

Leadership Competency Skills For Optimal Results



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Trainer: Eleanor Wolfram**

Self Assessment Exercise

Habits of Highly Ineffective Leaders: Years ago, Stephen Covey wrote the *7 Habits of Highly Effective People*. Another best seller book is Marshall Goldsmith's, *What Got You Here Won't Get You There*. In his book, Goldsmith identified over 21 most common pitfalls of leaders. Below are some of goldsmith items.

Instructions: As we read through each item place a quickly and honestly place a 'checkmark' next to any item that you have exhibited in the past or currently.

_____ Winning too much:

The need to win at all costs and in every situation.

_____ Adding too much value:

The overwhelming desire to add your own two cents to every discussion.

_____ Making destructive comments:

The needless sarcasms and cutting remarks to sound sharp and witty.

_____ Starting with "No", "But" or "However":

The overuse of negative qualifiers which secretly say to everyone, "I'm right. You're wrong."

_____ Telling the world how smart we are:

The need to show people you are smarter than they think you are.

_____ Speaking when angry:

Using emotional explosive nature as a management tool.

_____ Negativity:

The need to share your negative thoughts even when you aren't asked.

_____ Withholding information:

The refusal to share information in order to maintain an advantage over others.

_____ Failing to give proper recognition:

The inability to praise and reward

_____ Claiming credit we don't deserve:

Overestimate our contribution to any success.

_____ Unethical:

Failing to see that we are treating someone unfairly.

_____ Inability to take responsibility for our actions:

Admit we're wrong, or recognize how our actions affect others.

_____ Not listening:

The most passive-aggressive form of disrespect for colleagues.

_____ Failing to express gratitude:

The most basic form of bad manners.

_____ Passing the buck:

The need to blame everyone but ourselves.

Effective Vs. Ineffective Leadership Skills

By Patricia Gilliam

While there's no doubt that leadership skills are valuable in any group environment, I think what mainly makes these skills effective or ineffective is the motivation and heart of the person using them. This is why it's important to develop the right attitude as a leader and not merely a set of techniques.

Having the Right Heart Behind Leadership Techniques

For example, if a manager tries to use encouragement only to manipulate the people they're attempting to lead (without anything genuine behind it), the group most likely will figure this out over time. This situation can backfire and result in resentment and low morale, the exact opposite of that the manager was wanting. The skill of being able to encourage people and bring out the best of them is extremely important, but it won't work long-term if you don't really believe what you're telling people.

Serving Your Team and Winning in the Process

I've also observed in several business situations that servant leaders (notice I didn't say "doormat" leaders) have developed a combination of skills that makes people want to work for them. These people find themselves promoted because of the respect they draw from the people around them, which often comes from the leader's own displayed respect and value of the people around him or her. Servant leaders have their ego in check and know the difference between confidence and arrogance. They take the time to listen and figure out what people want and connect it to the overall goal of what the department or business wants, making it a winning situation for all parties involved.

Communicating a Vision

Effective leaders also have vision and are able to communicate it to those around them. This is something most people have to develop over time, but it is a skill and something you can learn. People like to be a part of things bigger than themselves, and combined with a worthy purpose an effective leader can help move people forward toward a goal.

Never Stop Educating Yourself

As a leader, you always have to keep learning, often in the form of books, conferences, and meeting with successful people in your field of interest. When you accept the responsibility of being a leader in anything, there's always going to be something new on the horizon. It's important that you stay ahead of the people around you, not because of fear of competition but because it allows you to pull people forward instead of pushing them from behind. This makes things a whole lot easier all around.

Type of Competency Skills

- _____

- _____

The “Necessary” Competency Skills

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

Competency Skill # 1

Definition Elements

- _____
- _____
- _____

Competency Skill # 2

Definition Elements

- _____
- _____
- _____

Competency Skill # 3

Definition Elements

- _____
- _____
- _____

Competency Skill # 4

Definition Elements

- _____
- _____
- _____

Competency Skill # 5

Definition Elements

- _____
- _____
- _____

Competency Skill # 6

Definition Elements

- _____
- _____
- _____

*"Lead,
follow,
or get out of the way." —*

Anonymous

Competency Skill # 7



Definition Elements

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- ---
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Competency Skills Application

To

Accreditation & Regulatory Requirements
And The Quality Movement

1. _____

2. _____

3. _____

4. _____

Leadership In Quality Movement

Leadership is to lead, to help people in the organization do their tasks better.

In hiring people, management takes responsibility for their success or failure.

Edward Deming, leader of the quality movement efforts, stated that it is the responsibility of leadership to discover the barriers that prevent workers from taking pride in what they do. The workers know exactly what these barriers are:

an emphasis on the numbers, not quality;

turning out the product quickly rather than properly (how many prescriptions can you produce in an hour?);

turning a deaf ear to their suggestions;

too much time spent on correcting errors.

Deming believed that the system is responsible for 85% of the problems, and employees are responsible for 15%, and leadership is responsible for the process.

<i>Comparison</i>
Effective Leadership Skills
Inspires the employee
Accomplishes work and develops the employee
Shows employee how to do his job
Assumes obligations
Fixes the breakdown for loss in production or sales
Ineffective Leadership Skills
Drives the employee
Accomplishes work at expense of employee
Instills fear in employee by threats and coercion
Passes the buck
Fixes the blame on others for loss in production or sales
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Additional Reading Source:

George Terry, Principles of Management, 1972.

“Make yourself necessary to someone.”

Ralph Waldo Emerson