Leadership Personality & Management Skills

Kiel, 16th of Sept. 2011

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Programme of the day

Strengths & Challenges of participants

What are the tasks of a manager or leader?
Differenciating between managing and leading according to Warren Bennis

The manager **administers**;
the leader **innovates**.

The manager **maintains**;
the leader develops.

The manager focuses on **systems and structure**;
the leader focuses on **people**.

The manager relies on **control**;
the leader inspires **trust**.

The manager has a **short-range view**;
the leader has a **long-range perspective**.

The manager does **things right**;
the leader does the **right thing**.

9 Aereas of Core Competencies of a Leader:

- Motivating others

- Systemic thinking

- Decision taking

- Acepting critique

- Delegating tasks

- Time management

- Conflict resolution

- Presentation

- Comunication

How to Lead? The DiSC-Model
(developed by John G. Geier et al.)

- The four behavioural styles of the DiSC-Model:

  - D – Dominance

  - I - Influence

  - S – Supportiveness

  - C - Conscientiousness

DiSC
focus of action & core competencies (1):

- Dominance:
  - Getting immediate results
  - Taking action
  - Accepting challenges
  - Making decisions quickly
  - Questioning the status quo
  - Solving problems

- Influence:
  - Contacting people
  - Verbalizing
  - Generating enthusiasm
  - Entertaining people
  - Viewing people and situations optimistically
  - Participating in a group

DiSC
focus of action & core competencies (2):

- Supportiveness:
  - Performing in a consistent, predictable way
  - Showing patience
  - Wanting to help others
  - Showing loyalty
  - Being a good listener
  - Creating a stable, harmoniuos work environment

- Conscientiousness:
  - Paying attntion to key directives and standards
  - Concentrating on key details
  - Weighing pros & cons
  - Checking for accuracy
  - Analyzing perfomrance critically
  - Using a systematic approach

DiSC – additional information

- Furthermore, the DiSC-Modell provides information about:

  - Motivating and Discouring attitudes

  - Favourable & disfavourable environments

for each one of the styles.

Which one is your Behavourial Style in a specific situation?

- Filling in the questionnaire…
- Summing up the scores
- Reading through dominant profile

Which one is „the best" style?
What are characteristics of a good manager?

- <u>In small groups:</u>
- Please decide which of the four styles you concider to be the most adequate behaviour for a manager
- Please make a list with important chacracteristics of a good manager
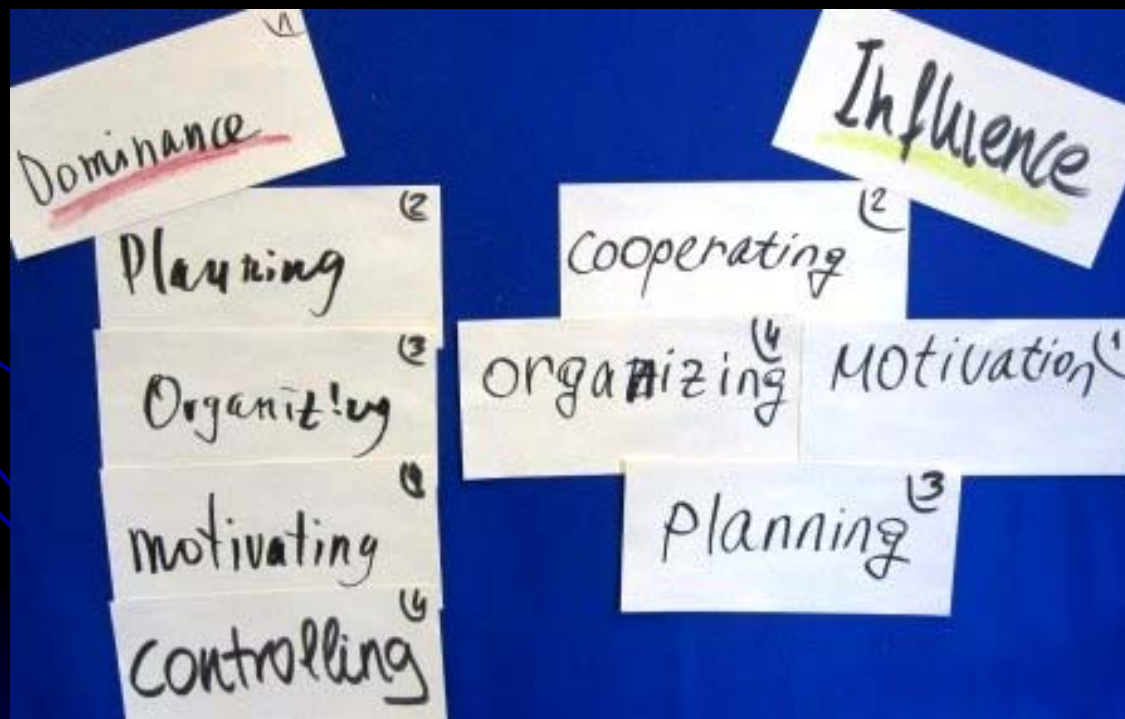
What is a "good" leader?

- **Results from the GLOBE-Study:**
- (17.000 respondents, 951 Organizations, 62 countries)

- **(Universally) shared desirable attributes:**
  - E.g.: trustworthy, just, honest, having foresight, encouraging

- **Shared undesirable aspects:**
  - E.g.: asocial, non-cooperative, irritable, dictatorial

- **Ambiguous attributes:**
  - E.g.: individualistic, status conscious, risk taker

What is a "good" leader?

- **(Universally) shared desirable attributes:**
  - E.g.: trustworthy, just, honest, having foresight, encouraging
- Are they really universal? Universal WORDS or universal MEANINGS?
- What does it mean to be "just" when leading?

"being just with you, I give you all the same task: please climb up this tree"

The ideal leader…

… Results from a German perspective

- Which charcateristics should the ideal leader have? Percentage of first choice by German employees:

  - 42 %   setting clear goals
  - 25 %   being critical about himself
  - 15 %   delegating responsabilities
  - 14 %   giving positive feedback to employees
  - 3,5%   Being present at all times

What is a "good" leader?

"Some of the best business and non-profit CEOs
I've worked with over a sixty-five-year consulting career
were not stereotypical leaders.
They were all over the map in terms of their personali-
ties, attitudes, values, strengths, and weaknesses."

Peter Drucker,
business Author & Consultant

Factors influencing the Leading-Situation

I - The Leader

- …

- …

II - The employees / The group

- …

- …

III - The task / the aim

- …

- …

IV - The internal / external situation of the company

- …

- …

Factors influencing the Leading-Situation (1)

I - The Leader

- personality
- education / skills
- experience (from former jobs)
- language of management

II.a - The employees

- education / skills
- known (accepted) leading style
- social security, conditions
- personality, expectations of life

II.b - The group

- structure (homogeneity / heterogeneity)
- size
- discipline
- conflicts

Factors influencing the Leading-Situation (2)

III.a - The task
- complexity (simple routine or new and challenging?)
- required number of persons / knowledge / machines

III.b - The aim
- long vs. short term
- building relationship vs. productivity
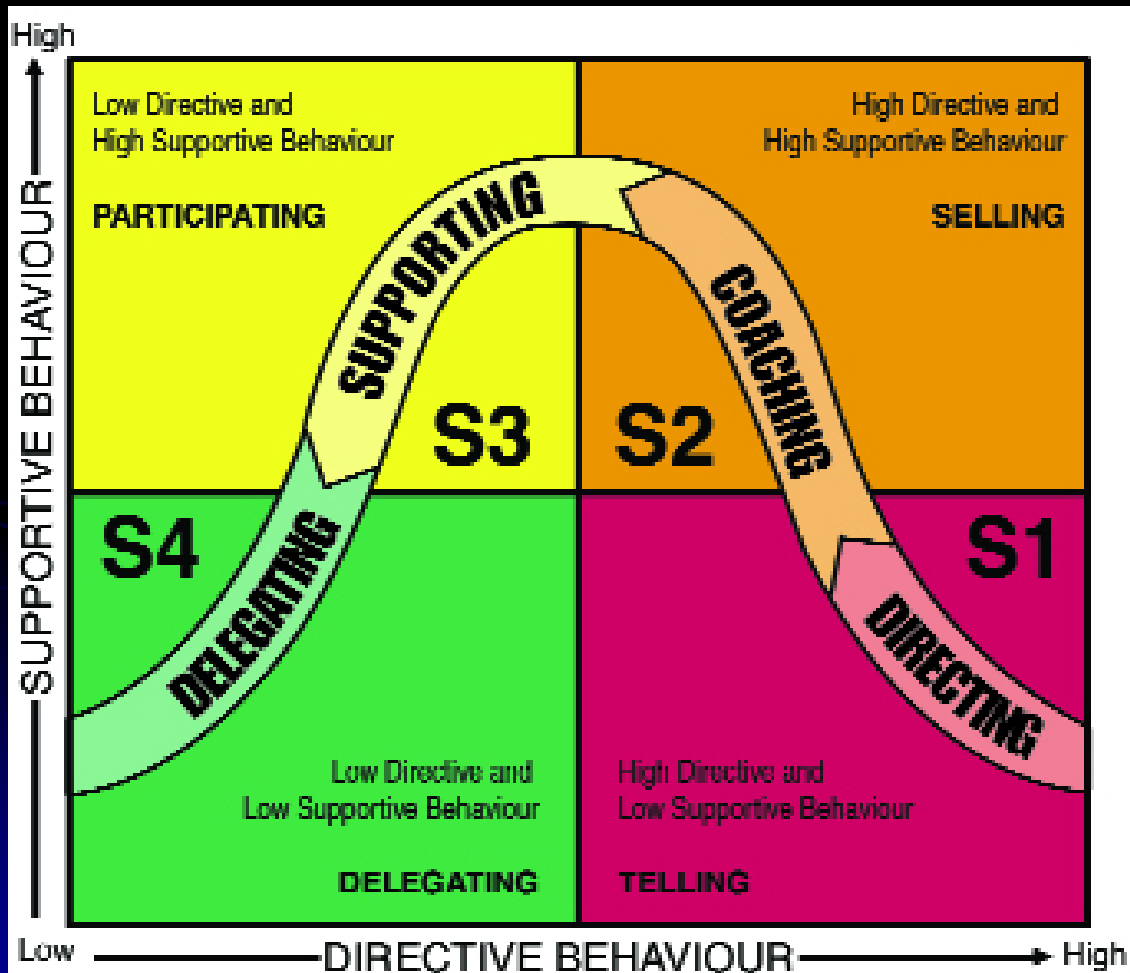
IV.a - Internal Situation
- human & financial resources
- position in overall structure
- stability / changes

IV.b - External situation
- job market
- laws (social insurances, environmental etc.)
- surrounding culture
- moral expectations of society

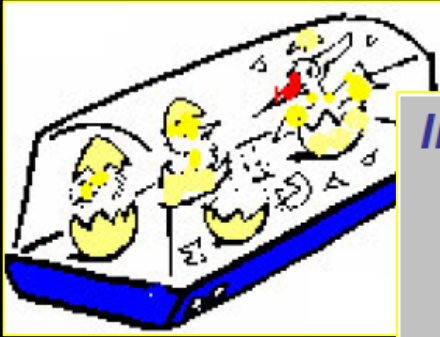# Leading Styles and Characteristics of employees: Situational leadership
(Hersey und Blanchard)

Corporate Cultures

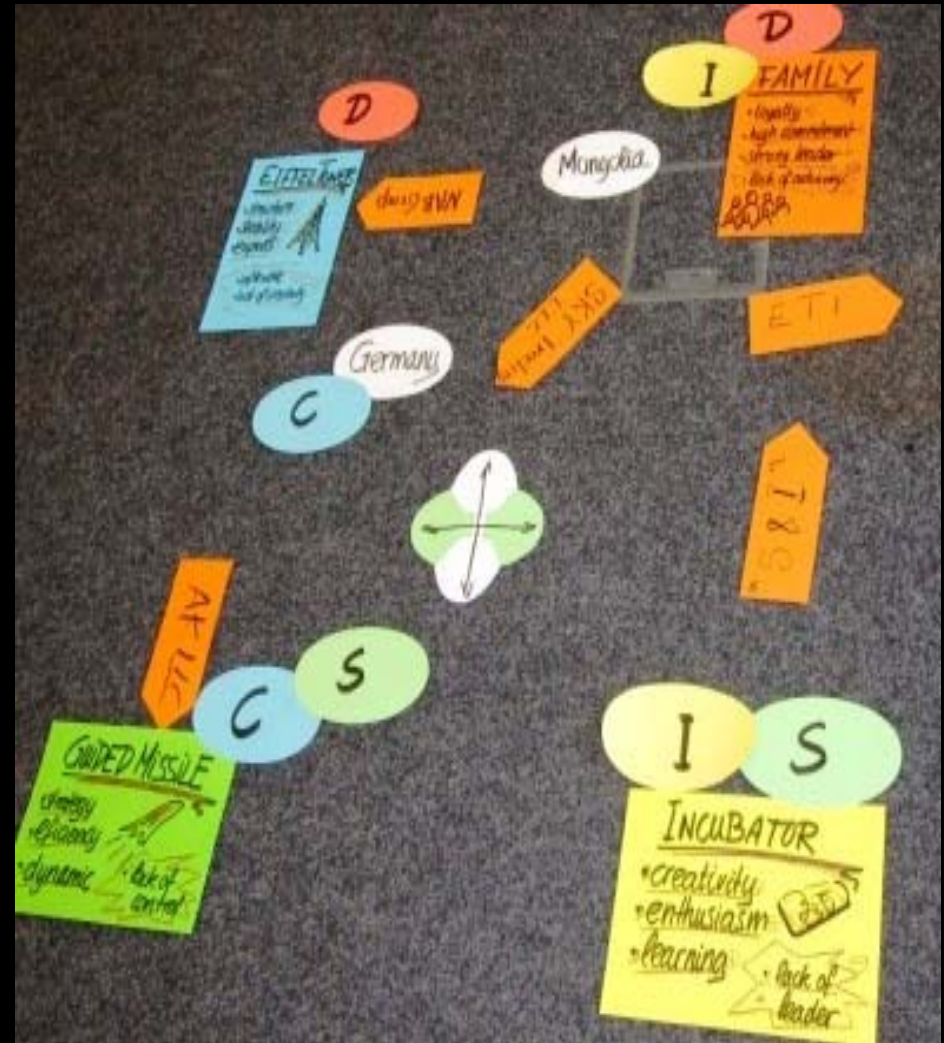| Incubator	Egalitarian	Guided missile
ORGANIZED CHAOS MBP LEARNING		STRATEGY MBO PAY FOR PERFORMANCE
Person oriented		**Task oriented**
NETWORK MBS PROMOTION/ POWER	Hierarchical	STRUCTURE MBJD EXPERTISE
Family		Eiffel tower

Source:
adapted from Trompenaars & Hampden-Turner

Corporate Cultures,
Participant's corporate cultures & Leading Styles

Corporate Cultures in Transition
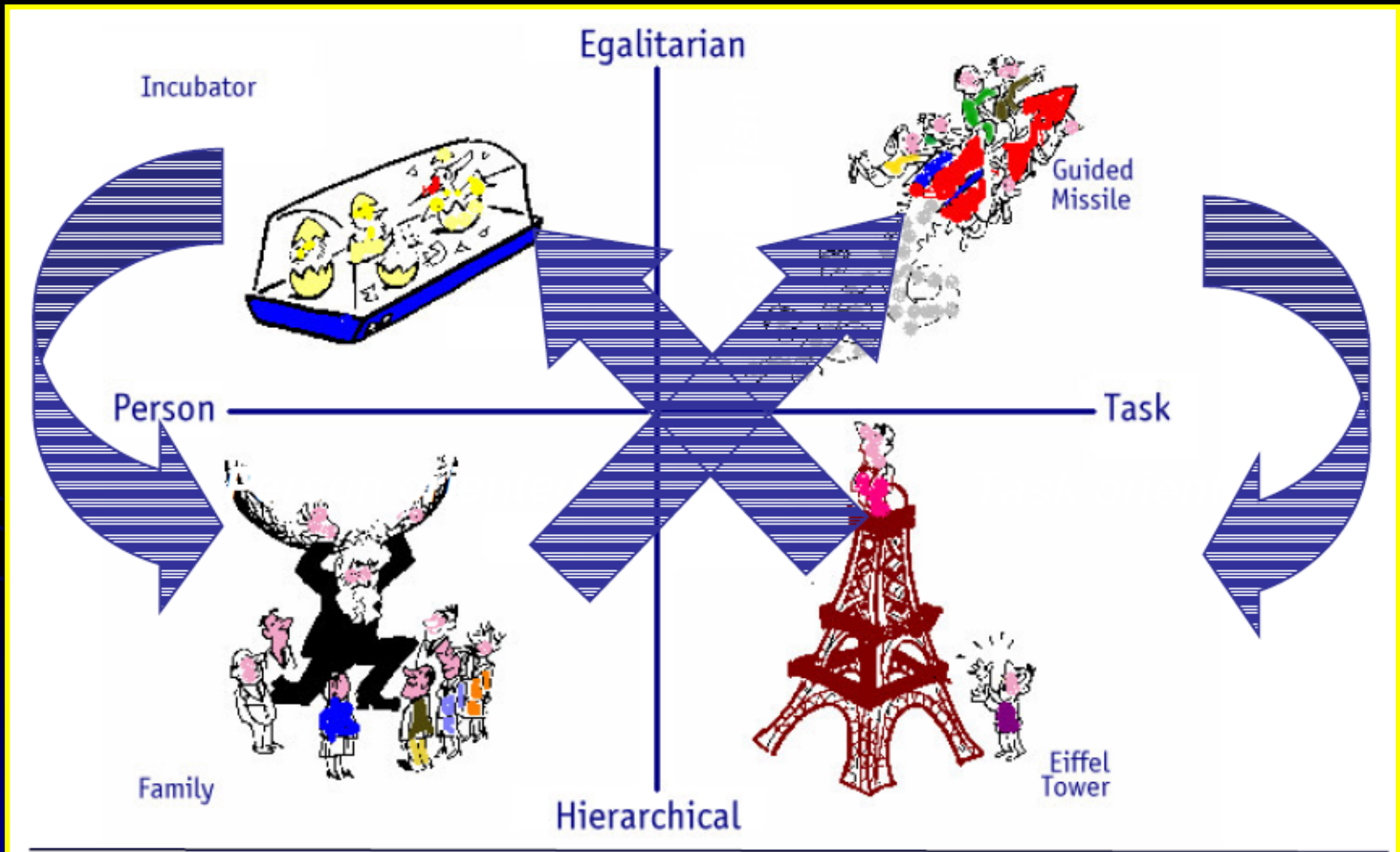
Source: adapted from Trompenaars & Hampden-Turner

Corporate Cultures
from Invention to Intention

Egalitarian

Incubator

Main tension:

**individual creativity
vs.
central information**

INITIAL STRENGTHS:
CREATIVE
FLEXIBLE
WEAKNESS:
ANARCHY
CHAOS

LEADERSHIP CRISIS
Task

INITIAL STRENGTHS:
LOYALTY/COMMITMENT
STRONG LEADERSHIP

Family

Hierarchical

Source: adapted from Trompenaars & Hampden-Turner

Corporate Cultures
from Intention to Invasion

Egalitarian

INITIAL STRENGTHS:
LOYALTY/COMMITMENT
STRONG LEADERSHIP

Guided Missile

WEAKNESS:
COUNTRYCLUB
CENTRALIZATION
Person

Task

Main tension:

**concern with people
vs.
concern with process**

INITIAL STRENGTHS:
STRATEGIC
CUSTOMER FOCUSED

CRISIS OF AUTONOMY

Hierarchical
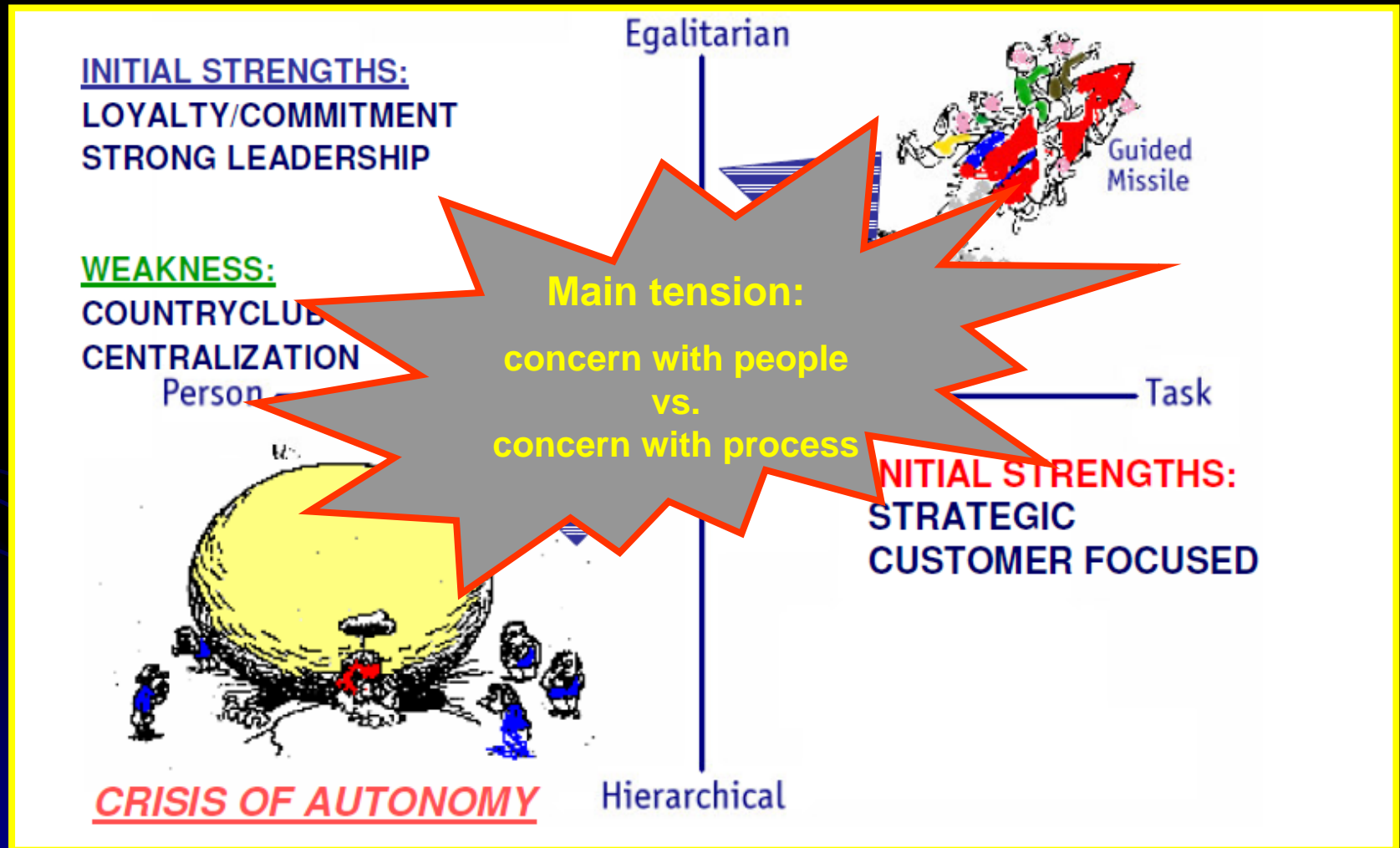
Source: adapted from Trompenaars & Hampden-Turner

Corporate Cultures
from Invasion to Implementation

INITIAL STRENGTHS:
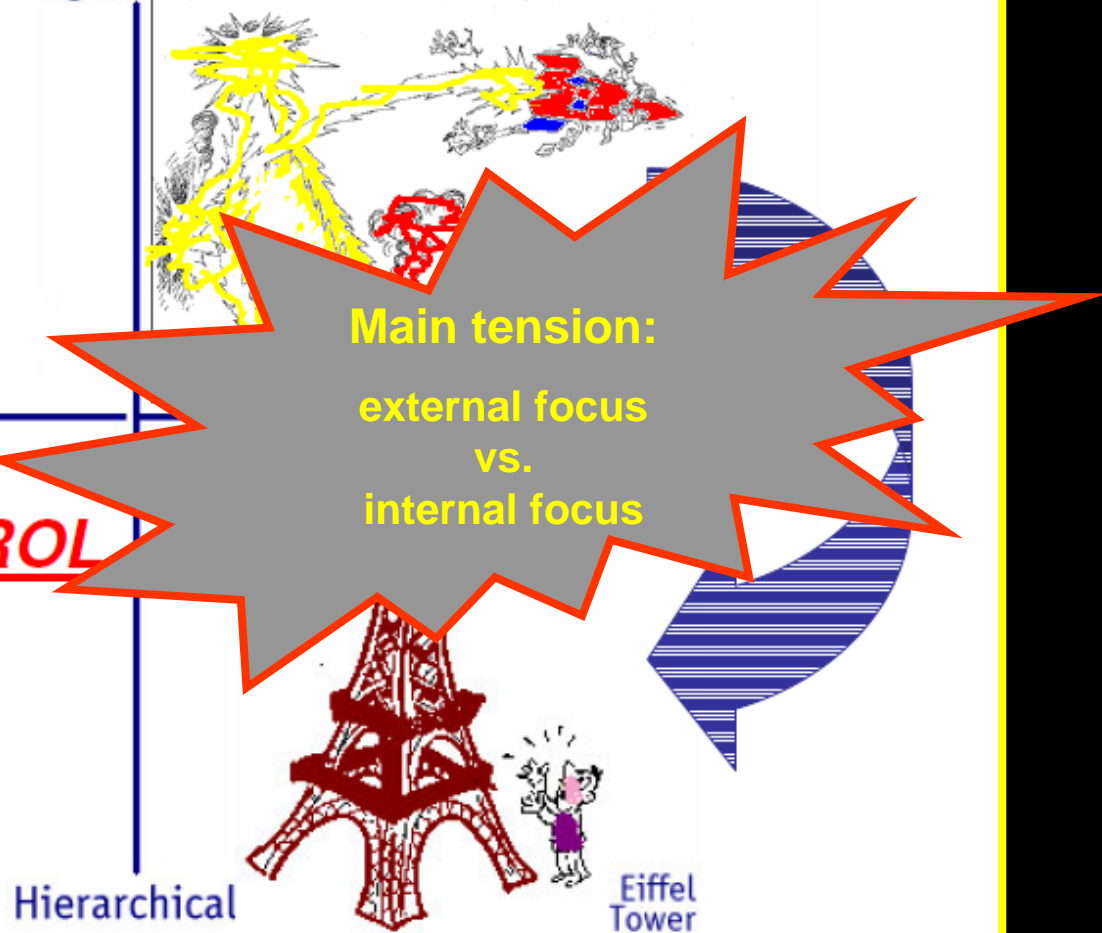STRATEGIC
CUSTOMER FOCUSED

WEAKNESS:
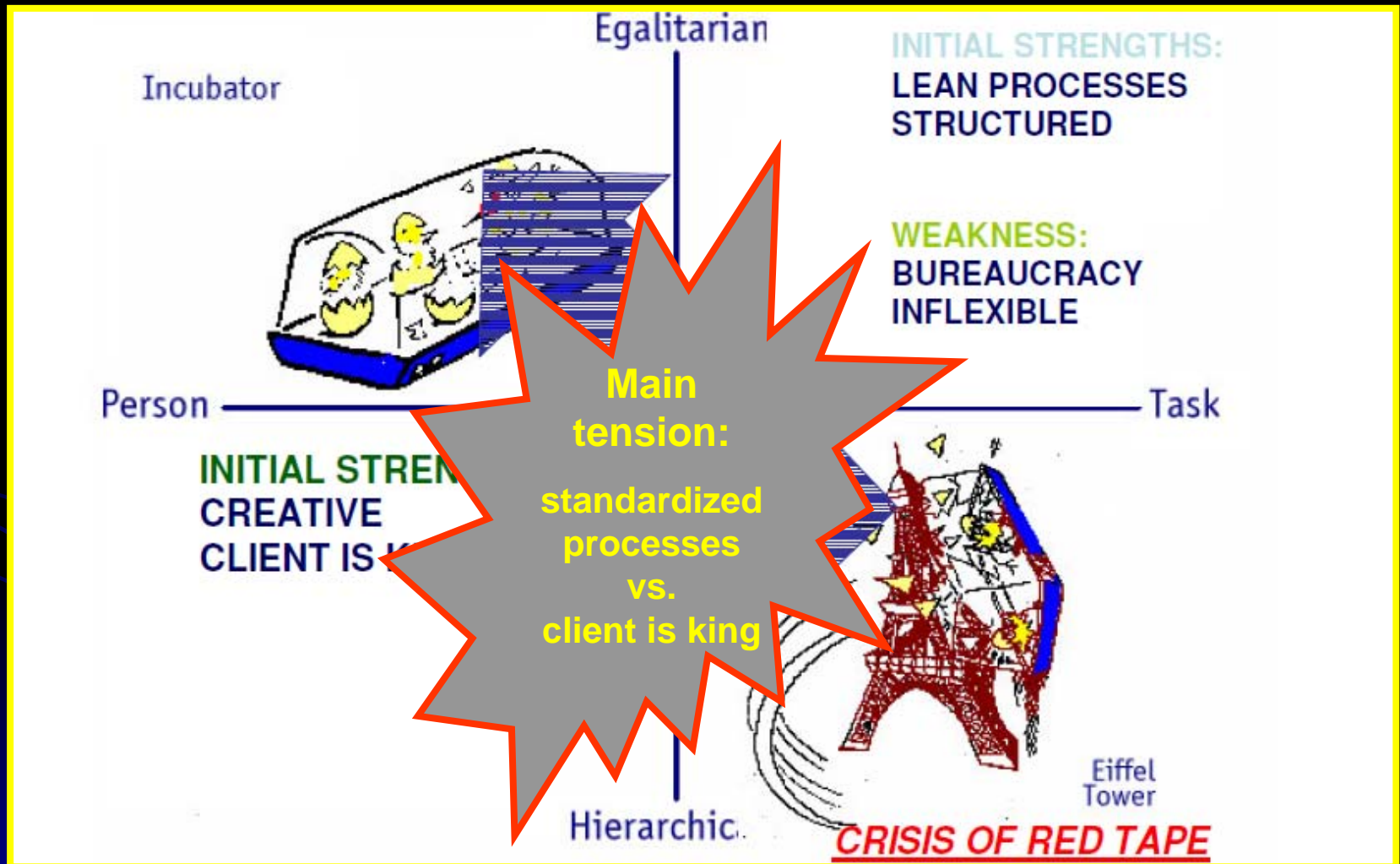SWEATSHOP
SHORT TERMISM

Person

CRISIS OF CONTROL

INITIAL STRENGTHS:
EFFICIENT
STRUCTURED

Egalitarian

Hierarchical

Eiffel Tower

Main tension:

external focus
vs.
internal focus

Source: adapted from Trompenaars & Hampden-Turner

Corporate Cultures
from Implementation to Innovation

Egalitarian

Incubator

INITIAL STRENGTHS:
LEAN PROCESSES
STRUCTURED

WEAKNESS:
BUREAUCRACY
INFLEXIBLE

Person ——————————————— Task

INITIAL STREN...
CREATIVE
CLIENT IS ...

Main tension:

standardized processes vs. client is king

Hierarchic.

Eiffel Tower

CRISIS OF RED TAPE

How to introduce change
(Adapted from Hofstede, G. (2006) Lokales Denken, globales Handeln)

- **The organizational level**
  - Analysing existing culture & potential conflicts
  - Defining intended changes
  - Who's task is it, who can do it?
  - Where to start changing the OC
  - What to decide and what to do
  - Planning changes in structure & process
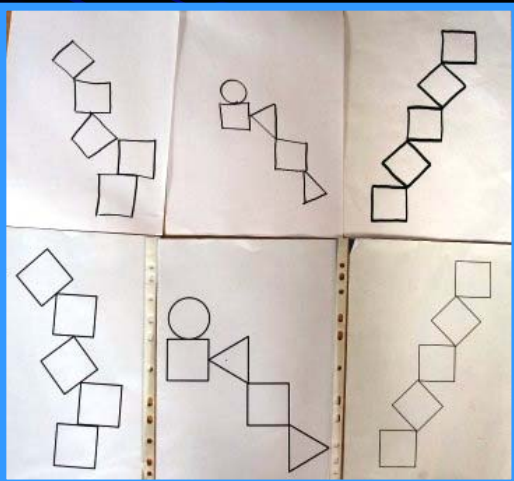 - Testing staffing policies

Corporate Cultures
What to do when entering a new Workplace

- **On the personal level – there are a number of questions, that are helpful to ask and to answer yourself…:**
  - What is the dominating corporate culture?
  - What is **my** personal preferred working style?
  - Which aspects are disturbing me?
  - Which aspects do I like in the Corporate Culture
  - What is important for me / where do I want to get?
  - Where do I stand / who has power over whom?
  - What are my options?
  - Where are my limits?

Practicing Management Skills

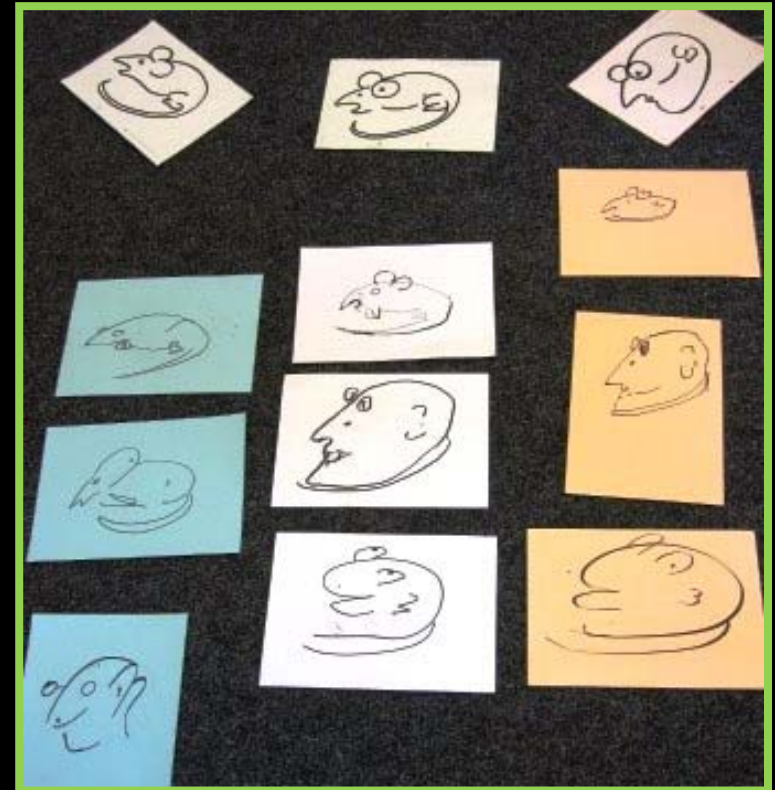Understanding conflicts
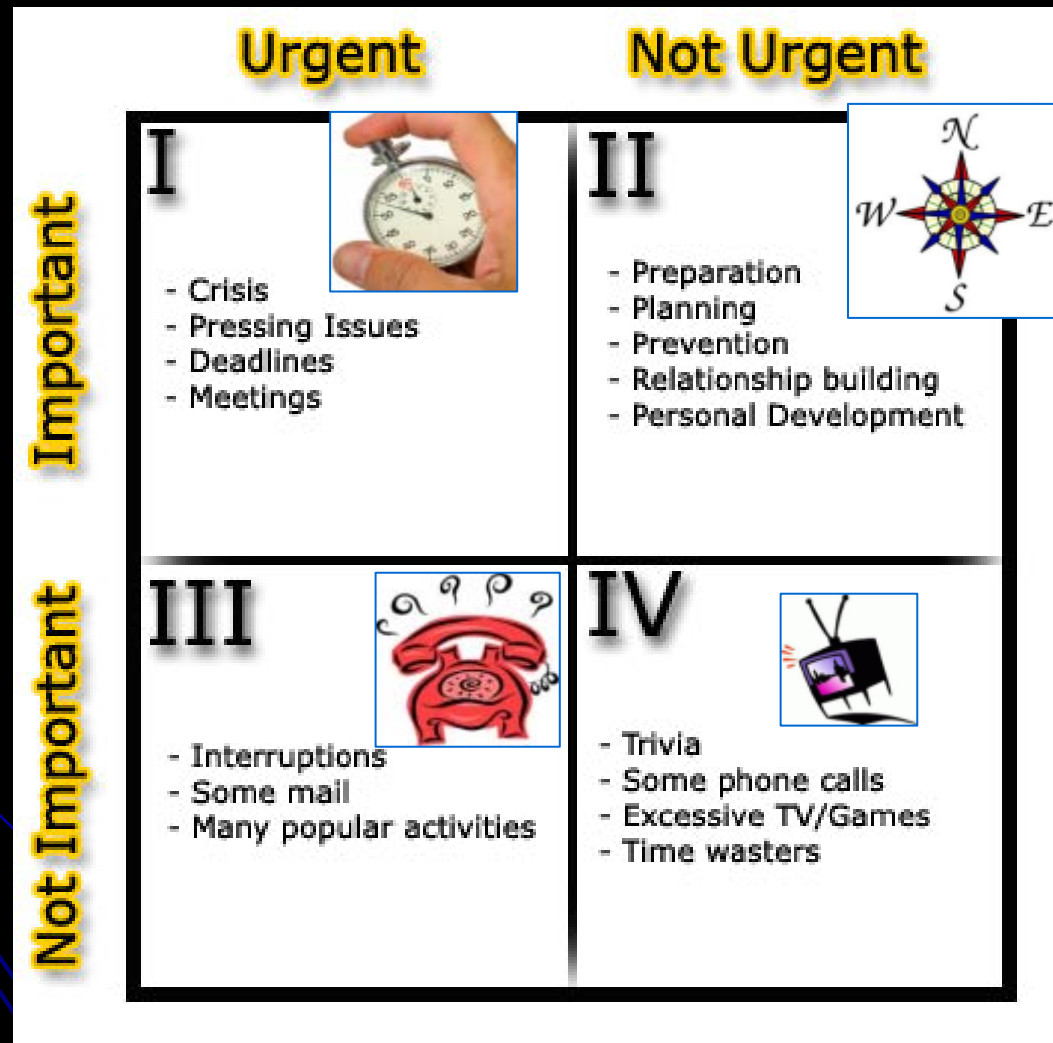
Giving instructions

Setting goals

Time - Management

„*You cant manage time.*
The only thing
you can really manage
is yourself"

The 4 quadrant time-management system

Leadership Personality & Management Skills

WAK, 16th of Sept. 2011
with Lisa Buddemeier

- *I wish you all the best for the rest of your time in Kiel, Germany and Europe and a safe trip home to Mongolia!*

- *If you have any further questions concerning the training or related topics, don't hesitate to ask. You can contact me by mail or phone.*

It was a pleasure working with you!
баярлалаа!

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