Effective Leadership

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About Me

- Previous Electrical Team Lead and Team Manager of UK Solar Car Team
- Graduated from UK in 2019 with BSE in Electrical Engineering and MBA
- Pricing Analyst for United Airlines
- 3rd event as a volunteer
Today’s Agenda

- Leadership Principles
- Team Building
- Tips for leading a solar car team
- Group Discussion
Leadership Principles

Things to keep in mind to not only be an effective leader on your team, but also in your career
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.
Goleman’s Emotional Intelligence Model

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.

**Self-Management Skills**

**Empathy**

**Social Skill**
<table>
<thead>
<tr>
<th>Self-Awareness</th>
<th>Self-Regulation</th>
<th>Motivation</th>
<th>Empathy</th>
<th>Social Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-confidence</td>
<td>Trustworthiness and integrity</td>
<td>A passion for the work itself and for new challenges</td>
<td>Expertise in attracting and retaining talent</td>
<td>Effectiveness in leading change</td>
</tr>
<tr>
<td>Realistic self-assessment</td>
<td>Comfort with ambiguity and change</td>
<td>Unflagging energy to improve</td>
<td>Ability to develop others</td>
<td>Persuasiveness</td>
</tr>
<tr>
<td>Self-deprecative sense of humor</td>
<td>Optimism in the face of failure</td>
<td>Optimism in the face of failure</td>
<td>Sensitivity to cross-cultural differences</td>
<td>Extensive networking</td>
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<tr>
<td>Thirst for constructive criticism</td>
<td></td>
<td></td>
<td></td>
<td>Expertise in building and leading teams</td>
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**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.
Level 5 Leadership
Level 5 Leadership

Executive
- Builds enduring greatness through a combination of personal humility and professional will

Effective Leader
- Catalyzes commitment to and vigorous pursuit of clear and compelling vision; stimulates the group to high performance standards

Competent Manager
- Organizes people and resources toward the effective pursuit of predetermined objectives

Contributing Team Member
- Contributes to the achievement of group objectives; works effectively with others in a group setting

Highly Capable Individual
- Makes contributions through talent, knowledge, skills, and good work habits
Combination of Personal Humility and Professional Will

Personal humility
• Modest
• Quiet and calm
• Channel ambition into the organization
• Looks in mirror to attribute responsibility for shortcomings

Professional will
• Unwavering resolve to do whatever needs to be done to produce best long term results
• Sets the standards for the team
• Looks out window to attribute credit for success
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?
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?
<table>
<thead>
<tr>
<th>Myth</th>
<th>Fact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Everyone can be a leader</td>
<td>Not true</td>
</tr>
<tr>
<td>Leaders deliver business results</td>
<td>Not always</td>
</tr>
<tr>
<td>People who get to the top are leaders</td>
<td>Not necessarily</td>
</tr>
<tr>
<td>Leaders are great coaches</td>
<td>Rarely</td>
</tr>
</tbody>
</table>
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

04. They reveal their differences
Team Building

Never take this for granted!
Five Dysfunctions of a Team

Absence of Trust
- Fear of being vulnerable prevents building trust

Fear of Conflict
- Desire to preserve harmony stifles productivity

Avoidance of Accountability
- Avoidance of interpersonal discomfort

Lack of Commitment
- Lack of clarity and/or buy in

Inattention to Results
- Pursuit of individual goals erode the focus on the collective success
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
<table>
<thead>
<tr>
<th>Five Characteristics of Effective Teams</th>
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</thead>
<tbody>
<tr>
<td><strong>Common Purpose</strong></td>
</tr>
<tr>
<td><strong>Performance Goals</strong></td>
</tr>
<tr>
<td><strong>Complementary Skills and Perspectives</strong></td>
</tr>
<tr>
<td><strong>Commitment to How the Work Gets Done</strong></td>
</tr>
<tr>
<td><strong>Mutual Accountability</strong></td>
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</table>
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
Advocacy and Inquiry Matrix

High Advocacy
Low Inquiry
- Explaining
- Imposing

High Advocacy
High Inquiry
- Mutual Learning
- Engaged

Low Advocacy
Low Inquiry
- Observing
- Withdrawing

Low Advocacy
High Inquiry
- Interviewing
- Interrogating
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 others’ 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
Group Discussion
• “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