Being An Effective Leader

Presenter:
Tierza Watts,
Associate Director
Center for Student Leadership, Ethics & Public Service
Agenda

- Effectiveness Institute Inventory (Leadership Style)
- Authenticity & Knowing Your Values
- Finding a Mentor
Personal Interaction Theory

A person’s behavior is rather consistent. That is, we talk, gesture, choose words, make decisions, solve problems, and interact with others in expected ways.

Our behavior forms a pattern, or a style, and reflects our identity.
Personal Interaction Theory

- Our behavior determines how we IMPACT other people, how they RESPOND to us, and even how we INTERPRET another person’s behavior.

- In essence, our behavior and that of the other person determines the EFFECTIVENESS of that relationship.

- It determines HOW we interact with others.
Effectiveness Institute Inventory

- 4 Styles
  - Controller
  - Organizer
  - Analyzer
  - Persuader

- Dominant & Subordinate Style
Controller

<table>
<thead>
<tr>
<th>Action Oriented</th>
<th>Decisive</th>
<th>A Problem Solver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct</td>
<td>Assertive</td>
<td>Demanding</td>
</tr>
<tr>
<td>A Risk Taker</td>
<td>Forceful</td>
<td>Adventuresome</td>
</tr>
<tr>
<td>Competitive</td>
<td>Self-reliant</td>
<td>Independent</td>
</tr>
<tr>
<td>Determined</td>
<td>An Agitator</td>
<td>Results Oriented</td>
</tr>
</tbody>
</table>
Controllers Want …

- Challenges
- Authority
- Power
- Freedom from controls
- Options
<table>
<thead>
<tr>
<th>Organizer</th>
<th>Patient</th>
<th>Loyal</th>
<th>Sympathetic</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Team Person</td>
<td>Relaxed</td>
<td>Mature</td>
<td></td>
</tr>
<tr>
<td>Amiable</td>
<td>Questioning</td>
<td>Supportive</td>
<td></td>
</tr>
<tr>
<td>Stable</td>
<td>Considerate</td>
<td>Empathetic</td>
<td></td>
</tr>
<tr>
<td>Persevering</td>
<td>Trusting</td>
<td>Congenial</td>
<td></td>
</tr>
</tbody>
</table>
Organizers Want …

- Assurances
- Security
- Appreciation
- To provide service
- Specialization
<table>
<thead>
<tr>
<th>Analyzer</th>
<th>Diplomatic</th>
<th>Accurate</th>
<th>Conscientious</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Fact Finder</td>
<td>Systematic</td>
<td>Logical</td>
<td></td>
</tr>
<tr>
<td>Conventional</td>
<td>Analytical</td>
<td>Sensitive</td>
<td></td>
</tr>
<tr>
<td>Controlled</td>
<td>Orderly</td>
<td>Precise</td>
<td></td>
</tr>
<tr>
<td>Disciplined</td>
<td>Deliberate</td>
<td>Cautious</td>
<td></td>
</tr>
</tbody>
</table>
Analyzers Want …

- High standards
- Details
- Perfection
- Quality control
- Traditional procedures
<table>
<thead>
<tr>
<th>Persuader</th>
<th>Verbal</th>
<th>Motivating</th>
<th>Enthusiastic</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gregarious</td>
<td>Convincing</td>
<td>Emotional</td>
</tr>
<tr>
<td></td>
<td>Impulsive</td>
<td>Generous</td>
<td>Influential</td>
</tr>
<tr>
<td></td>
<td>Charming</td>
<td>Confident</td>
<td>Inspiring</td>
</tr>
<tr>
<td></td>
<td>Dramatic</td>
<td>Optimistic</td>
<td>Animated</td>
</tr>
</tbody>
</table>
Persuaders Want …

- Social recognition
- Freedom from details
- To be with people
- To impress others
- Group activities
Let’s take some time to read your combined type description ...
Your Leadership Style

- Share your reaction to this inventory
  - What does it say you are strong at?
  - What does it say you need to improve on?
  - Do you think it’s accurate?

- How can this information help you grow as a leader, supervisor, manager?
Authenticity

- Authentic: “worthy of acceptance or belief as conforming to or based on fact ... not false or imitation ... true to one's own personality, spirit, or character”
  Merriam-Webster Online Dictionary

- What does authenticity look like?
- What prevents you from being authentically you?
The Quest for Authenticity:
Tips through Communication

- Set expectations about what you expect.
- Be available.
- Listen to what others say.
- Demonstrate that you have learned.
- Respect people as people.

Authenticity

The flip side of authenticity is loyalty. When people see that you are a person of your word, they will trust you. And when they trust you, they will want to work for you as well as work with you.
“You can’t believe in the messenger if you don't know what the messenger believes.” Page 48

“To act with integrity, we must first know who we are.” Page 54
Values

- Knowing your values helps you be authentic and serve as a guide, empower and motivate.

- **Definition:** A tightly held belief that you act upon by choice … and enduring belief.

- **Process of Valuing** – Choose if freely, from among alternatives, knowing the consequences, prize it, cherish it, affirm it, act upon it, repeatedly!
Values

- Our values dictate the choices we make as leaders.
- How we communicate our values and seek out the values of our followers dictate effectiveness, buy in to the group’s vision, and ultimately if collaboration will happen at its peak.
## Sample Values

<table>
<thead>
<tr>
<th>Power</th>
<th>Integrity</th>
<th>Creativity</th>
<th>Peace</th>
<th>Teamwork</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>Efficiency</td>
<td>Structure</td>
<td>Loyalty</td>
<td>Service</td>
</tr>
<tr>
<td>Diversity</td>
<td>Growth</td>
<td>Quality</td>
<td>Trust</td>
<td>Friendship</td>
</tr>
<tr>
<td>Independence</td>
<td>Family</td>
<td>Knowledge</td>
<td>Fun</td>
<td>Faith</td>
</tr>
<tr>
<td>Simplicity</td>
<td>Money</td>
<td>Fitness</td>
<td>Recognition</td>
<td>Status</td>
</tr>
</tbody>
</table>
Values Card Sort

3 Card Sorts:
* Personal Values
* Leadership Values
* Follower Values

- Answer the questions on your worksheet and find a partner to discuss!
Lillian’s Story

1. What have I done today that demonstrates this value that is near and dear to me?

2. What have I done inadvertently to demonstrate this is not a value for me?

3. What do I need to do more of to more fully express my values?

Mentoring – Do you have one?

- On average, staff members report that they met individually less than once/month with their supervisor and 47% reported having five or fewer supervisory sessions in the past year.

- One could argue that supervision could not possibly produce the outcomes of continuous learning and holistic development if it occurs so infrequently.
Benefits of Mentoring

- Mentors foster:
  - Strong feelings of personal **effectiveness** and give us positive and constructive **feedback**
  - Promote high levels of company **loyalty**
  - Facilitate **consensus** about key organization goals and stakeholders
  - Encourage **ethical** behavior
  - Promote strong **norms** about working hard and caring
  - Reduce levels of **job stress and tension**
  - Assisting in finding **balance** between job, family, friends, exercise, church, volunteer work, sports, hobbies, etc.
Mentoring

- Determine who has a skill you would like to acquire and approach that person (externship).
- Identify potential mentors through volunteer work at professional association meetings, staff meetings, your faith community, campus colleagues, social circle, the gym, etc.
- For a REASON, a SEASON, or a LIFETIME
In closing …

Out of our beliefs are born our deeds.
Out of our deeds are born our habits.
Out of our habits we grow our character.
Out of our character we grow our destiny.