LEADERSHIP

“We must become the change we want to see”

Mahatma Gandhi

Patricia A. Prelock, Ph.D.
Professor & Chair, Department of Communication Sciences
Effective Leaders Build Trust

- By getting to know others’ thought patterns, work habits, interests & pet peeves
- By acquiring information needed to solve problems & addressing challenges efficiently & effectively
- By understanding the values & beliefs that spark peoples’ emotions & passions
- By acting on your own values and beliefs!

MANAGERS ARE PEOPLE WHO DO THINGS RIGHT, WHILE LEADERS ARE PEOPLE WHO DO THE RIGHT THING . . . Warren Bennis
WAYS to BUILD TRUST

- Own the issue
- Decide on needed change

Take Responsibility
WAYS to BUILD TRUST

Get Feedback

• Strengths
• Challenges
WAYS to BUILD TRUST

Focus on others’ needs

Not just your own
WAYS to BUILD TRUST

Get it done!

When you say you are going to do something => you need to do it
WAYS to BUILD TRUST

Be consistent!

Operate from your values & principles
People will know what to expect
Effective Leaders Listen. . . they

- Communicate WITH others not TO them
- Listen without the intent of responding
- Know when not to say something
- People know you are listening when you:
  - Look at them
  - Use open body language
  - Paraphrase what they are saying to ensure understanding
  - Stop talking

*Give every man thine ear but few they voice*

*William Shakespeare*
Leaders who Represent a Group

- Communicate the groups’ feelings, ideas, etc. accurately
- Understand how decisions are made & communicate this
- Responsibly communicate with group members
- Realize the implications of their representation
Before representing a group

- Define the nature of the problem
- Ask leading, open-ended questions about the groups thoughts & feelings
- Get all the facts you can to make informed decisions
- Determine group members’ commitment to their decision making
While representing a group

- State the group’s position on issues under consideration
- Listen carefully & respectfully to other ideas & points of view
- Decide how to achieve the group’s goals if there is a conflict
After representing the Group

- Bring the message back to the group
- Explain the context for the decision

**Leadership consists not in degrees of technique but in traits of character; it requires moral rather than athletic or intellectual effort & it imposes on both leader & follower alike, the burdens of self restraint**

*Lewis H. Lapham*
Leadership in Tough Times

- Keep your eye on the big picture
- Don’t get caught up in the problem
- Keep moving toward the vision

- Don’t get caught in the war or friendly fire
- Don’t be dragged into the fray
- Act rationally & objectively

- Be the 1st to sacrifice
- Enjoy the well deserved rewards
- Take responsibility for giving something up
Leadership in Tough Times

**Remain calm**
- Think issues through
- Calm leaders make the best decisions

**Motivate**
- Show how the end result will be good
- Support optimism

**Create small wins**
- Find smaller, achievable goals
- Celebrate all the ‘wins’
Leadership in Tough Times

- Above all=>keep a sense of humor

You gain strength, courage & confidence by every experience in which you really stop to look fear in the face. You must do the thing you think you cannot do

Eleanor Roosevelt
It’s all about Emotional Intelligence

- Emotional maturity affects a group’s mood, which affects productivity
- Our physical reactions are closely tied to our emotions
Emotional intelligence requires

- Knowing your self
  - Understanding unique strengths & weaknesses
  - Understanding your emotions requires you to understand yourself

- Managing your emotions
  - Showing restraint & resilience
  - Maintaining a positive attitude.

- Increasing your social awareness
  - Awareness of others’ emotions

- Achieving relationship success
Leadership-what others have to say

• I used to think that running an organization was equivalent to conducting a symphony orchestra. But I don’t think that is quite it..; it’s more like jazz—as there is more improvisation . . . Warren Bennis

• Never tell people how to do things. Tell them what to do & they will surprise you with their ingenuity . . .George Patton

• Whoever is careless with the truth in small matters cannot be trusted with the important matters. . .Albert Einstein

• One can never consent to creep when one feels an impulse to soar! . . . Helen Keller
LEADERSHIP

“Excellence is not an accomplishment, it is a spirit, a never-ending process”

Lawrence M. Miller

“The first responsibility of a leader is to define reality. The last is to stay, thank you.”

Max DePree
Resources

Resources


  http://www.whitestag.org/leadership_resources/sb214.htm

  http://top7business.com/?expert+Cris-Widener