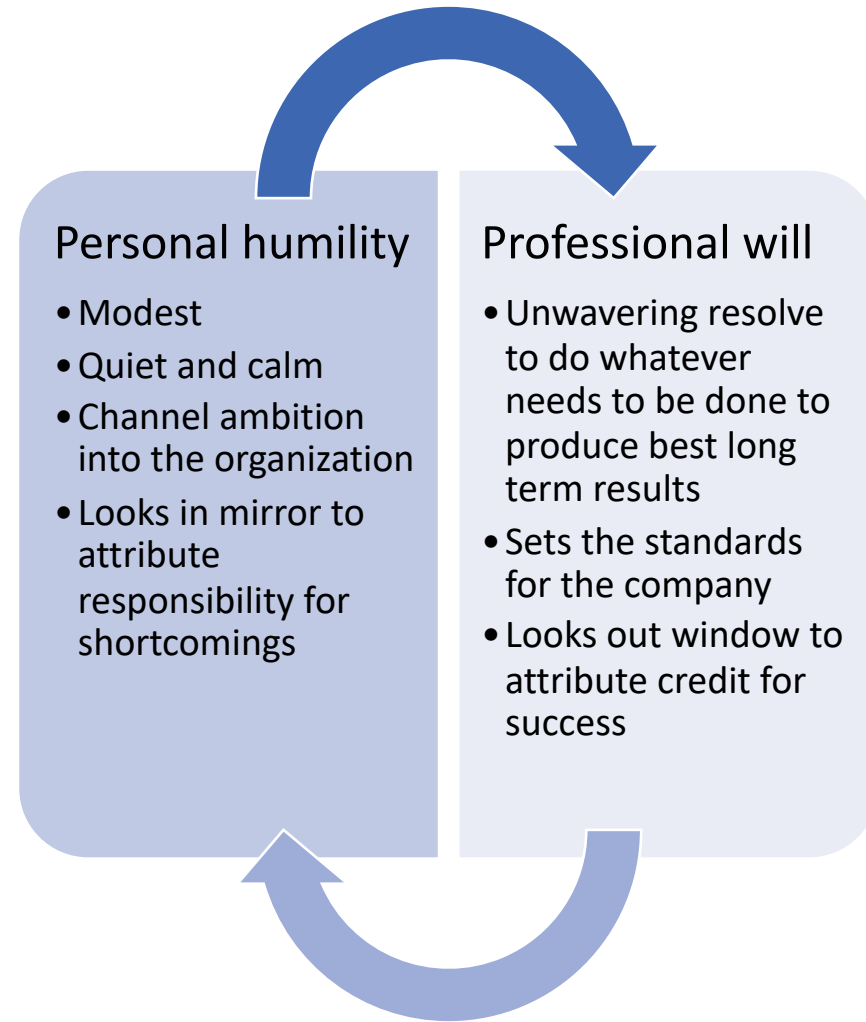
The image features a dark grey background with a decorative pattern of overlapping circles in various shades of blue. A prominent white horizontal band runs across the center of the image. The text "Level 5 Leadership" is centered within this white band.

Level 5 Leadership



Level 5 Leadership

Combination of Personal Humility and Professional Will



Stockdale Paradox



- Named after Admiral James Stockdale, POW survivor
- They're able to confront the most brutal facts in their current reality yet maintain absolute faith that they will prevail



Why should anyone be lead by you?

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Why do you
need to
think about
this?

It's a tough question that you should
have the answer to

We're a generation of empowered
individuals, everyone wants to lead in
one respect or another

You can't get anything done without
followers, so how do you gain them?

Leadership Myths



Everyone can be a leader

Not true



Leaders deliver business results

Not always



People who get to the top are leaders

Not necessarily



Leaders are great coaches

Rarely

Inspirational leaders share four qualities:

01

They selectively show their weakness

02

They rely heavily on intuition to gauge the appropriate timing and course of their actions

03

They manage employees with something we call tough empathy

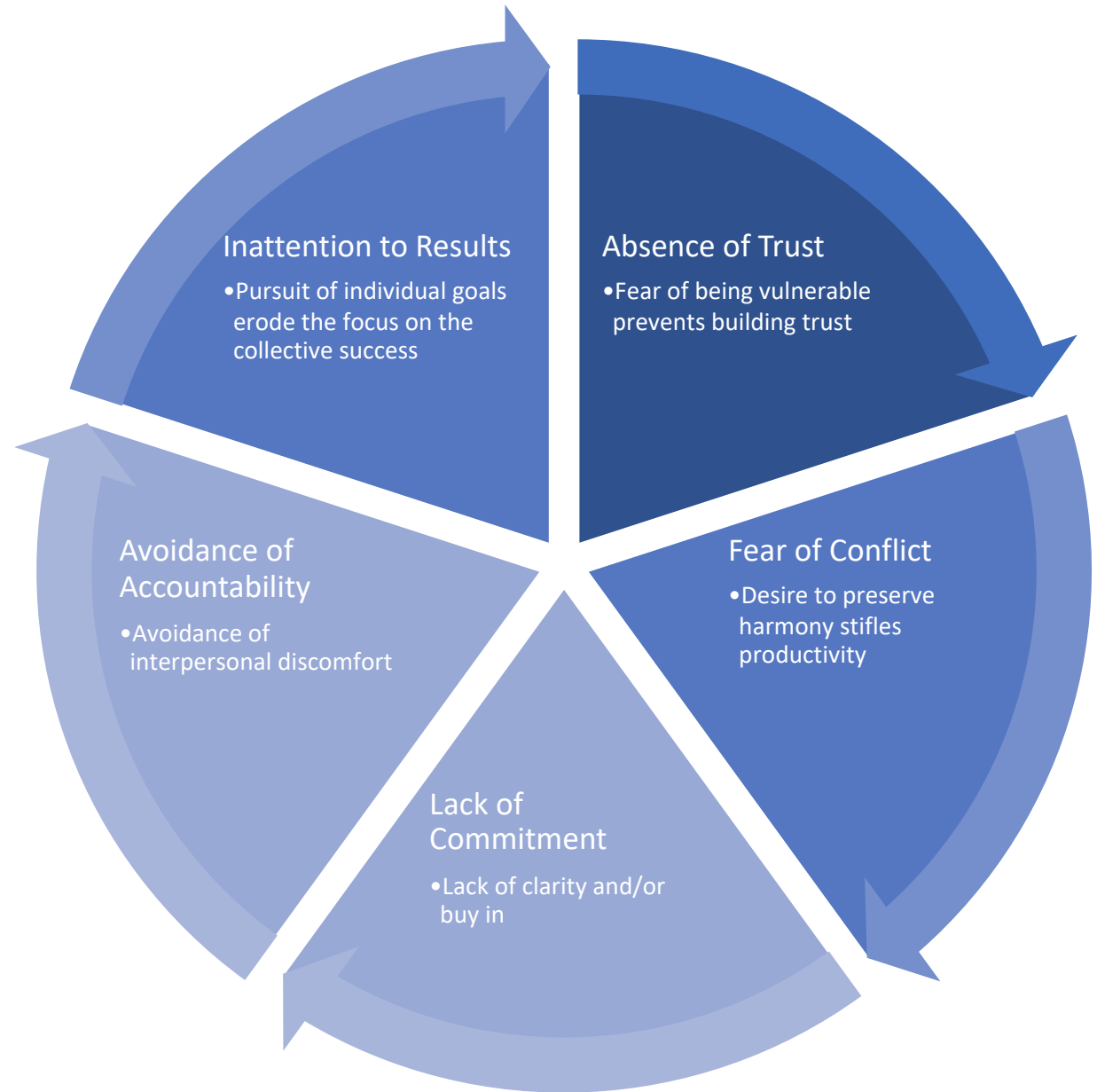
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They reveal their differences

Team Building

Never take this for granted!

Five Dysfunctions of a Team



Typical Disruptive Team Behavior

Floundering – unclear or overwhelmed

Overbearing/dominating participants

Reluctant participants

Unquestioning acceptance of opinions as facts

Rush of accomplishment

Attribution (assume teammates motives)

Discount and “plops” (discounting or ignoring perspectives and values)

Wanderlust: digression and tangents

Feuding team members

How to move past these dysfunctions

Trust

- Lead by example, share your vulnerabilities
- Be empathetic and curious, facilitate sharing from others
- Be accepting

Conflict

- Create constructive conflict, not combative

How to Foster Constructive Conflict



Create an environment where each person feels their thoughts, opinions, and ideas are valued



Separate the issues from the people



Listen to understand (seek to understand, THEN to be understood)



Acknowledge your own logic or mental model



Separate and acknowledge opinions vs. facts



Generate multiple alternatives

How to move past these dysfunctions (cont.)

Commitment and Accountability

- Establish urgency, performance standards, and direction
- Pay attention to the first meetings and actions, initial impressions matter
- Set clear rules of behavior, e.g. discussion, confrontation, contribution, etc.
- Set and seize upon a few immediate tasks and goals
- Challenge the group regularly with fresh facts and information
- Spend lots of time together
- Exploit the power of positive feedback and recognition

Inattention to Results

- Public declaration of results – teams that are willing to commit publicly to specific results are more likely to work with commitment and even passion to achieve results

Five Characteristics of Effective Teams



Common Purpose

What's your team's purpose in your own words for each project?



Performance Goals

Establish goals collectively that tie to the purpose – compelling goals inspire and challenge a team



Complementary Skills and Perspectives

Encourage open-ended discussions and active problem solving meetings



Commitment to How the Work Gets Done

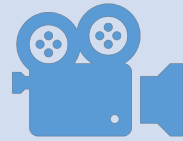
Address: what work, who does it, when it needs to get done, how decisions will be made, shared burden



Mutual Accountability

Commitment and trust; do what you say you will do
Establish progress reviews, group sharing of work and progress

Other Tips



Use fun activities like movie night or laser tag



It's important to still be professional during meetings, but team building activities can build a familiarity that's essential to smoother interactions

Tips specific to leading within your team



COMMUNICATE!! You can never have too much communication



Make sure team members feel heard – there's no such thing as a bad idea



Think about how you speak

Advocacy and inquiry matrix

Communication



Advocacy and Inquiry Matrix

Projects and Deadlines

Multiply your budget/timelines
by 4


Don't get into the weeds of a project, keep it simple stupid

- Can't manage a project and get into the weeds at the same time, keep your eyes on the schedule and the budget, but not in a way that stifles other's progress

Don't set deadlines that you don't intend to keep or meet, if you think a deadline is unrealistic then either change things so it can be realistic or speak up and create a new deadline that is realistic

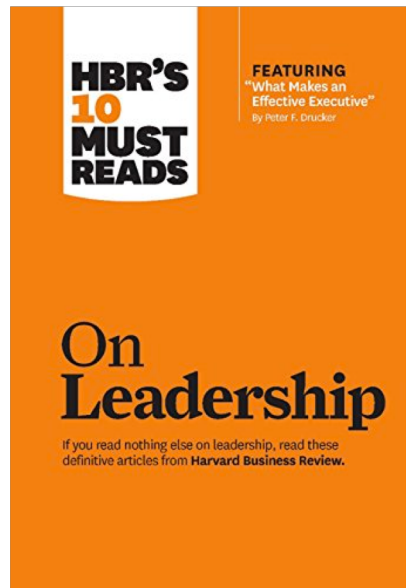
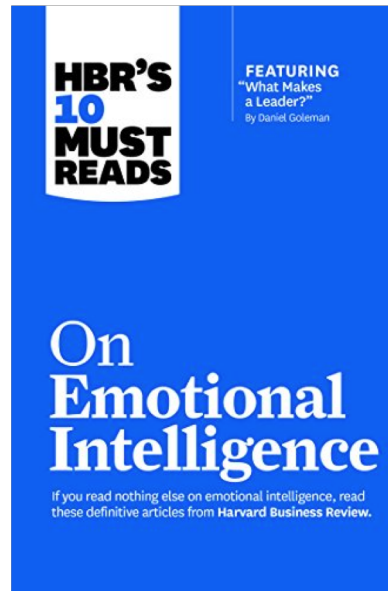


Additional Tips

- Don't forget the purpose of your team – don't sacrifice the enrichment of your team members for getting the car done
 - Conflict is important – don't avoid it
- 

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Group Discussion



Additional Content

- “Not all readers are leaders, but all leaders are readers”
- HBR’s Top 10 Must Read
 - On Leadership
 - On Emotional Intelligence
- “Managing with Power” -Jeffery Pfeffer
- HBR Women at Work Podcast

Not covered in the session,
but watch if you have time!

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action/discussion