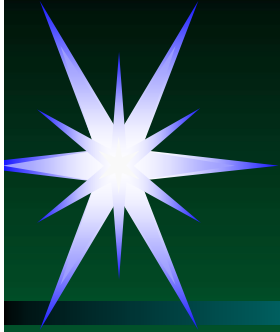


# LEADERSHIP DEVELOPMENT

Present by:  
**Wenqin Shao, MBA, M.Sc. P.Eng.**

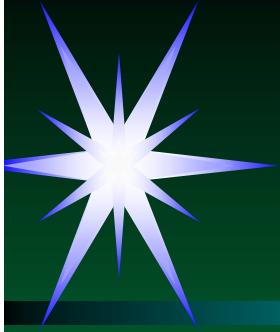
# AGENDA OF SEMINAR



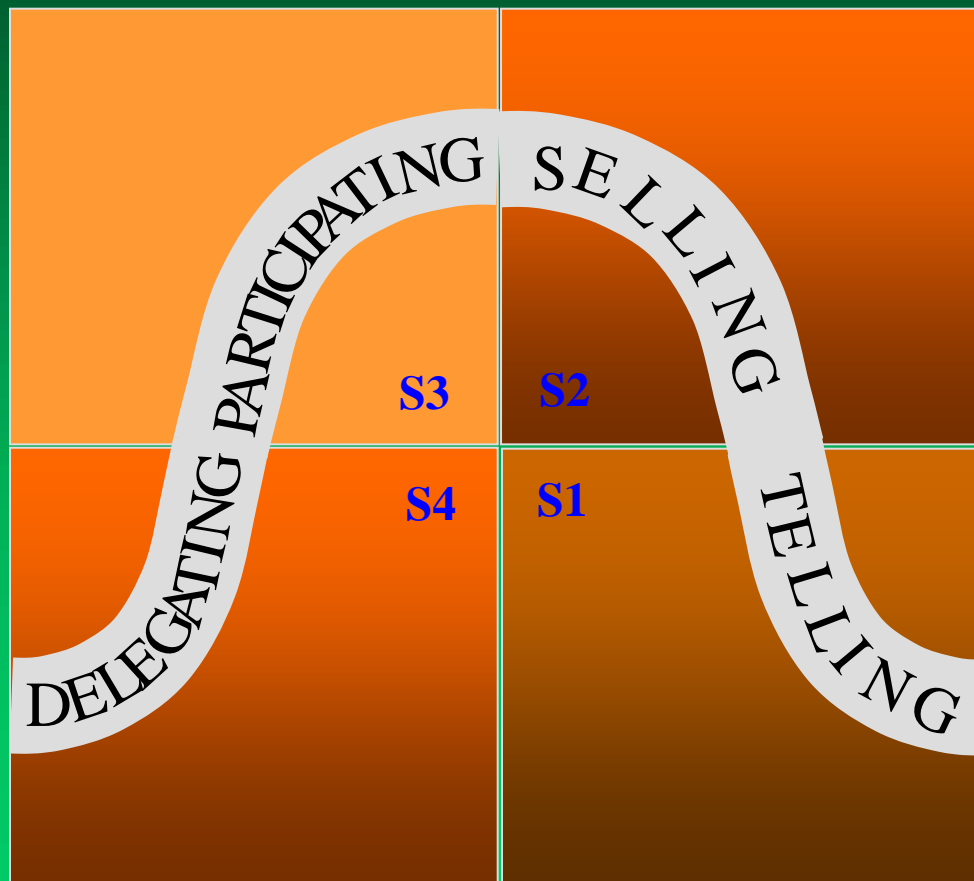


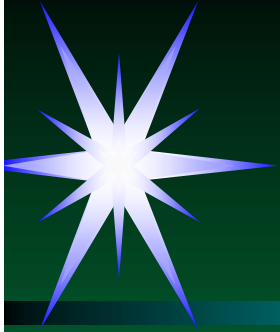
# Program Objectives

- Understand how employees can be motivated and managed effectively
- Review leadership style that encourage professional productivity
- Highlight the skills required to match your leadership style to the specific needs of your people
- Incorporate everything we have learned through experience or formal training



# Leadership Behaviour

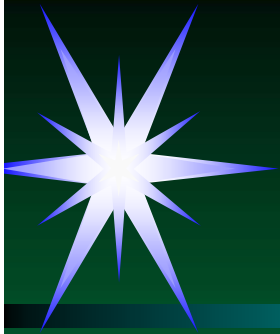




# Information Explosion

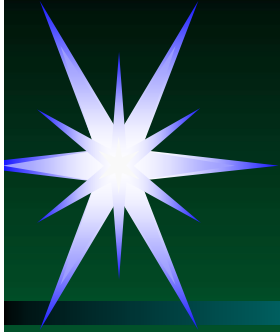


- The information of an issue of the New York Times = a person's lifetime in 16th century
- Information today doubles every five years
- Expect to change careers three to five times
- Unconditional lifetime employment is gone forever



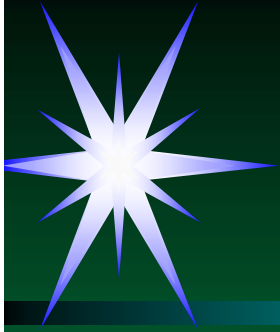
# Learn How To Think





# Discover Your Paradigm

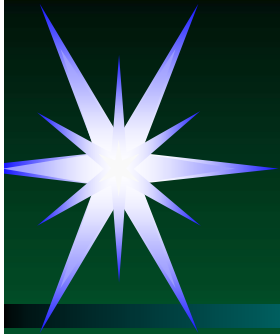




# Three Key Skills

- Self-awareness
  - Everyone must know their patch and how to add more value than cost to their organization
- Communications
  - Which is both positive and effective, with many diverse individuals and groups
- The ability to work in a true team environment
  - Where the success of the team is paramount to individual achievement

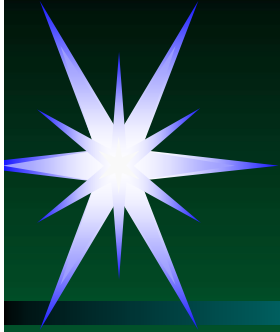




# Release Your Potential

- What is the mission statement for your life
- When was the last time you had a creative idea
- What are your goals for this year
- What motivates you to achieve great accomplishments





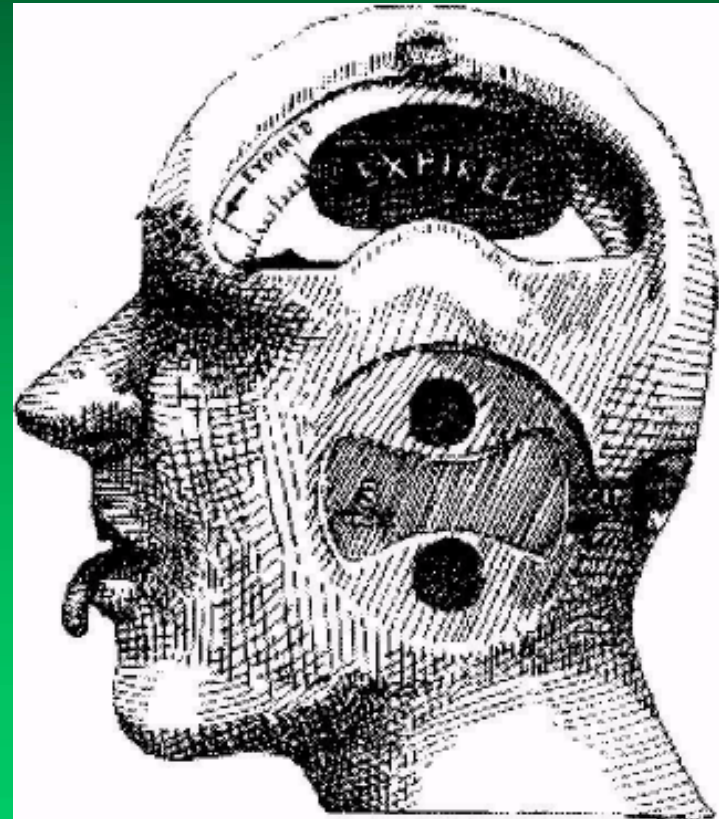
# The Comfort Zones





# Discover Your Paradigm

1. The right answer
2. That's not logical
3. Follow the rules
4. Be practical
5. Play is frivolous
6. That's not my area
7. Avoid ambiguity
8. Don't be foolish
9. To err is wrong
10. I'm not creative

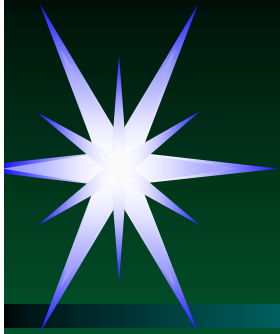




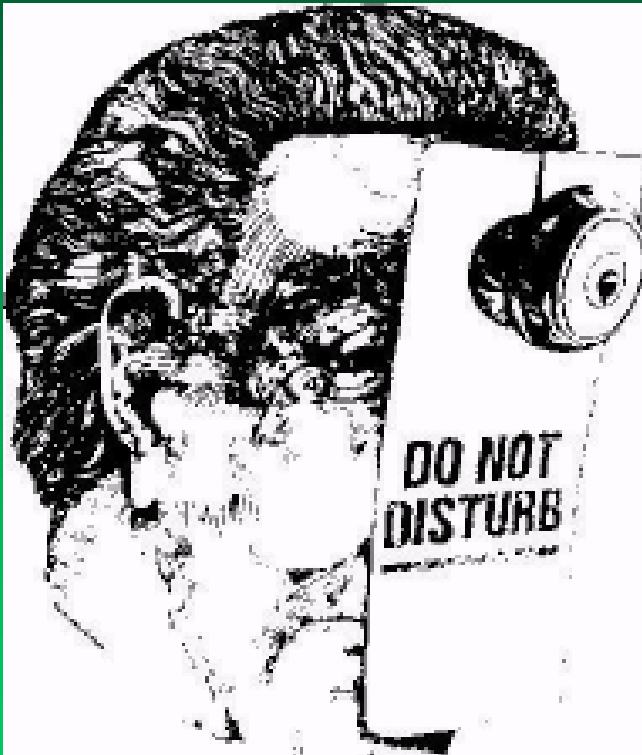
# People In Today

1. Trustworthy
2. Hardworking
3. Capable
4. Purposeful and caring
5. Self-managing
6. Proud of achievements

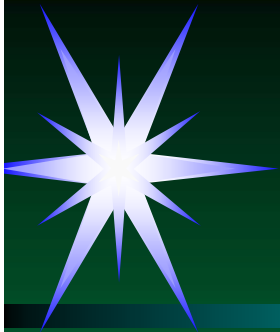




# Why Resist Change



- Fear of the unknown
- Fear of failure
- Threat of change in status
- Conflicting objectives
- Threat of livelihood
- Inconvenience
- Lack of trust
- Vested interest in status quo



# Phase of Change

## 1. Denial

- There must be some mistake
- This can't happen to me
- State of shock

## 2. anger

- Why me?
- This is not fair
- I'll get even

## 3. negotiating

- I'll go to church every week
- I'll treat everyone better
- I'll take a day

## 1. depression

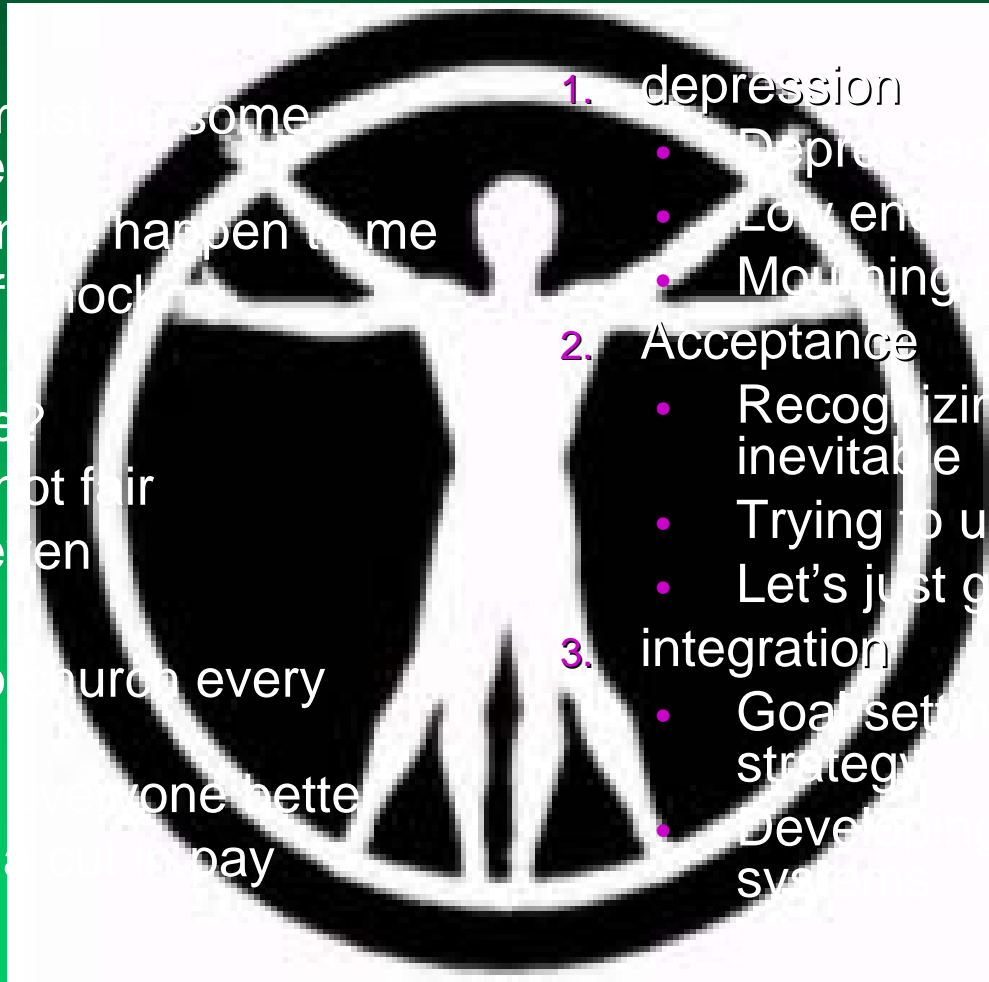
- Depressed, discouraged
- Low energy, can't sleep
- Mourning process

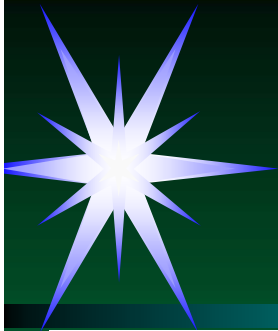
## 2. Acceptance

- Recognizing the inevitable
- Trying to understand
- Let's just get on with life

## 3. integration

- Goal setting choosing a strategy
- Developing support system





# Whole Brain Communication



Visual,  
Take Charge,

Controller, Competitive,  
Pragmatic, Conceptual,  
Results Oriented

Logical, Rational,  
Detailed, Quantitative



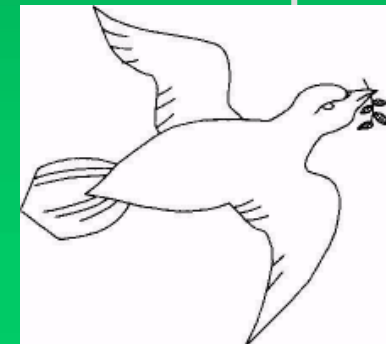
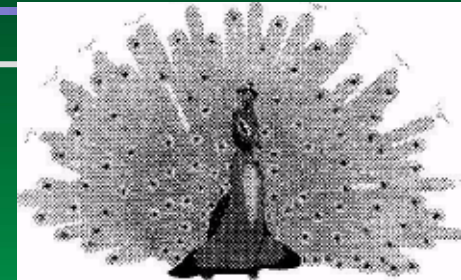
Disciplined,  
Analytical, Calm,  
Factual

Emotional,  
Expressive,

Personable, Outgoing,  
Visionary, Spontaneous,  
Creative, Imaginative

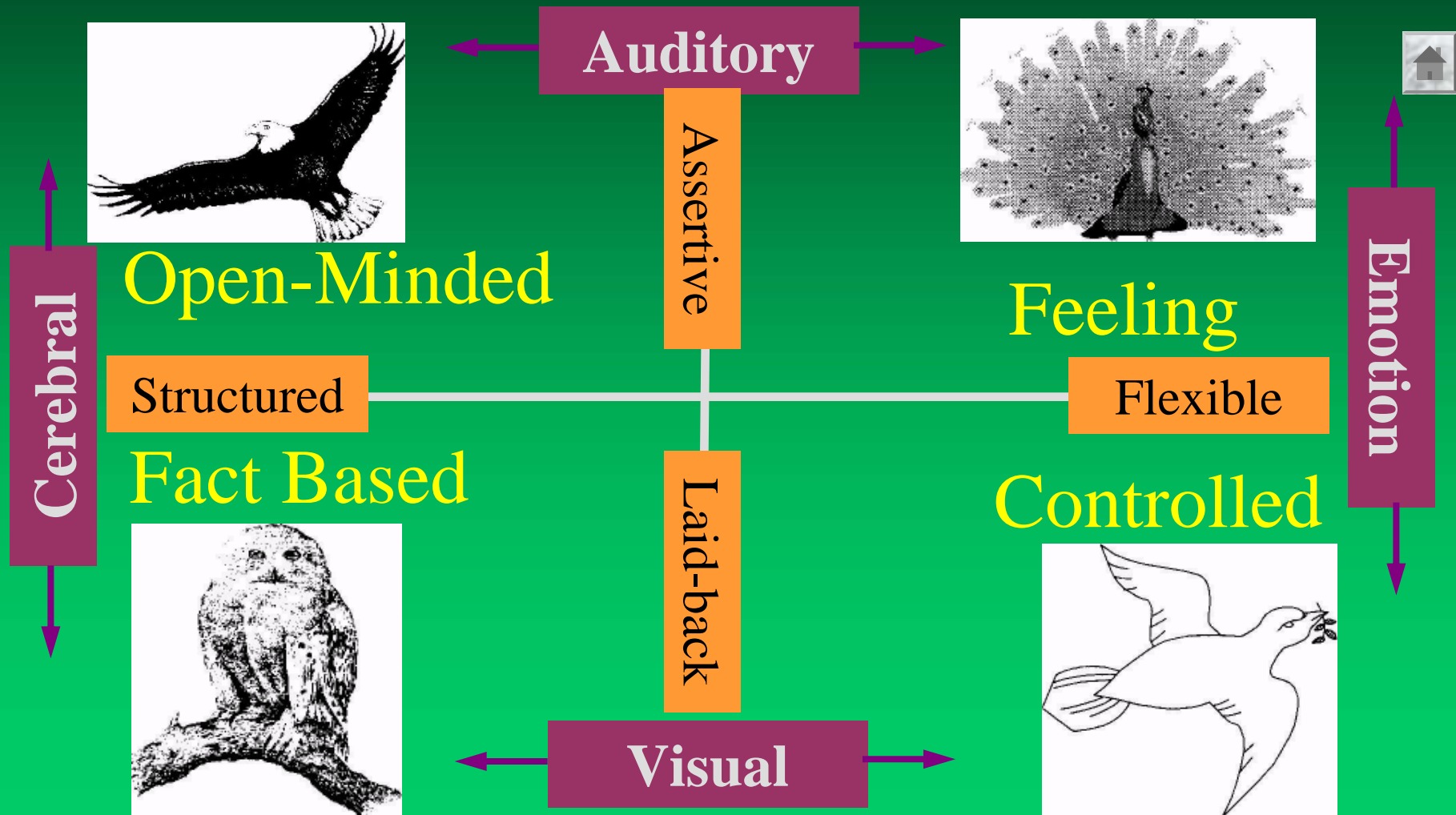
Organized, Sequential,  
Procedural, Listener,

Patient,  
Considerate,  
Relationship  
Oriented

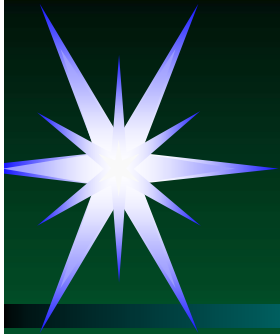




# Whole Brain Communication



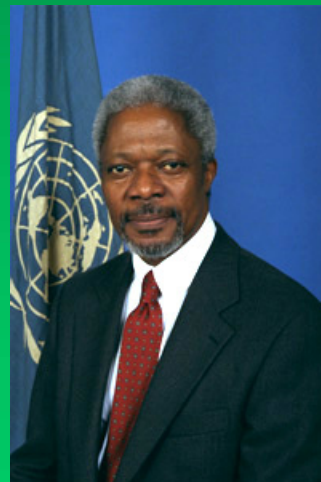


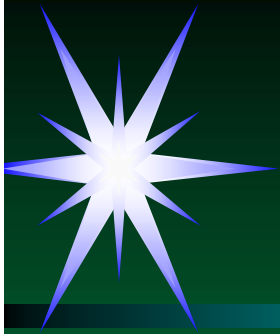


# JUDGE WHO IS WHO

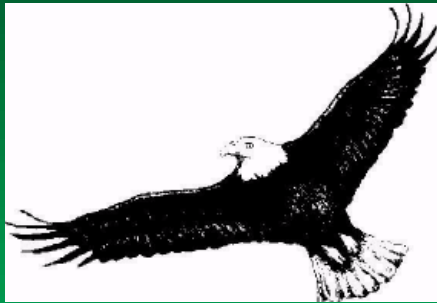


THE OWL: Solitary, private  
Professions: Writer, accountant, librarian  
Role models; Alan Greenspan, Kofi Annan,  
Dint Eastwood

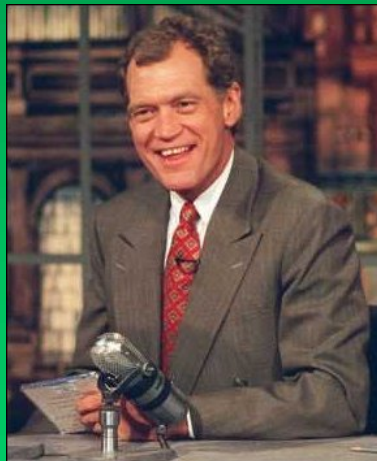




# JUDGE WHO IS WHO

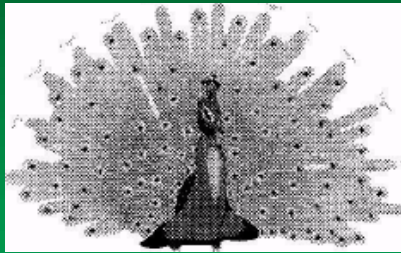


THE EAGLE: Nervous; talks a lot and  
Professions: technician, PR director, dancer  
Role models: Julia Roberts, David Letterman,  
Woody Allen





# JUDGE WHO IS WHO

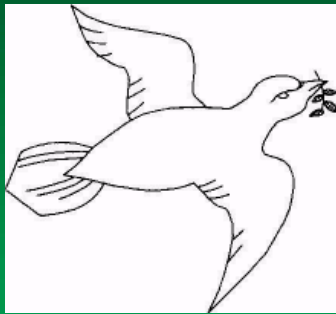


THE PEACOCK; Flashy; loves to be seen  
Professions: Advertising, show biz, jeweler  
Role models: Eitori John, Puff Daddy, Jennifer Lopez



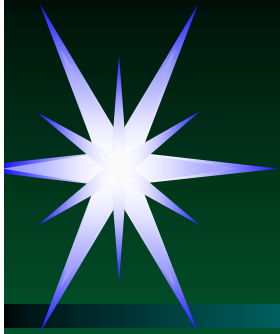


# JUDGE WHO IS WHO



**THE DOVE:** Calm, peaceful;  
Professions: Art restorer, diplomat, teacher  
Role models: Tiger Woods, Bill Clinton, Gwyneth Paltrow

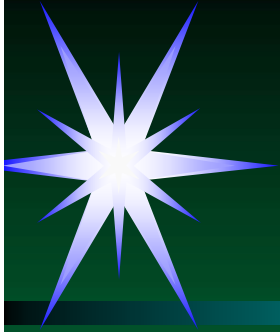




# Management Theory



- Autocratic vs. democratic
- X/Y theory
- Managerial grid
- Management by objectives
- Participative management
- MBWA (walking around)
- The one minute manager
- Empowered teams

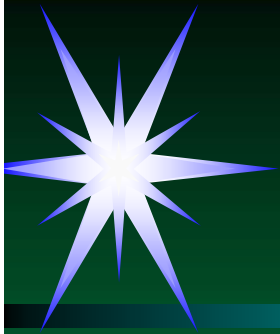


# Effect Factors



- Improved lighting
  - Increased productivity
- Lunch breaks
  - Increased productivity
- Shortened work day
  - Increased productivity
- Back to normal
  - Increased productivity

- The sustained productivity improvement was
- The attention
  - The feeling their efforts were recognized
  - Their work counted
  - Management listened
  - Their opinions were important



# Management Theory Evolution

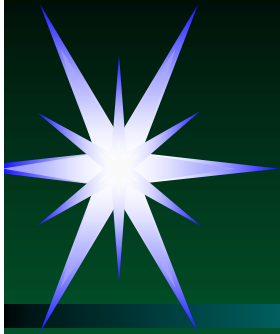
A. Korman

People  
concern

9								9/9
5				5/5				
1	2	3	4	5	6	7	8	9



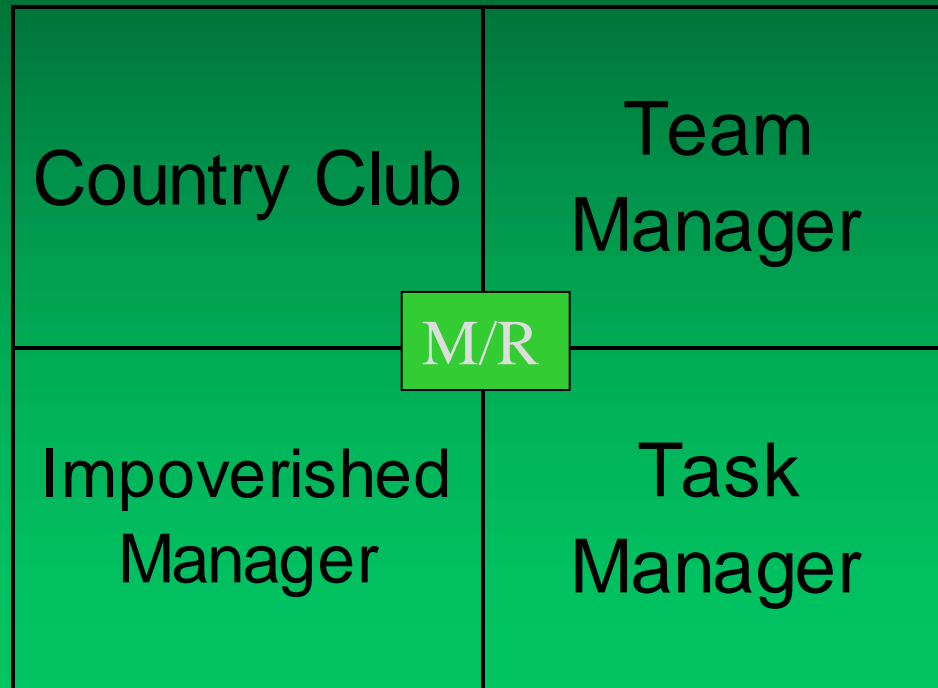
Production  
concern



# Management Theory Evolution

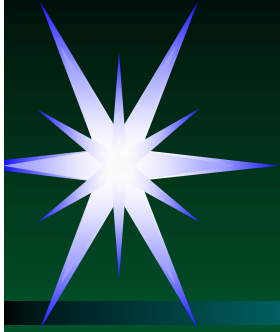
People  
concern

Blake & Mouton



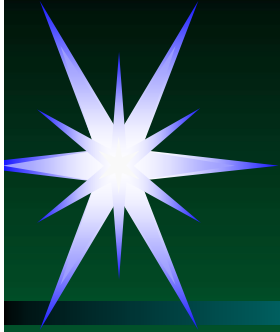
Production  
concern





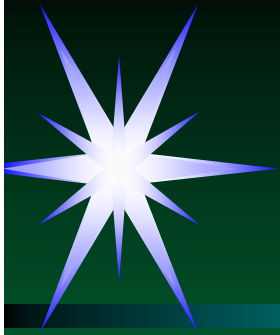
# Hierarchy of Needs





# Hierarchy of Needs





# Herzberg's Hygiene Factors

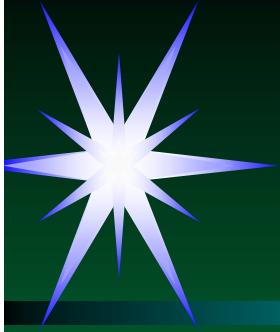
## JOB Ability

Track Record  
Education  
Experience  
Training  
Knowledge  
Innovative  
Planning  
Judgment



## PSYCHO Willingness

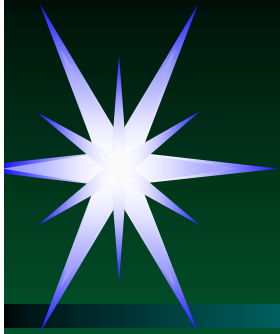
Confidence  
Enthusiasm  
Commitment  
Assertiveness  
Co-operation  
Activity Level  
Flexibility  
Self-Motivated



# Management

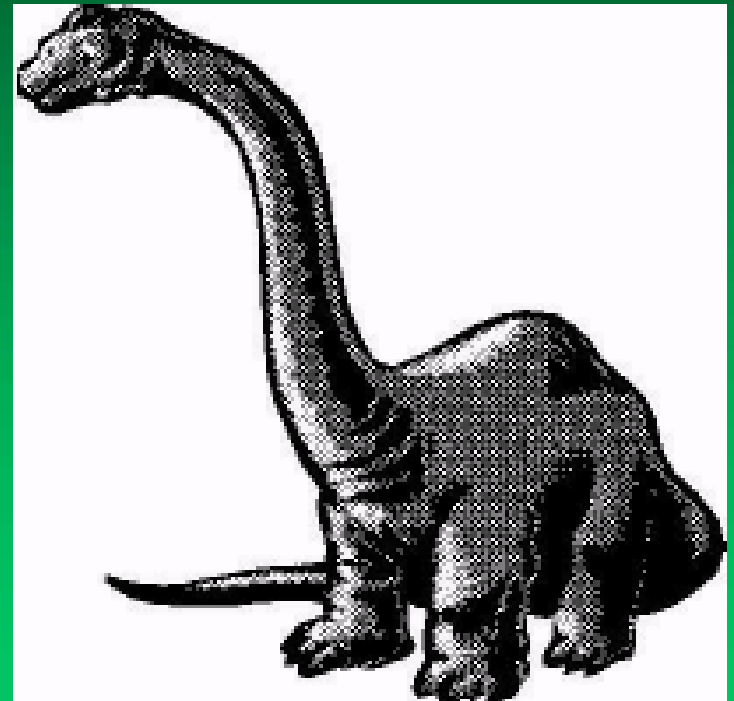
Working with  
and through  
individuals or groups,  
To achieve  
organizational goals

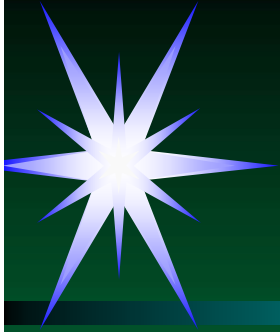




# Leadership Studies

- F.W. Taylor
- Job analysis and simplification
- Time and motion studies
- Developed the Ford assembly line
- People part of the production component





# Leadership Studies

Theory “X”

Theory “Y”



- People are lazy
- People are dishonest
- Don't care about the organization

- People like to work
- People are honest
- Want to achieve
- Do care

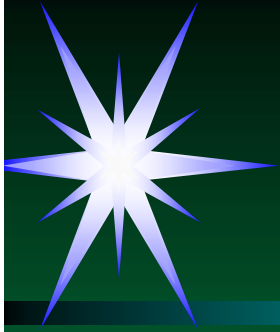
**Autocratic**

**Democratic**

# Leadership



An attempt to impact  
the behaviour of  
an individual  
or group,  
Regardless of  
the reason

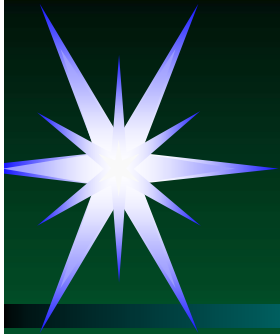


# Leadership Style

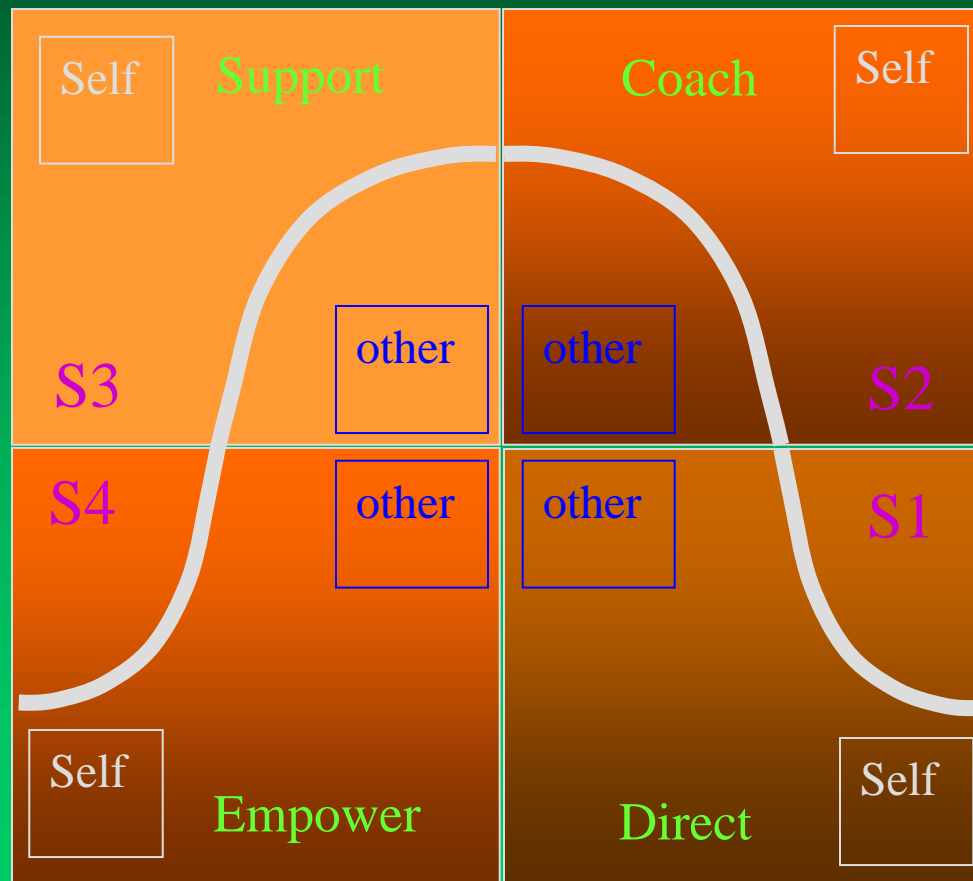
The consistent  
behaviour patterns  
used by a leader  
when working with  
and through  
other people

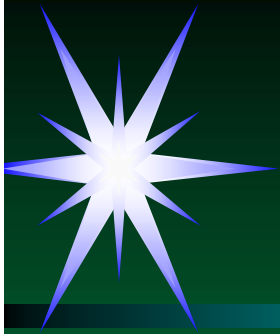






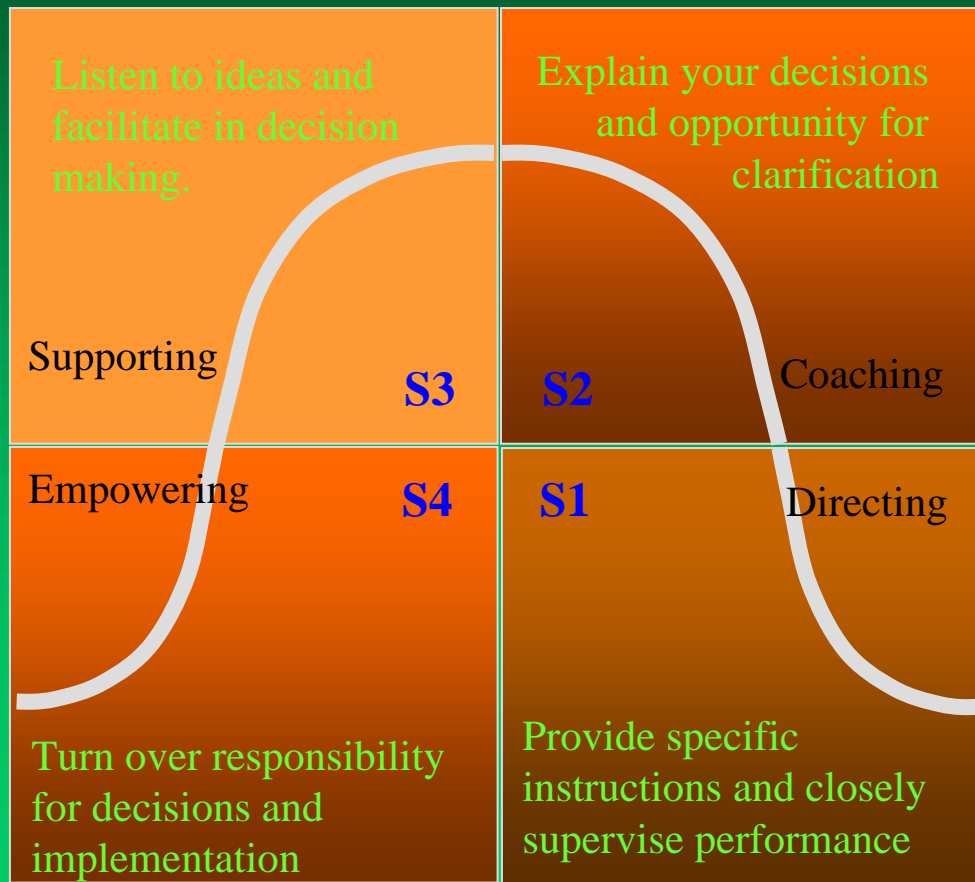
# Leadership Style Profile





# Leadership Behaviour

High-Relationship



## 1. Relationship Behaviour

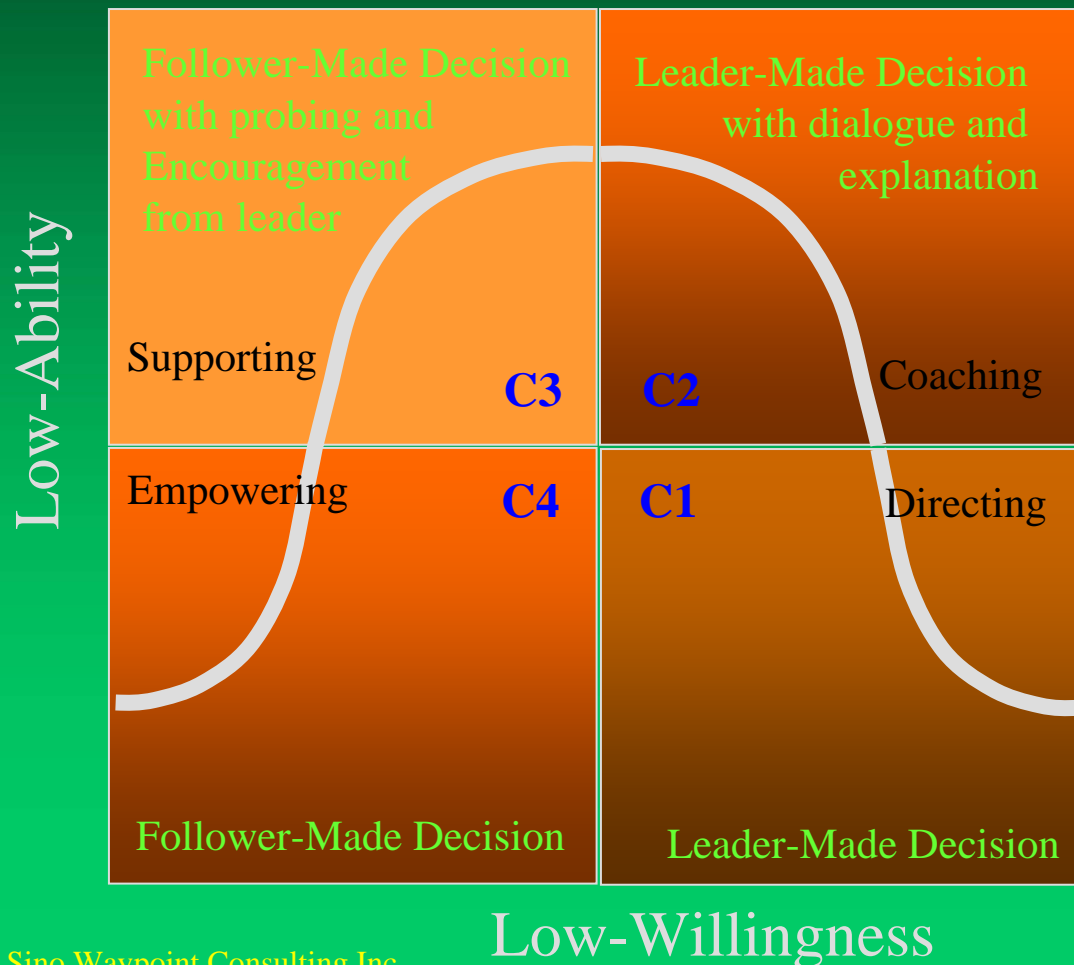
- Giving support
- Communicating
- Facilitating interactions
- Active listening
- Providing feedback

## 2. Task Behaviour

- Goal setting
- Organizing
- Establishing time lines
- Directing
- controlling



# Follower Competence



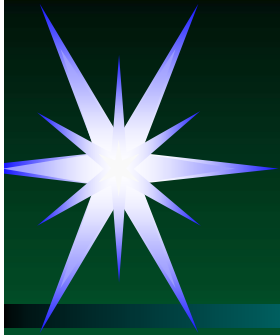
## 1. Ability

- Has the necessary skills, knowledge, experience and training

## 2. Willingness

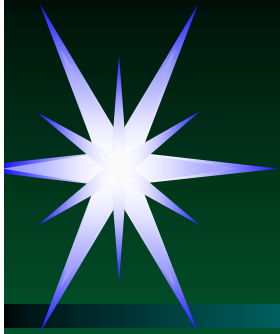
- Has the necessary confidence, commitment and self-motivation

C4	C3	C2	C1
Able Willing Secure Confident	Able Unwilling Insecure	Unable Willing Confident	Unable Unwilling Insecure



# Dynamic Leadership





# Ability To Be A Leader

## Position Power

- The extent to which you control distribution of rewards, punishments, and sanctions to your subordinates.
- This is authority which has been delegated to you by your superiors



## Personal Power

- The extent to which you gain the confidence and respect of your people.
- Your ability to generate cohesiveness and commitment among the people you are attempting to lead





# Power Choice Profile

**(G) Referent**

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

**(F) Expert**

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

**(E) Information**

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

**(D) Legitimate**

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

**(C) Reward**

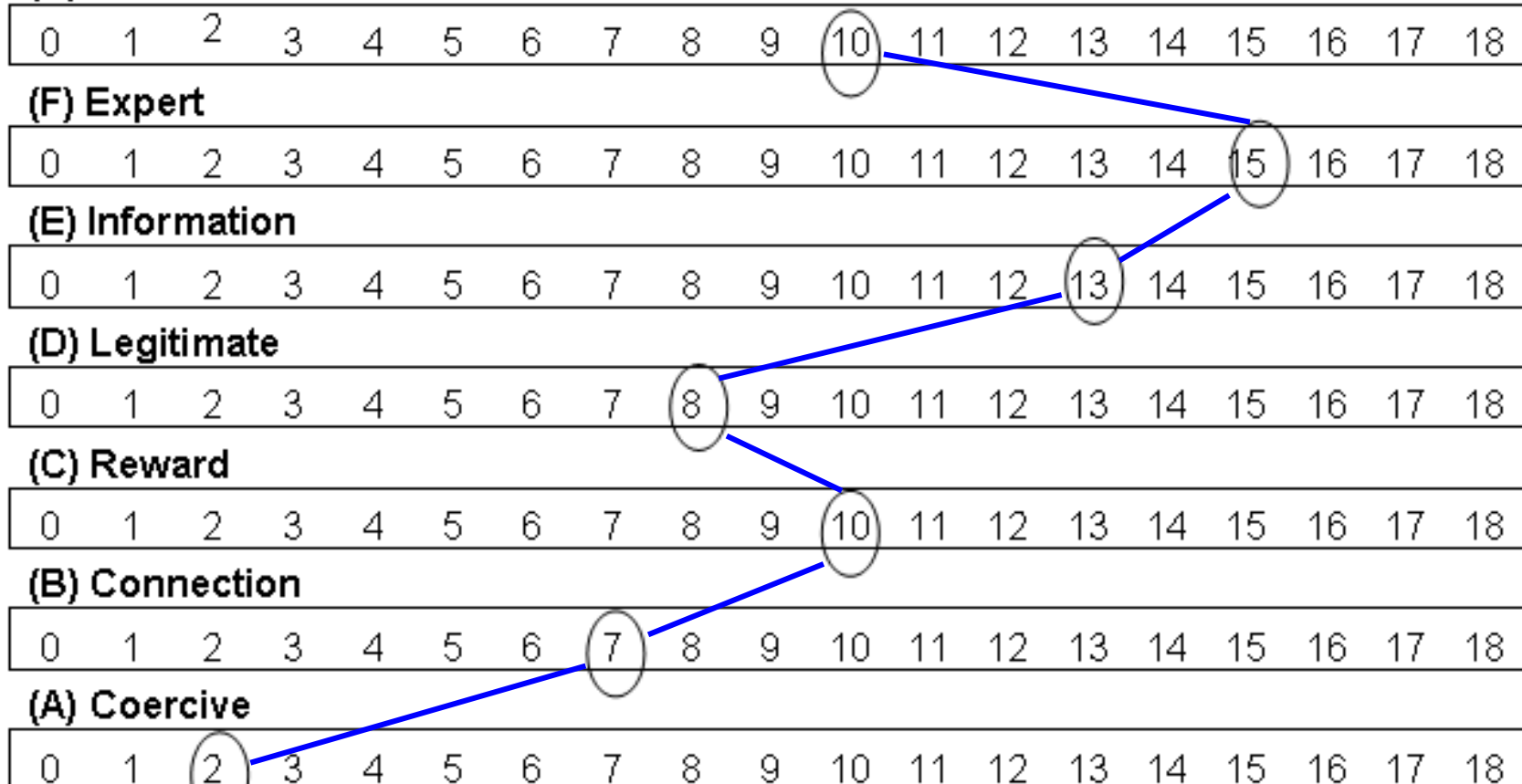
0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

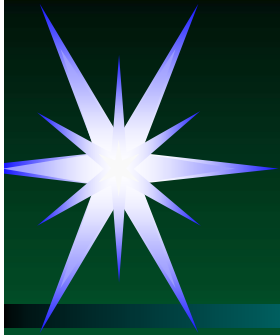
**(B) Connection**

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18

**(A) Coercive**

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18





# Power Base Effectiveness

*Information*

Supporting

Coaching

*Legitimate*

*Expert*

**S3**

**S2**

*Reward*

**S4**

**S1**

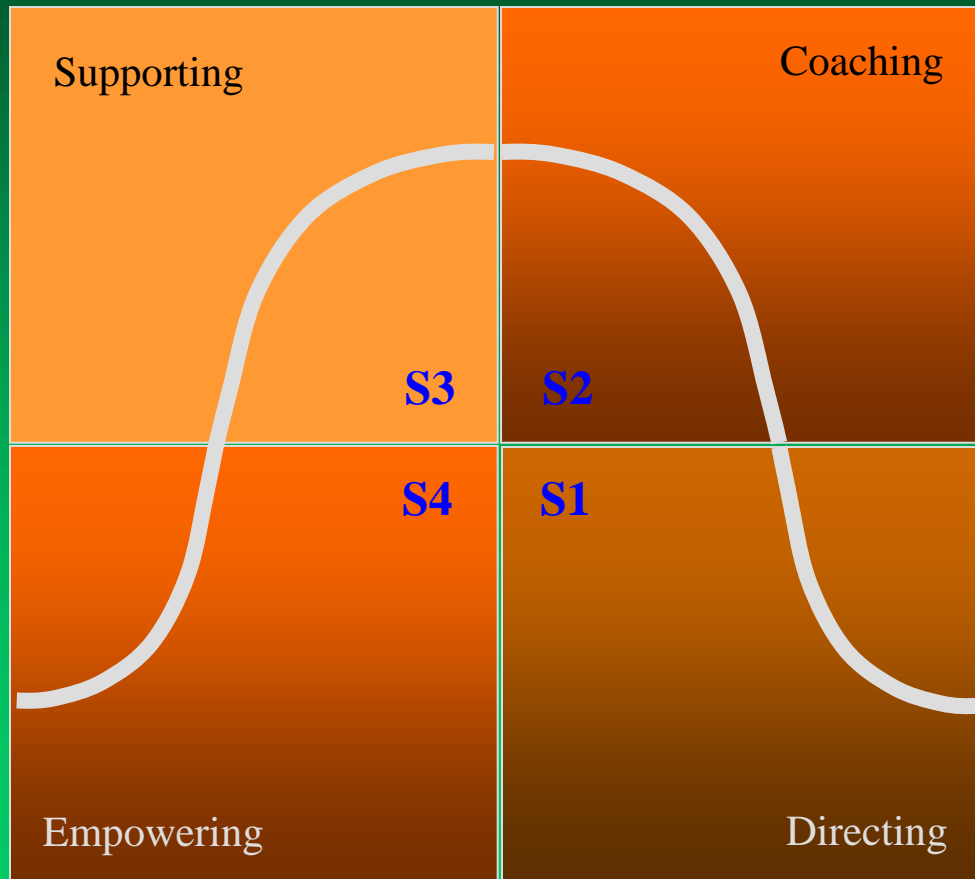
*Connection*

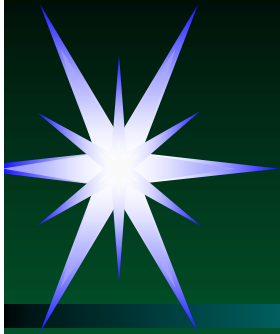
*Referent*

Empowering

Directing

*Coercive*





# Appropriate Influence

<b>In a Climate of ...</b>	<b>Provides ...</b>	
Despair	<b>Referent</b>	Hope
Conflict	<b>Expert</b>	Clarity
Ignorance	<b>Information</b>	Enlightenment
Disorder	<b>Legitimate</b>	Stability
Uncertainty	<b>Reward</b>	Reinforcement
Anxiety	<b>Connection</b>	Security
Crisis	<b>Coercive</b>	Direction





# Delegation

## Directing

- The leader delegates by providing specific instructions and closely supervising task accomplishment



## Coaching

- The leader supervises task accomplishments by delegating to explain decisions, solicit suggestions, and encourage progress

## Supporting

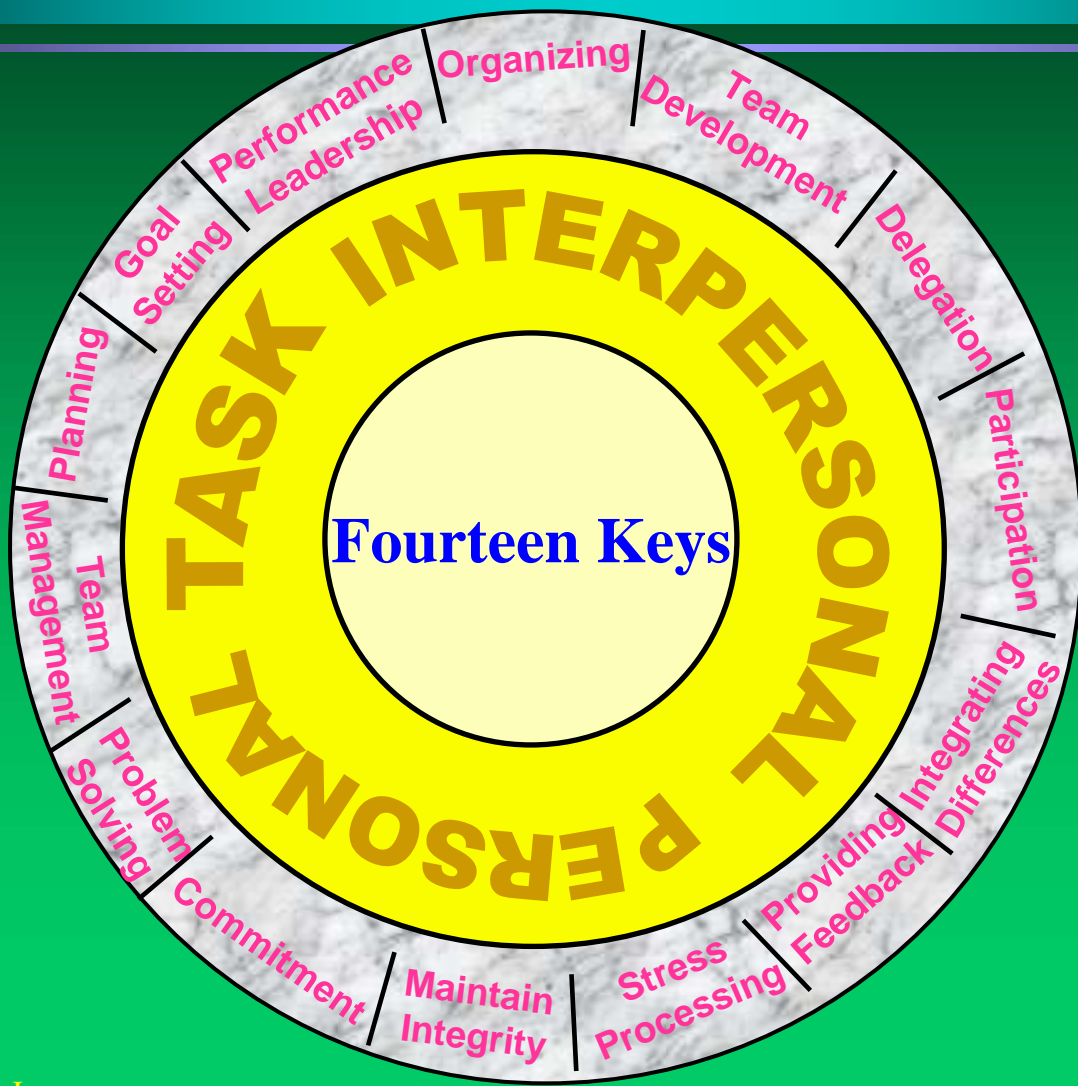
- The leader facilitates and supports subordinates' efforts toward the delegates task by asking questions, providing confidence and sharing responsibility for decision making

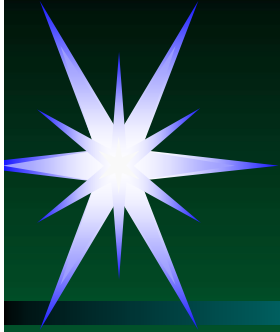
## Empowering

- The leader turns over responsibility by delegating decision making and problem solving to subordinates



# Management Effectiveness





# Performance Appraisal

## Preparation

- Involve employee in the process
- Schedule a month in advance
- Have employee evaluate self
- Get feedback from team members
- Gather information
  - Where are they now
  - Where should they be

## The Meeting

- Put the employee at ease
- Tell them what they are doing right
- Ask open-ended questions
- Agree on mutual goals
- Write them down & provide copy

## The Follow-Up

- Provide on-going coaching
- Spend time with employees
- Give positive feedback & support



# Competency Matching

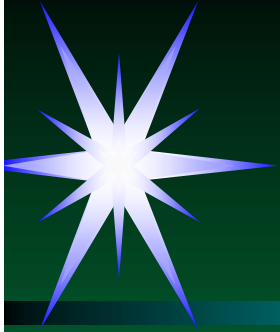
## Style “1” - Directing

### Indicator:

- Not [performing task to acceptable level
- Intimidated by task
- Unclear about directions
- Procrastinating
- Unfinished tasks
- Questions about task
- Avoidance or passing the buck
- Defensiveness or discomfort

### Effective Directing

- Directing state specific facts
- Positively reinforce small improvements
- Consider consequences for nonperformance
- Keep emotional level in check
- Reduce fear of mistakes
- Focus on instruction
- Help step-by-step



# Competency Matching

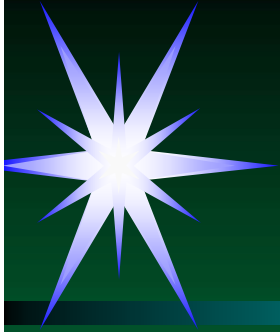
## Style “2” - Coaching

### Indicator:

- Anxious or excited
- Interested and responsive
- Demonstrating moderate ability
- Receptive to input
- Attentive
- Enthusiastic
- New task - no experience

### Effective Coaching

- Seek buy-in through persuading
- Check their understanding of the task
- Encourage questions
- Discuss details
- Explore related skills
- Explain “why’s”
- Give follower incremental steps
- Emphasize “how to’s”



# Competency Matching

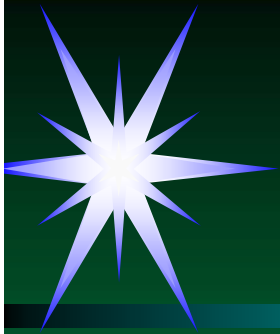
## Style “3” - Supporting

### Indicator:

- Has demonstrated knowledge and ability
- Appears hesitant to finish or take next step
- Seems scared, overwhelmed confused
- Solo performance
- Solicits frequent feedback

### Effective Supporting

- Share responsibility for decision making with follower
- Feed follower’s need to know
- Focus on results
- Involve follower in consequences of task to increase commitment & motivation
- Encourage and support
- Discuss apprehension



# Competency Matching

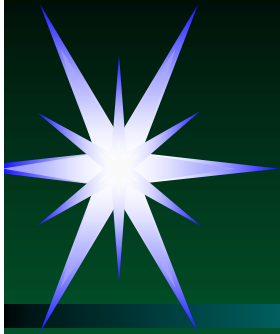
## Style “4” - Empowering

### Indicator:

- Keeps boss informed of task progress
- Can operate autonomously
- Follower is results oriented
- Shares both good and bad news
- Effective decision-making regarding task
- Performing to high standards
- Is aware of their expertise

### Effective Empowering

- Listens to updates
- Resist overloading
- Encourage autonomy
- Overall hands-off management
- Reinforce follower-led communications
- Provide support – what’s necessary to do the job
- Delegate activities with little apprehension
- Encourage freedom for risk-taking



# Working Code of Conduct

