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# DEVELOPING LEADERSHIP SKILLS FROM WITHIN

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## AGENDA

1. Managers vs. Leaders
2. Leadership Styles
3. Leadership Skills
4. Things Leaders Must Do
5. Awareness of Behavioral Styles
6. Understanding Generational Uniqueness
7. Coaching/Feedback Generation Specific Suggestions
8. Questions



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## Managers

- Administers
- Is a Copy
- Maintains
- Focuses on system and structure
- Relies on control
- Short range view
- Asks how and when

## Leaders

- Innovates
- Is an original
- Develops
- Focuses on people
- Inspires trust
- Long-range view
- Asks what and why



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## Managers

- Eye on bottom line
- Imitates
- Accepts status quo
- Classic good soldier
- Does things right

## Leaders

- Eye on horizon
- Originates
- Challenges status quo
- His/Her own person
- Does right thing



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# LEADERSHIP SKILLS

## Technical (SMART)

- Action
- Thinking

## Interpersonal (NICE)

- People
- Character



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## THINGS LEADERS MUST DO

- **Remain Calm** (Don't Panic, Plan)
- **Set the Direction** (Vision, Mission, Values)
- **Set Goals** (The What & When)
- **Define Roles** (The Who)
- **Form Teams** (The We)
- **Provide Feedback** (The How)





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## THINGS LEADERS MUST DO (cont.)

- Get Feedback
- Get a Personality
- Find a Culture You Like and Copy it
- Spread Some Joy (Rewards)
- Get a Life (Work/Life Balance)
- Get Help (No One Leads Alone)







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## ADDITIONAL RESPONSIBILITIES OF EFFECTIVE LEADERS

- Succession Planning
- Attracting/Retaining Talent
- Developing Team Members
- Partnership/Collaboration
- Maintain Perspective
- Performance Management (Why is it important?)





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# AWARENESS OF BEHAVIORAL STYLES





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## AWARENESS OF BEHAVIORAL STYLES

Critical

Industrious

Indecisive

Persistent

Stuffy

Serious

Picky

Expecting

Moralistic

Orderly

Pushy

Strong Willed

Severe

Independent

Tough

Practical

Dominating

Decisive

Harsh

Efficient

Conforming

Supportive

Unsure

Respectful

Ingratiating

Willing

Dependent

Dependable

Awkward

Agreeable

Manipulating

Ambitious

Excitable

Stimulating

Undisciplined

Enthusiastic

Reacting

Dramatic

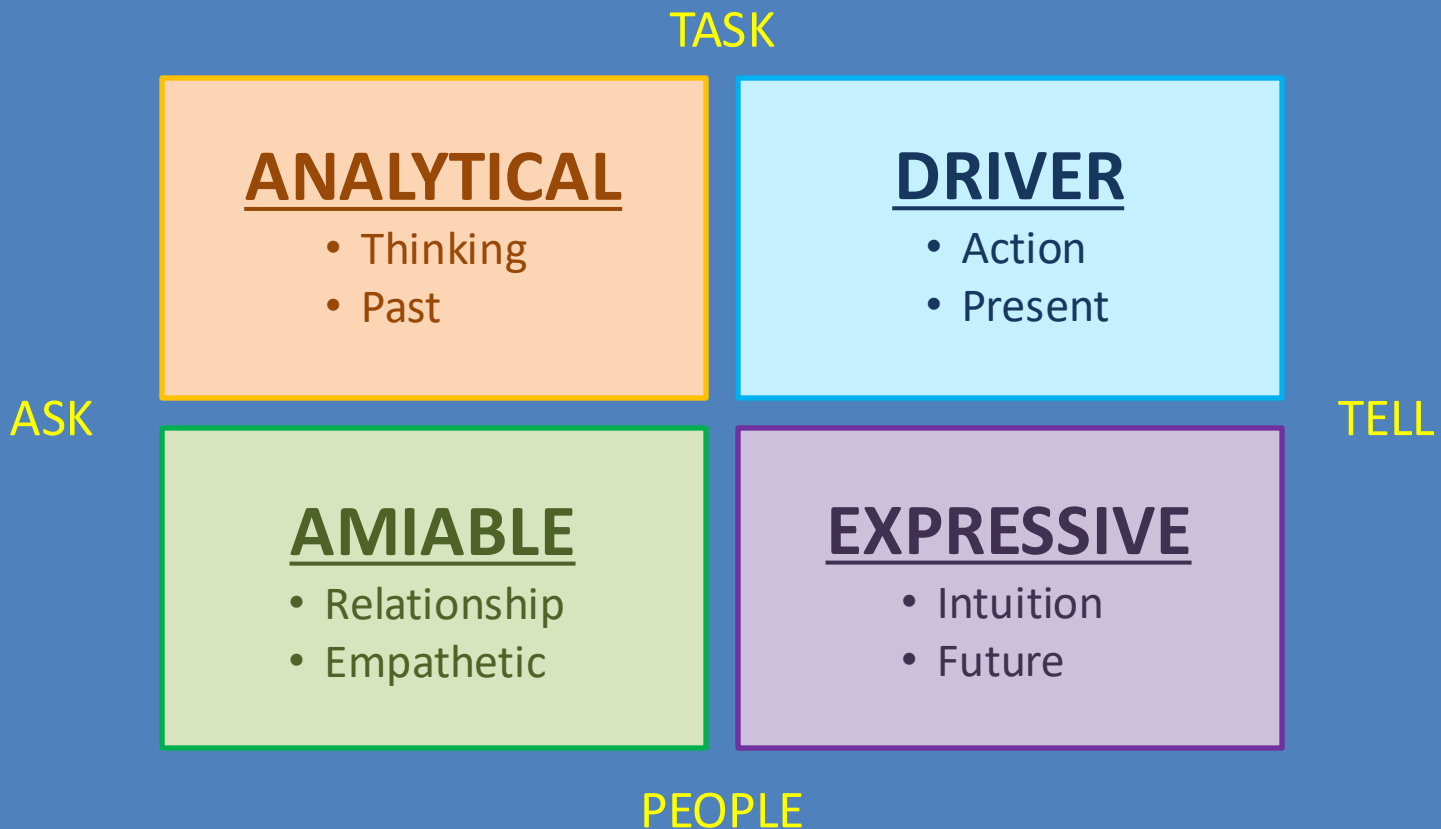
Egotistical

Friendly



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# AWARENESS OF BEHAVIORAL STYLES





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## VERSATILITY WITH DRIVERS

### DO'S

- Be clear, brief, to the point
- Stick to business
- Come prepared with all requirements, objectives
- Present the facts logically
- Ask specific questions

### DON'TS

- Ramble or waste time
- Try to build personal relationships
- Forget or lose things
- Leave loopholes
- Ask rhetorical questions
- Come with ready made decisions



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## VERSATILITY WITH EXPRESSIVES

### DO' S

- Support their dreams
- Be Stimulating
- Leave time for relating socializing
- Don' t deal with details
- Ask for their opinion
- Provide ideas for action
- Provide testimonials
- Offer incentives

### DON' TS

- Legislate
- Be curt or cold
- Do facts first
- Impersonal or judgmental
- Talk down to them
- Be dogmatic



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## VERSATILITY WITH AMIABLES

### DO'S

- Start with personal comment
- Show sincere interest in them
- Draw out personal goals
- Present your case softly
- Ask how questions
- Be casual and informal
- Define individual contributions
- Provide assurances and guarantees

### DON'TS

- Rush into business
- Stick to business
- Be domineering or demanding
- Debate about facts and figures
- Manipulate or bully
- Be vague
- Offer guarantees you can't deliver





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## VERSATILITY WITH ANALYTICALS

### DO' S

- Prepare and be accurate
- Approach directly
- Support their thoughtful approach
- Take your time and be persistent
- Provide step-by-step time table
- Give time to think
- Provide practical evidence

### DON' TS

- Be disorganized
- Be casual
- Rush decisions
- Be vague or waist time
- Provide personal incentives
- Threaten, coax, or whine
- Use opinions as evidence
- Use gimmicks



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# GENERATIONAL UNIQUENESS

Age Span:

**BUILDERS:** (1929-1946)

**BOOMERS:** (1947-1964)

**GEN X:** (1965-1980)

**GEN Y:** (1981-2000)

**GEN Z:** (2000-2012)



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# GENERATIONAL UNIQUENESS

## Traits:

**BUILDERS:** Conservative, Discipline, Respect for authority, Loyal, Patriotic, Practical

**BOOMERS:** Idealistic, Break the rules, Time stressed, Politically correct, Optimistic, Want recognition

**GEN X:** Self-sufficient, Skeptical, Flexible, Media/Info/Tech savvy, Entrepreneurial

**GEN Y:** Confident, Well-educated, Self-sufficient, Tolerant, Socially/politically conscious, Hopeful and optimistic

**GEN Z:** Digitally fluent, Socially conscious, Focus on experience over possessions, Fiscally conservative, and valuing authenticity and inclusivity



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# GENERATIONAL UNIQUENESS

Work Is:

**BUILDERS:** Inevitable

**BOOMERS:** Exciting Adventure

**GEN X:** Difficult Challenge

**GEN Y:** To Make a Difference

**Gen Z:** To Make an Impact



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# GENERATIONAL UNIQUENESS

## Work Ethic:

**BUILDERS:** Loyal, Dedicated, Follow the Rules

**BOOMERS:** Driven, Workaholic

**GEN X:** Balanced

**GEN Y:** Values Diversity and Change

**GEN Z:** Inclusivity, Work-life Balance and Mental Health





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# GENERATIONAL UNIQUENESS

Leads By:

**BUILDERS:** Hierarchy

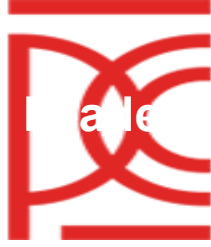
**BOOMERS:** Consensus

**GEN X:** Competence

**GEN Y:** Pulling Together

**GEN Z:** Strong Digital Proficiency





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## Coaching/Feedback with Builders

- Offer opportunities for them to mentor
- Offer opportunities to continue working perhaps in a part-time position
- Allow them to volunteer if they do not want to continue working
- Show them that you value their expertise and contribution



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## Coaching/Feedback with **Boomers**

- Help them explore their next set of workplace options
- Demonstrate how your organization can continue to use their talents
- Walk the talk on work/life balance by redesigning their jobs to accommodate multiple life demands
- Encourage them to enrich their present job and grow in place if they need to slow their career pace



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## Coaching/Feedback with Gen X

- Talk to them about their reputation not just job tasks
- Give them your candid perspective and feedback
- Acknowledge their ability to work independently
- Encourage them to leverage their entrepreneurial abilities
- Help them get the most out of every job position by discussing what the job can do for them and what they can learn from it



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## Coaching/Feedback with Millennials

- Demonstrate the stability and long-term value of your organization
- Show how your organization is flexible and filled with learning opportunities
- Provide work schedules that help them build careers and families at the same time
- Make groups and teams part of their job



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## Coaching/Feedback with Gen Z

- Direct and frequent, regular check-ins are valuable
- Crave flexibility and prefer to be empowered to make decisions and approach tasks in their own way
- Provide diverse work schedules, flexible hour or compressed workweeks
- Help them connect work to their values, emphasize societal impact
- Provide ongoing opportunities for growth, utilize digital communication tools



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*QUESTIONS?*







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*Thank You!*



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