

Leading from the Middle
for
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NOTES

Management and Leadership

Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organizing, staffing, controlling and problem solving.

Leadership is a set of processes that adapts organizations to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision and inspires them to make it happen despite the obstacles.

<i>Managers</i>	<i>Leaders</i>
Administer	Innovate
Short Range View	Long Range Perspective
Ask How and When	Ask What and Why
Eye on Bottom Line	Eye on Horizon
Accept Status Quo	Challenge Status Quo
Deal With Speed	Deal with Direction

Two Essential Ingredients of Successful Leadership

*The capacity to perceive
what should be done*

and

*The ability to influence other people
to achieve the results.*

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16 Leadership Competencies

A study of more than thirty thousand developing leaders has revealed sixteen core leadership competencies that correlate strongly with positive business outcomes such as increased profitability, employee engagement, revenue and customer satisfaction.

Character

- Displays honesty and integrity

Personal Capability

- Exhibits technical/professional expertise
- Analyzes issues and solves problems
 - Innovates
- Practices self-development

Achieving Results

- Focuses on results
- Establishes stretch goals
 - Takes initiative

Interpersonal Skills

- Communicates effectively and broadly
 - Inspires and motivates others
 - Builds relationships
 - Develops others
- Collaborates and fosters teamwork

Leading Change

- Develops strategic perspective
- Champions change
- Connects the group to the outside world

Emotional intelligence ... means managing feelings so that they are expressed appropriately and effectively...

Half the skills you need are technical, but the other half are in that softer domain, emotional intelligence. And it's amazing how it's the latter that distinguishes the top performers.

Daniel Goleman

The Five Elements of Emotional Intelligence

Self-Awareness

Knowing one's strengths, weaknesses, emotions, drives, values and their effect on others

Self-Regulation

Controlling or redirecting disruptive impulses and moods. In short, managing one's internal emotions and impulses

Motivation

Emotional tendencies that help us to take initiative and strive to improve, and to persevere in the face of setbacks and frustrations

Empathy

Sensing what people are feeling; ability to understand their views; awareness of others' feelings, needs and concerns; the ability to understand the emotional makeup of others

Social Skills

Building rapport with others; proficiency in managing relationships

When the seventy-five members of Stanford Graduate School of Business's Advisory Council were asked to recommend the most important capability for leaders to develop, their answer was nearly unanimous: *self-awareness*.

Denial can be the greatest hurdle that leaders face in becoming self-aware... Authentic leaders realize that they have to be willing to listen to feedback, especially the kind they don't want to hear.

Harvard Business Review

*The leader of the past
knew how to tell.*

*The leader of the future
will know how to ask.*

Peter F. Drucker

SEVEN KEY LEADERSHIP SKILLS AND QUALITIES

1. ***Trust:*** If those in the organization don't trust you, everything else becomes exceedingly more difficult. Trust is absolutely vital.
2. ***Vision:*** One of a leader's most important jobs is to be a visionary. An organization, department or individual without a vision of tomorrow will drift. People in a drifting organization justifiably will not have confidence in the institution's leadership.
3. ***Communication:*** In times of change, effective communication is one of the most critical components for an organization's success. Outstanding leaders know *what* to communicate, *when* to communicate it, and *how* to communicate.
4. ***Visible and Approachable:*** Leaders who really know what's going on in the organization spend time talking to their people. They should be patting people on the back, handing out compliments and awards, and, in general, staying in touch.
5. ***Foster Collaboration:*** Today's organizations require teamwork throughout. Effective leaders build a sense of team spirit and cooperation and help staff to understand that the success of the whole depends upon their ability to pull together.
6. ***Intolerance for Incompetence:*** Hauling deadwood slows an organization down. In addition, employees know who is pulling their weight and who isn't. Leaders who condone incompetence jeopardize their own credibility, since they are easily viewed as lacking the courage to take action.
7. ***Integrity:*** Leaders must lead by example. Saying one thing, then doing another sends dangerous mixed messages, undermining the credibility of the leader. Lack of credibility leads to questions about integrity. Questions about integrity makes trust impossible.

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Leadership According to Welch

“You need to invest the vast majority of your time and energy as a leader in three activities:

- › You have to *evaluate*... making sure the right people are in the right jobs, supporting and advancing those who are, and moving out those who are not.
- › You have to *coach*... guiding, critiquing and helping people to improve their performance in every way.
- › And finally, you have to *build self-confidence*... pouring out encouragement, caring and recognition. Self-confidence energizes, and it gives your people the courage to stretch, take risks and achieve. It is the fuel of winning teams.”

Jack Welch, Former Chairman,
General Electric Company

The old adage 'People are your most important asset' turns out to be wrong. People are not your most important asset. The right people are.

If you have the right people on the bus, the problem of how to motivate and manage people largely goes away. If you have the wrong people, it doesn't matter whether you discover the right direction, you still won't have a great company. In the end, it's who you pay, not how you pay them.

Jim Collins
Good To Great

When Strengths Become Weaknesses

<i>Attribute</i>	<i>Value</i>	<i>Risk</i>
Self-confident and opinionated	Acts decisively; good intuition	Closed-minded, domineering, intimidating
Highly intelligent	Sees beyond the obvious; creative	Dismisses or demeans colleagues who disagree with him/her
Action-oriented	Produces results	Impatient
High-performance expectations for self and others	Sets and achieves lofty goals	Constantly dissatisfied; fails to appreciate and motivate others
Direct communication style	Moves people to action	Generates fear and a self-protective culture of compliance
Highly disciplined	Extraordinarily productive; finds time and energy	Unreasonable expectations of self and others; misses signs of burnout
Unemotional	Laser-focused and objective	Difficult to connect with; doesn't inspire teams

THE TIME MANAGEMENT MATRIX

	Urgent	Not Urgent
Important	<p>I</p> <p>Activities:</p> <p>Crises</p> <p>Pressing Problems</p> <p>Deadline-Driven Projects</p>	<p>II</p> <p>Activities:</p> <p>Prevention</p> <p>Planning</p> <p>Relationship-Building</p> <p>Evaluating</p> <p>Coaching, Mentoring, Training</p>
Not Important	<p>III</p> <p>Activities:</p> <p>Interruptions, Some Calls</p> <p>Some Mail, Some e-mail</p> <p>Some Meetings</p> <p>Imminent, Pressing Matters</p> <p>Enjoyable Activities</p>	<p>IV</p> <p>Activities:</p> <p>Trivia, Busy Work</p> <p>Some Mail & Some e-mail</p> <p>Some Phone Calls</p> <p>Time-Wasters</p> <p>Enjoyable, Fun Activities</p>

Leadership is not a position.
Leadership is a performing art,
a collection of practices and behaviors.
Therefore, leadership is not about what one is.
It's about what one does.

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