

Your Management Style:
Moving from Manager to Leader
The continuum from coping to managing to leading

WELCOME

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Agenda

Introductions

Ground Rules

Background

Leadership Principles and Characteristics

Becoming a Leader

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GROUND RULES

- **Relax and have fun, but think a little**
- **Ask questions**
- **Participate by sharing your own opinions and experiences**
- **Listen and consider the opinions of others**
- ***“WHAT’S SAID IN PALM SPRINGS, STAYS IN PALM SPRINGS”***

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WHY ARE WE HERE?

Desired Outcomes:

Become aware of leadership principles towards realizing your vision, living your values, and successfully acting as a catalyst for change.

or

MAKE A DIFFERENCE

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TODAY IS ABOUT YOU!

WHO ARE YOU?

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Are You More Like This Or That ?

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Share
An
Inspiring Vision

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What are your values?

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**IT'S NOT REALLY ALL
ABOUT YOU!**

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What's Most Important?

The Mission?

Or

The People?

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Is it important to be liked?

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WHEN WE SEE PEOPLE AS **LOSERS, WE TREAT THEM WITH
CONTEMPT.**

WHEN WE SEE THEM AS **LOST, WE TREAT THEM WITH
COMPASSION.**

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- **The manager administers; the leader innovates.**
- **The manager is a copy; the leader is an original.**
- **The manager maintains; the leader develops.**
- **The manager focuses on systems and structure; the leader focuses on people.**

Adapted from "The Wall Street Journal Guide to Management" by Alan Murray, published by Harper Business.

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- **The manager relies on control; the leader inspires trust.**
- **The manager has a short-range view; the leader has a long-range perspective.**
- **The manager asks how and when; the leader asks what and why.**
- **The manager has his or her eye always on the bottom line; the leader's eye is on the horizon.**

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- **The manager imitates; the leader originates.**
- **The manager accepts the status quo; the leader challenges it.**
- **The manager is the classic good soldier; the leader is his or her own person.**
- **The manager does things right; the leader does the right thing.**

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Leadership Myths

- **Leadership Is a Rare and Unusual Talent**
- **Leaders Are Born, and Only to Elite Families, Races, Castes, or Social Classes**
- **Leaders Are Always Charismatic**
- **Leadership Can Only Be Found at the Top of an Organization**
- **The Leader Controls, Directs, Prods and Manipulates Others**

Warren Bennis & Joan Goldsmith

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CHARACTERISTICS OF POWERFUL AND EFFECTIVE LEADERS

- **A focus on purpose, vision, and direction**
- **A commitment to building trust with followers**
- **A skill in conveying optimism**
- **A talent for inspiring action to produce results**

Warren Bennis & Joan Goldsmith

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COMPETENCIES OF SUCCESSFUL LEADERS

- **MASTERING CONTEXT**
- **KNOWING YOURSELF**
- **CREATING A VISION**
- **COMMUNICATING WITH MEANING**
- **BUILDING TRUST THROUGH INTEGRITY**
- **REALIZING INTENTIONS THROUGH ACTIONS**

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Executive Core Qualifications

Leading Change

Leading People

Results Driven

Business Acumen

Building Coalitions/Communications

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FACILITATIVE LEADER

3 DIMENSIONS OF SUCCESS

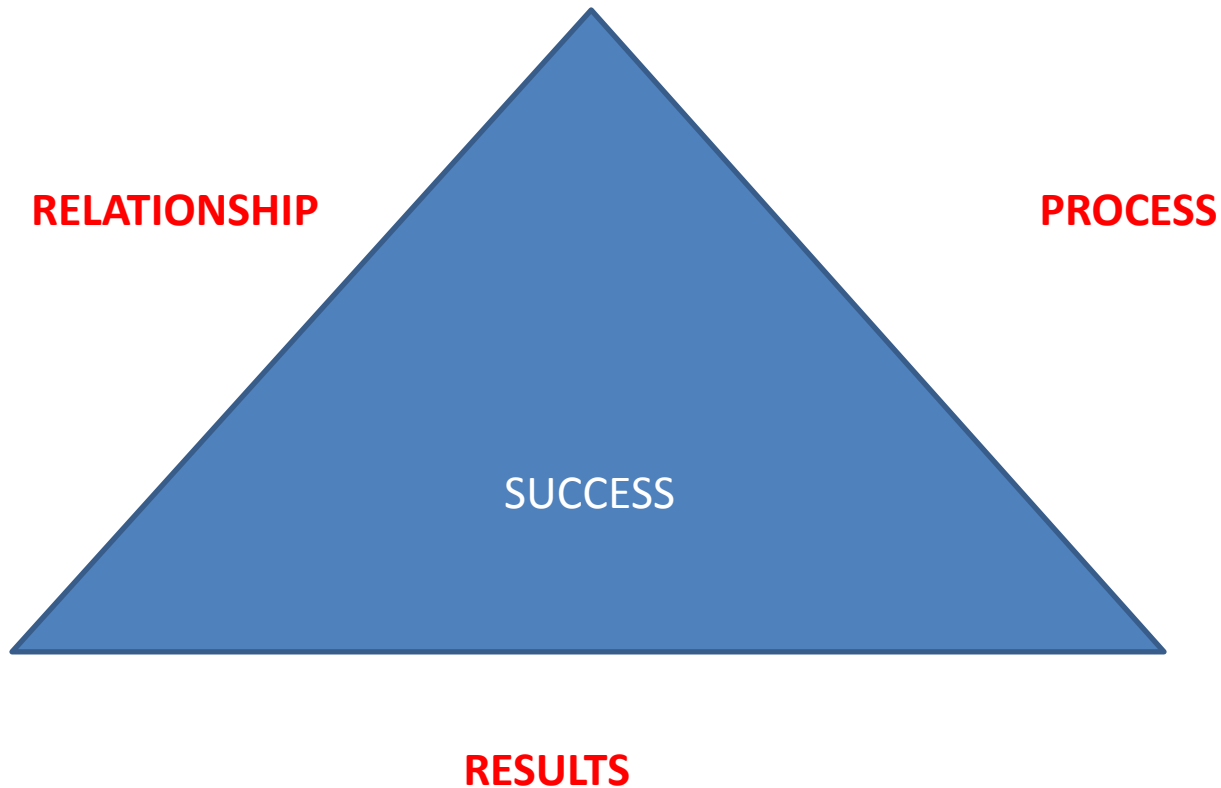
PROBLEM SOLVING
5 LEVELS OF DECISION MAKING

PLUS/DELTAS

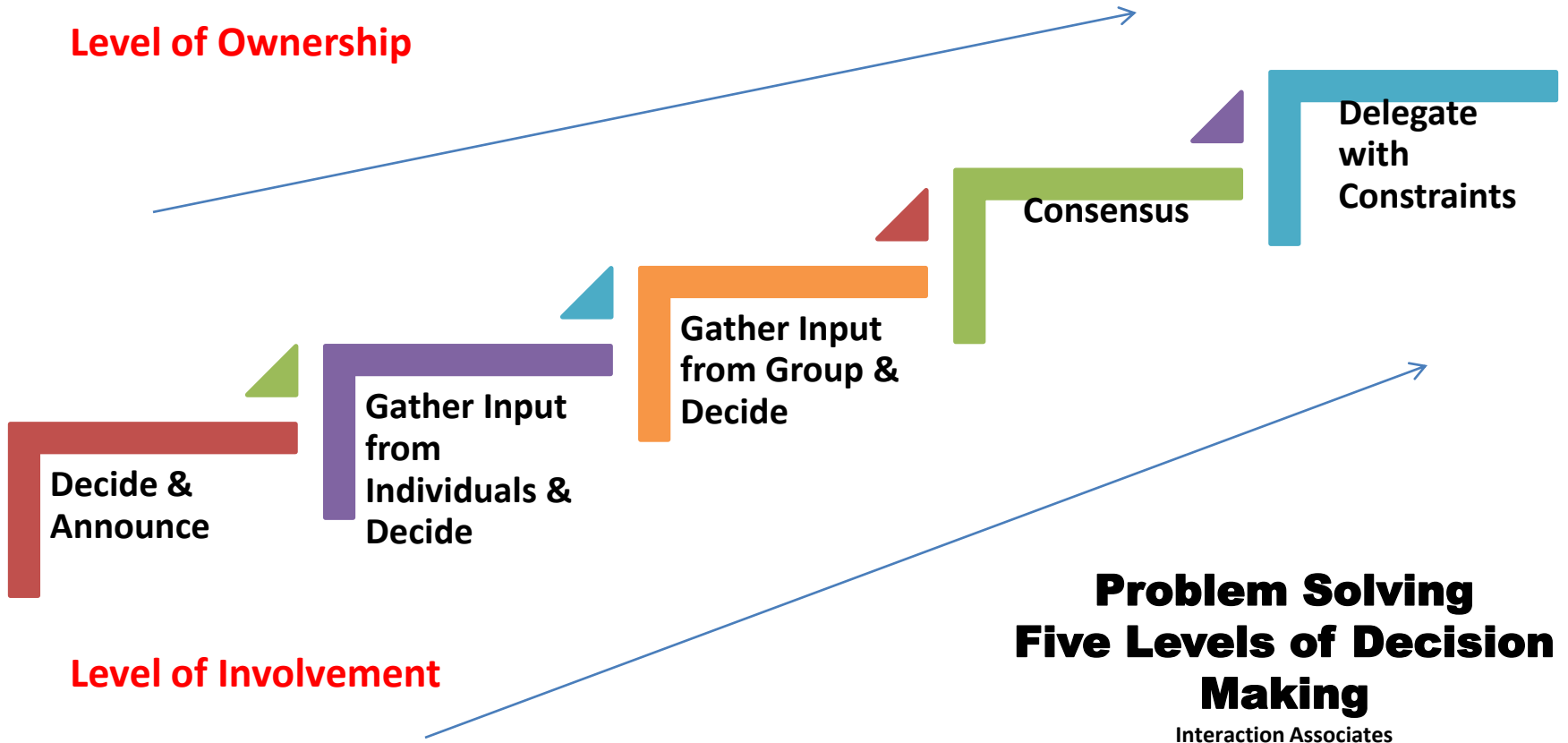
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Interaction Associates

3 DIMENSIONS OF SUCCESS



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After Action Meetings

Plus/Deltas

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“GREAT LEADERS ARE ALMOST ALWAYS GREAT SIMPLIFIERS, WHO CAN CUT THROUGH ARGUMENT, DEBATE, AND DOUBT TO OFFER A SOLUTION EVERYBODY CAN UNDERSTAND.”

Colin Powell

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**“A LEADER TAKES PEOPLE WHERE
THEY WANT TO GO. A GREAT
LEADER TAKES PEOPLE WHERE
THEY DON'T NECESSARILY WANT
TO GO, BUT OUGHT TO BE.”**

Rosalynn Carter

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**“LEADERSHIP IS AN OPPORTUNITY
TO SERVE. IT IS NOT A TRUMPET
CALL TO SELF-IMPORTANCE.”**

J. Donald Walters, (Romanian author, lecturer, and composer)

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**MANAGEMENT IS EFFICIENCY IN
CLIMBING THE LADDER OF
SUCCESS; LEADERSHIP
DETERMINES WHETHER THE
LADDER IS LEANING AGAINST THE
RIGHT WALL.**

Stephen R. Covey

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**“THE TASK OF LEADERSHIP IS NOT
TO PUT GREATNESS INTO PEOPLE;
BUT TO ELICIT IT, FOR THE
GREATNESS IS THERE ALREADY.”**

John Buchan (Scottish historian, novelist)

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Needed Attributes

- **Being Healthy**
- **Being Knowledgeable**
- **Being Excellent**
- **Being Valuable**
- **Being Honorable**
- **Being Responsible**

“Common Sense”

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FOLLOW THE YELLOW BRICK ROAD

WIZARD OF OZ

BRAIN

HEART

COURAGE

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Leadership in Nature
The Wolf

It's a society where teamwork, loyalty and communication are the norm rather than the exception. Actually, it's already present in nature—in a wolf pack. The wolf pack knows who it is. Those in the pack exist for each other.

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WHAT DO I WANT?

WHAT DO I NEED?

WHAT DO I DREAM?

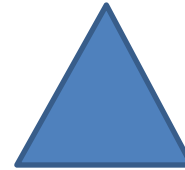
WHAT DO I WISH?

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PLUSES

+

DELTAS



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BEST WISHES

**AND
THANK YOU!**

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