Leadership for Success

Building A Better Life – Concrete Steps for Success

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“Leadership is the ability to elicit extraordinary performance from ordinary people.”

Brian Tracy, Motivational Speaker
“If you think you’re leading but no one is following, then you are only taking a walk.”

John C. Maxwell
Leadership Exercise

• Complete your handout.

Leadership Exercise

1) List three great leaders from any time in the past who you most admire and whose qualities you would like to emulate.
   1.
   2.
   3.

2) List the attributes that made these three leaders great.
   ____________________________________________
   ____________________________________________
   ____________________________________________
   ____________________________________________
   ____________________________________________

3) List three current great leaders who you most admire and whose qualities you would like to emulate.
   1.
   2.
   3.

4) List the attributes that make these three current leaders great.
   ____________________________________________
   ____________________________________________
   ____________________________________________
   ____________________________________________
   ____________________________________________

5) List one leader/mentor who personally influenced you the most, guided you, mentored you, gave you advice and helped you be successful.
   1.

6) List the attributes that made this leader/mentor so important in your life.
   ____________________________________________
   ____________________________________________
   ____________________________________________
   ____________________________________________
   ____________________________________________
   ____________________________________________
What Makes a Great Leader

• List three great leaders from any time in the past who you most admire and whose qualities you would like to emulate.
• List the attributes that made these three leaders great.
• List three current great leaders who you most admire and whose qualities you would like to emulate.
• List the attributes that make these three current leaders great.
• List one leader/mentor who personally influenced you the most, guided you, mentored you, gave you advice and helped you be successful.
• List the attributes that made this leader/mentor so important in your life.
Great Leaders, Past and Present

- Mahatma Ghandi
- Martin Luther King, Jr.
- Abraham Lincoln
- Rosa Parks
- Nelson Mandela
- Ronald Reagan
- Winston Churchill
- Franklin D. Roosevelt
- Mother Teresa
- George Washington

- Pope Francis
- Oprah Winfrey
- Albert Einstein
- Walt Disney
- Desmond Tutu
- Thurgood Marshall
- Ben Franklin
- Frederick Douglass
- Christopher Columbus
- Others
Attributes of Great Leaders

- Innovative
- Courageous
- Determined
- Persuasive
- Brave
- Charismatic
- Great Communicator
- Compassionate
- Visionary
- Inspiring
- Self-Confident
- Knowledgeable
- Strategic
- Change Agent
- Respectful
- Open-Minded
- Proactive
- Flexible/Adaptable
- Motivator
- Delegator
Qualities of Effective Leaders

• What makes an effective leader?
• Which of these attributes are skills (can be learned) and which are talents (natural, born with)?
A Leader...

• Develops a Mission and Vision
• Communicates that Vision
• Inspires People to Set Goals to Deliver that Vision
• Motivates People to Take Actions to Deliver the Goals and Vision
Leadership is “a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.”

Chemers M. (1997) *An Integrative Theory of Leadership*
“Leadership is the phenomenon of someone following someone else because they want to, not because they have to.”

Larry Wilson
Are You a Leader or Manager
<table>
<thead>
<tr>
<th>Manager</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surrender to the content</td>
<td>Master the content</td>
</tr>
<tr>
<td>Copy</td>
<td>Original</td>
</tr>
<tr>
<td>Prisoner of it</td>
<td>Shape it</td>
</tr>
<tr>
<td>Administers</td>
<td>Innovates</td>
</tr>
<tr>
<td>Maintains</td>
<td>Develops</td>
</tr>
<tr>
<td>Focuses on systems &amp; structure</td>
<td>Focuses on people</td>
</tr>
<tr>
<td>Relies on control</td>
<td>Inspires trust</td>
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</table>
## Management versus Leadership

<table>
<thead>
<tr>
<th>Manager</th>
<th>Leader</th>
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<tbody>
<tr>
<td>Accepts status quo</td>
<td>Challenges status quo</td>
</tr>
<tr>
<td>Short-range view</td>
<td>Long-range perspective</td>
</tr>
<tr>
<td>Asks how and when</td>
<td>Asks what and why</td>
</tr>
<tr>
<td>Classic good soldier</td>
<td>Is her own person</td>
</tr>
<tr>
<td>Eye on bottom line</td>
<td>Eye on the horizon</td>
</tr>
<tr>
<td>Follower--can be taught</td>
<td>Visionary—Has to be learned</td>
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**Does things right**  
Does the Right Thing

Warren Bennis: “On Becoming a Leader”
Covey’s “7 Habits of Highly Effective People”

<table>
<thead>
<tr>
<th>Public Victory</th>
<th>Interdependence</th>
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<tbody>
<tr>
<td>Habit 6: Synergize</td>
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<tr>
<td>Habit 5: Seek First to Understand, Then to be Understood</td>
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<tr>
<td>Habit 4: Think Win / Win</td>
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<thead>
<tr>
<th>Private Victory</th>
<th>Independence</th>
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<tr>
<td>Habit 3: Put First Things First</td>
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<tr>
<td>Habit 2: Begin with the End in Mind</td>
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<tr>
<td>Habit 1: Be Proactive</td>
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<tr>
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<th>Dependence</th>
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</table>
Habit 1: Be Proactive

• Positive
• Take Responsibility
• Self-Starters

“We become what we think about.”

Napoleon Hill and Earl Nightingale
Proactive Definition

• “Acting in anticipation of future problems, needs or changes.”
  (Merriam-Webster Online Dictionary)

• “Creating or controlling a situation by causing something to happen rather than responding to it after it has happened.”
  (New Oxford American Dictionary)
## Proactive Language of Leaders

**PROACTIVE**
- I can
- I choose
- I can
- I will
- I will
- I am responsible
- It was my fault
- I control my future
- Let’s solve it
- I will find a solution

**REACTIVE**
- I can’t
- I have to
- I wish or I hope
- I’ll try
- I should
- He is to blame
- It was their fault
- He controls my future
- Life is full of problems
- It will never work
Leadership Law of Control Formula

\[ E \times R = O \]

Event x Response = Outcome
Responsibility vs. Blame

“A man can fail many times, but he isn't a failure until he begins to blame somebody else.”

John Burroughs
Leaders Focus on Future

• Forgive

“Forgiveness does not change the past, but it does enlarge the future.”

Paul Boese
Universal Laws of Success

• Law of Control
• Law of Cause and Effect (Sowing/Reaping)
• Law of Belief
• Law of Expectation
• Law of Attraction
• Law of Concentration
• Law of Substitution
• Law of Correspondence
Leaders are Change Agents

“Change is the law of life. And those who look only to the past or present are certain to miss the future.”

John F. Kennedy
Anti-Change

“Why...
Because that’s the way we have always done it.”

Managers Throughout the World
Fear vs. Courage

“Do the thing you fear and the death of fear is certain.”

Ralph Waldo Emerson
The Way We Always Do It...
Change for Success

“If you keep doing what you have been doing, you will keep getting what you have been getting.”
Benefits of Change

• Accomplish goals
• Move towards success
• “Leave no regrets”
Change for Success

“Even if you're on the right track, you'll get run over if you just sit there.”

Will Rogers
Change

“If you do not change, you can become extinct.”

“Who Moved My Cheese”
Dr. Spencer Johnson
Change

“Man cannot discover new oceans unless he has the courage to lose the shore.”

Andre Gide
No Change = Extinction

- Manual Drafting
- Encyclopedias
- Wind-up Swiss Watches
- Typewriters
- Film Cameras
- 8-Tracks, Cassette Players, Records
- Betamax, VCR
- Telegraph
Risk of Change

- Status Quo—No Risk, No Change
- Take Risk—Accept Change, Climb to New Levels
- World Changes — You Do Not Change
Positive Change

“The best time to plant a tree is 20 years ago. The second best time is today.”

Ancient Proverb
Habit 2 – Begin with the End in Mind

• All things are created twice: mental then physical
Leaders Are Goal Driven

“If you don’t have goals for yourself, you are doomed forever to work to achieve the goals of others.”

Brian Tracy
Setting Goals

“Goal setting is the master skill of success.”

Brian Tracy
Reasons to Set Goals

• Set direction
• To grow (in the right direction, consciously)
• To be aware of what one wants and then to set about doing it
• Measure accomplishments
Reasons People Do Not Set Goals

- Fear of failure
- Fear of success
  - Others won’t like me, ridicule, feel guilty
- Avoids risking, avoids change
- Now what
- Low self-esteem (not worthy)
- I don’t have the time
- Logic (Left Brain) – It feels silly
- Not sold on value
- Do not know how
S.M.A.R.T. Goals

S = Specific
M = Measurable
A = Attainable or Achievable
R = Relevant / Realistic
T = Time-bound
Principles of Goal Setting

1. “Dream big dreams”
2. Goals must be written in present tense, personal, positive, visual, emotional (reticular activating system)
3. Goals must be balanced
   - What – Business, Career, Financial
   - Why – Personal, Family, Health
   - How – Professional & Personal Development
4. Major definite purpose
5. Plan of Action to accomplish goals
Balanced Goals Exercise

• List all goals

• Prioritize
  • A, B, C
  • 1, 2, 3

• Plan of Action: Take A-1 Goal & List Actions Needed to Accomplish It
  • Prioritize Actions (A, B, C and 1, 2, 3)
Strategic Planning/Goal Accomplishment

• Identify goal and write it down
• What are the benefits of accomplishing goal?
• What are the obstacles or barriers?
• What skills and knowledge are needed?
• What individuals, groups, companies and organizations do I need to work with?
• What is my plan of action to reach the goal?
• When do I want to reach this goal?
Balanced Goals Exercise

<table>
<thead>
<tr>
<th>ACTION PLAN – Develop and Prioritize Actions to Accomplish Goals</th>
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<tbody>
<tr>
<td>Goal 1:</td>
</tr>
<tr>
<td>Why - Benefits of Achieving:</td>
</tr>
<tr>
<td>Obstacles and Barriers:</td>
</tr>
<tr>
<td>Skills, Knowledge and Technology Needed:</td>
</tr>
<tr>
<td>Individuals/Groups to Work With:</td>
</tr>
<tr>
<td>When Do I Reach This Goal:</td>
</tr>
</tbody>
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<table>
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<tr>
<th>ACTION ITEMS NEEDED TO ACCOMPLISH GOAL</th>
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Goal Attainment

“A goal properly set is halfway achieved.”

“A goal without a deadline is just a dream.”
Habit 3 – Put First Things First

Time Management

• With Priorities Set...
• What is the most valuable use of my time right now?
Definition of Time Management

“Time Management is planning and organizing your time in such a way that you accomplish your most important goals as quickly as possible.”
Pareto’s Principle (80-20 Rule)

• 80% of effects comes from 20% of causes (Law of Cause and Effect)
• 80% of sales comes from 20% of clients
• Focus on 20% of tasks that create 80% of results
• Do not “major in minor things”
Habit 5-Seek First to Understand and Then To Be Understood

• Leaders Listen
• Leaders Persuade
• Leaders Communicate Effectively
Communications by Leaders

• What percentage of his/her time does a typical leader spend on communication?

90 %
Executive Communications

• How much time do executives spend in various types of communications?*

  Writing    9 %
  Reading    16 %
  Speaking   30 %
  Listening  45 %

  Total     100 %

*Decker Communications, Inc.
Written vs. Verbal Communications

• Written Communications
  • Transmitting Knowledge (Sharing Facts) to Multiple Parties

• Verbal Communications
  • Persuasion and Influence
    • Phone = Hearing Words and Tone
    • Face-to-Face = Hearing Words and Tones and Seeing Body Language
Habit 7 – Sharpen the Saw

• Physical
• Spiritual
• Social / Emotional
• Mental

Leaders are Lifetime Learners
Sharpen the Saw – To Learn More...

- Read 1 hour per day in your field
- Take speed reading course
- Invest 3% of income in improving self
- Rip and read – Use during waiting times
- Read books by experts
  - Make sure authors are successful
  - Wait for paperbacks
  - Read reviews
- University on Wheels
5 Levels of Leadership (John Maxwell)

1. **POSITION**
   - Rights
   - People follow because they have to.

2. **PERMISSION**
   - Relationships
   - People follow because they want to.

3. **PRODUCTION**
   - Results
   - People follow because of what you have done for the organization.

4. **PEOPLE DEVELOPMENT**
   - Reproduction
   - People follow because of what you have done for them.

5. **PINNACLE**
   - Respect
   - People follow because of who you are and what you represent.
Level 1: Position (Rights)

• People follow because they have to
• Bosses (not leaders)
• Rely on rules, regulations, polices, org. charts
• Does not require ability and effort
• Appointed position
Level 2: Permission (Relationships)

• People follow because they want to, not just comply
• Move from coercion to cooperation
• Influence with relationships, not position
• “People go along with leaders they get along with.” (John C. Maxwell)
• When people feel liked, cared for, included, valued, and trusted, they begin to work together with their leader
Level 3: Production (Results)

- People follow because of what you have done for the organization
- Good leaders make things happen
- They lead the team to produce results
- Requires self-discipline, work ethic, organization, and skills to produce
Level 4: People Development (Reproduction)

• People follow because of what you have done for them
• Transition from producer to developer of people
• Recognize people are most appreciable asset
• Invest time, energy and money in developing others
Level 5: Pinnacle (Respect)

- People follow because of who you are and what you represent
- Develop others to Level 4 leaders
- Create a legacy of leadership
- Possess influence that transcends the organization and industry
- Lift an entire organization and benefit everyone within
5 Levels of Leadership

• You cannot achieve a higher level until you master the lower level

• Different subordinates will view your levels differently

• Can take a questionnaire to determine where you are. Subordinates can answer to assess what level they see you on.
Conclusion

• Leaders must be highly effective people
  • Positive, Proactive, Responsible
  • Goal Setters with Visions
  • Effective Time Managers
  • Outstanding Communicators
  • Continuous Learners
  • Change Agents
Conclusion

• What Level of Leader Are You?
• What Level do you Aspire to Reach?
• Take the Leadership Challenge (Handout)
  • Write a Vision
  • Write List of Goals to Achieve Vision
  • Prioritize Goals
  • Take Highest Priority Goal and List Actions, Prioritize Actions and GET GOING!
Conclusion

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

John Quincy Adams
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REFERENCES:
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• Brian Tracy – “How to Master Your Time” (6 Audiocassette Tapes)
• Zig Ziglar – “Goals” (6 Audiocassette Tapes)
• Brian Tracy – “Goals”
• John C. Maxwell – “The Five Levels of Leadership”