

Southwest Power Team Leadership Handbook

TABLE OF CONTENTS

CHAPTER 1 – Emotional intelligence: What is your emotional IQ?	1
CHAPTER 2 – Personality traits and leadership styles of great leaders	6
CHAPTER 3 – Leading high-performance teams	9
CHAPTER 4 – Interpersonal skills for leaders	17
CHAPTER 5 – Leading through effective communication	23
CHAPTER 6 – Leaders as motivators	28
CHAPTER 7 – Leading and managing conflict resolution	34
CHAPTER 8 – Moral leadership and ethics	38
CHAPTER 9 – Leading culturally diverse teams	43
CHAPTER 10 – Leadership versus management	49

Emotional Intelligence

By Rick Derr

The concept of emotional intelligence (EI) has generated increasing interest as it relates to leadership training and development. Some proponents of EI have argued it may be more important than IQ in determining leadership ability. With that being said, criticisms have centered on whether EI is a real/valid intelligence and whether it has incremental validity over IQ and the five personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism). (Harms, P. D.; Credé, M. 2010)

There are a number of definitions for emotional intelligence:

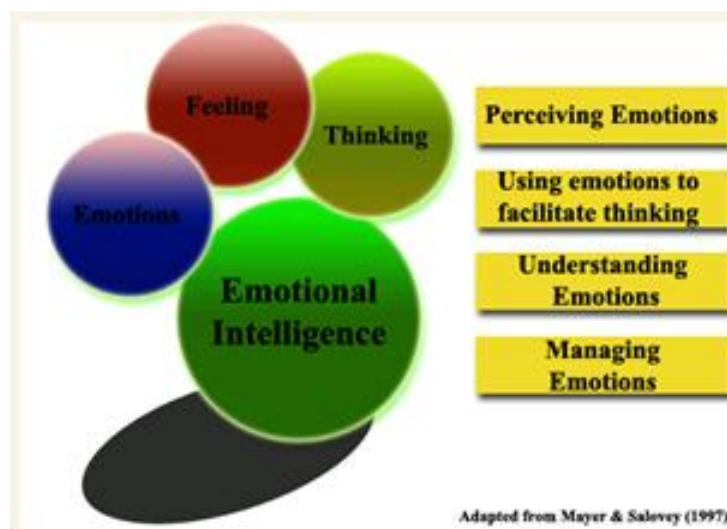
- *Emotional intelligence* is the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions.
- *Emotional intelligence* refers to an ability to recognize the meanings of emotion and their relationships and to reason and problem-solve on the basis of them. Emotional intelligence is involved in the capacity to perceive emotions, assimilate emotion-related feelings, understand the information of those emotions, and manage them.
- *Emotional intelligence* is the capacity to reason about emotions, and of emotions to enhance thinking. It includes: 1) the abilities to accurately perceive emotions, 2) the ability to use emotion to facilitate thought, 3) understand emotion, and 4) the ability to manage emotion.
- *Emotional intelligence* refers to the ability to do such things as understand one's feelings, have empathy for others, and regulate one's emotions to enhance one's quality of life. It includes these key factors: self-awareness, self-management, social awareness, and relationship management.

It's not essential to ascribe to any one of these definitions; however, it is vital to understand the principles behind this concept and its applicability to leadership development, functionality, and execution. While it can be argued emotional intelligence is just another way of describing one's self-awareness, one being cognizant of those around

him or her, and being able to act (not react) in a socially acceptable manner, the elements associated with this concept are important.

Those in leadership must be able to recognize, appraise, predict, and manage their own emotions in such a way that enables them to work with and motivate others. It certainly is essential in a leader's ability to provide guidance to a smaller work-group or team, especially if he or she ascribes to the notion of being a transformational or servant leader.

Based on research in dozens of companies, Daniel Goleman discovered that the most effective leaders are alike in one essential way: they all have a high degree of emotional intelligence. Cognitive intelligence (or general mental ability) and technical skills are considered threshold capabilities for success in executive positions. Yet, according to Goleman, without a high degree of emotional intelligence, a person can have excellent training, superior analytical skills, and loads of innovative suggestions, but he or she still will not make a great leader. His analysis also revealed that emotional intelligence played an increasingly important role in high-level management positions, where differences in technical skills are of negligible importance. Furthermore, when star performers were compared with average ones in senior leadership positions, differences in emotional intelligence were more pronounced than differences in cognitive abilities. (Goleman, pg 94)



<http://educational-business-articles.com>

Four key factors in emotional intelligence are described next, along with a brief explanation of how each factor links to leadership effectiveness. The components of emotional intelligence have gone through several versions, and the version presented here is tied closely to leadership and interpersonal skills. (Goleman, Boyatzis, and McKee)

1. *Self-awareness.* The ability to understand your own emotions is the most essential of the four emotional intelligence competencies. Having high self-awareness allows people to know their strengths and limitations and have high self-esteem. Resonant leaders use self-awareness to accurately measure their own moods, and they intuitively understand how their moods affect others. (Effective leaders seek feedback to see how well their actions are received by others. A leader with good self-awareness would recognize such factors as whether he or she was liked or was exerting the right amount of pressure on people.)

2. *Self-management.* This is the ability to control one's emotions and act with honesty and integrity in a consistent and adaptable manner. The right degree of self-management helps prevent a person from throwing temper tantrums when activities do not go as planned. Resonant leaders do not let their occasional bad moods ruin their day. If they cannot overcome the bad mood, they let work associates know of the problem and how long it might last. (A leader with high self-management would not suddenly decide to fire a group member because of one difference of opinion.)

3. *Social awareness.* This includes having empathy for others and intuition about organizational problems. Socially aware leaders go beyond sensing the emotions of others by showing they care. In addition, they accurately size up political forces in the office. (A team leader with social awareness, or empathy, would be able to assess whether a team member had enough enthusiasm for a project to assign it to him. A CEO who had empathy for a labor union's demands might be able to negotiate successfully with the head of the labor union to avoid a costly strike.)

4. *Relationship management.* This includes the interpersonal skills of being able to communicate clearly and convincingly, disarm conflicts, and build strong personal bonds. Resonant leaders use relationship management skills to spread their enthusiasm and solve disagreements, often with kindness and humor. (A leader with

good relationship management skills would not burn bridges and would continue to enlarge his or her network of people to win support when support is needed. A leader or manager with good relationship management skills is more likely to be invited by headhunters to explore new career opportunities.)

If leaders do not have emotional intelligence, they may not achieve their full potential despite their high cognitive intelligence. Here are two examples of making good use of emotional intelligence on the job:

- Your company is approached about merging. The due diligence process suggests everything is favorable, yet your gut instinct says something is amiss. Rather than ignore your intuition, use it to motivate yourself to gather more information on the principals in the company.
- Your stomach knots as you prepare for a presentation. Your anxiety may stem from your sense that you are not well prepared. The emotionally intelligent response is to dig into the details and rehearse your presentation until the knots are replaced by a sense of welcome anticipation and confidence.

Research on emotional intelligence and leadership has also focused on the importance of the leader's mood in influencing performance. The leader's mood and his or her associated behaviors greatly influence bottom-line performance. One reason is that moods are contagious. A cranky and ruthless leader creates a toxic organization of underachievers (who perform at less than their potential). In contrast, an upbeat and inspirational leader breeds followers who can surmount most challenges. Thus mood finally affects profit and loss. The implication for leaders is that they have to develop emotional intelligence regarding their moods. It is also helpful to develop a sense of humor, because lightheartedness is the most contagious of moods.

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Personality Traits and Leadership Styles of Great Leaders

By Angela Genna

Leadership can be learned. You may not be able to incorporate all of the personality traits or leaderships styles listed in this handbook, but you don't need to. The personality traits and styles complement each other. The intent is for you to see that great leaders use many different approaches and styles. You'll see that some styles are better used in certain situations while others are not. You'll see that some personality traits are more conducive to success in leading others while other traits may not be harmful, but are not as admired by others. If you incorporate most of the personality traits into your daily life it will influence the way you lead others and can inspire confidence, loyalty, and trust in you as their leader.

Kouzes and Posner (2007) surveyed 75,000 people around the world to find out what seven characteristics they admire in a leader. Over the years, the four characteristics that are consistently admired are honesty, forward-looking, inspiring, and competent. It has been said that employees don't quit the company they work for; they quit the managers they work for. Kouzes and Posner (2007) state "when they're performing at their peak, leaders are doing more than just getting results. They're also responding to the expectations of their constituents" (p.31).

Personality Traits of a Great Leader

According to Dubrin (2013), the eight personality traits in the picture below contribute to successful leadership:



Leadership Styles of Great Leaders

Great leaders don't have just one approach to leadership. They adapt their style to match whatever the situation requires. Oftentimes, great leaders will use more than one style when managing an issue. You probably have a leadership style that comes naturally to you. We are not necessarily suggesting that you change the way you lead or manage situations, just that situations may vary and so should the leadership approach used. According to Charles M. Farkas, Philippe DeBacker, and Suzy Wetlaufer there are five distinct approaches to leadership: strategic, human assets, expertise, box, and change agent (DuBrin, 2013).

Strategic - systemic implementation of long-term goals. This approach should be used in an unstable and complex environment.

Human Assets – hire, retain, and develop the best people. This approach should be used at the departmental level.

Expertise – focus is on a specific proprietary element of the organization. This approach should be used to gain a competitive advantage.

Box – set rules and expectations for employee performance and product standards. This approach should be used when strict controls are necessary to protect consumers and the company.

Change Agent – constant improvement to services and products. This approach should be used when being a leader in the field is the ultimate goal.

Great Leaders

According to Myatt (2013), there are 5 things that great leaders do or have.

- a detailed purpose
- put people first
- have an overall awareness of self and the organization's culture
- eliminate complexity
- get personal

A strong sense of purpose inflames passion and emotion in great leaders. Great leaders know that trust and respect can be earned by putting people first. Great leaders recognize that they need skilled and satisfied people to succeed. Great leaders are aware

and observant. They are continually learning and allow their position on matters to be challenged. Great leaders see complexity as constraining innovation, expensive, and ineffective. Great leaders are engaging and understand that to lead people you have to know those people on a personal level. The best leaders are considered to be great people that others want to be around and will freely follow.

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Leading High Performance Teams

By GuruKirin Khalsa

High performance teams are the pinnacle of any team effort and must be consistently worked at to achieve perfection. Often, working in teams is considered contrary to the culture in America; according to Marvin Weisbord, “Teamwork is the quintessential contradiction of a society grounded in individual achievement” (Zmorenski, n.d.).

So how do we shift from individual performance to truly synthesize individual efforts into a cohesive, effective team unit? In addition, how do we make the team unit so effective and high performing that it outmatches individual efforts and the sum becomes greater than the whole?

I - Stages of Growth

The process can be divided into the steps of team development (Forming, Storming, Norming and Performing) as defined by Psychologist Bruce Tuckman (1965):



(nwlink.com, 2010).

- 1. Forming Stage:** Members begin to know each other, are generally tentative and polite, learning the flow of the team and the individual members on the team. Some members may be anxious, due to the lack of clarity of the teams process and goals, while others may be excited to begin (Zmorenski, n.d.).

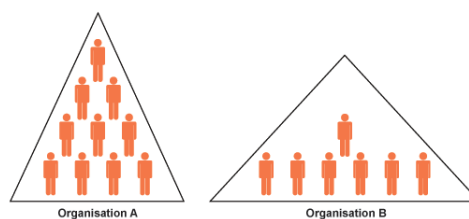
Process in this stage: Goals & Protocols are developed, Members are introduced, Roles are selected, and Process is determined for how the group will perform.

Important steps at this stage:

- Create clear goals and objectives
- Develop clear accountability expectations and roles
- Determine obstacles which need to be addressed
 - Provide feedback and update members to build communication and cohesiveness (Zmorenski, n.d.).

Additional Notes:

Guttman (2008) reports that “Leadership is about creating a unique and compelling vision.” One way leaders can develop high performing teams is to introduce a vision for a horizontal structure rather than one that is vertical or hierarchical. This can be visually compared to a matrix of diverse leaders vs. a spoke and wheel with the leader and decision making capacity at the center. Guttman reports that a horizontal organization is “ruled by high-performance teams with real decision-making clout and accountability for results, rather than by committees that pass decisions up to the next level or toss them over the wall into the nearest silo.” The former is built for speed and high performance, whereas the latter is not (2008).



Example of Vertical and Horizontal Structures (BBC, 2013)

2. Storming: Members begin to do the work, and in this process bump up against many roadblocks or friction within the team. Obstacles start to show themselves more frequently and challenges within the team dynamic are common. Each person is testing their wings, making sure they can perform the tasks needed, while at the same time developing the pathways to perform these tasks. “Team members may jockey for position and seek clarification of their roles...Some people are ready to

get to the tasks of the team, while others may be feeling overwhelmed with the amount of work to be accomplished” (Zmorenski, n.d.).

Process at this stage: The team can experience a lot of chaos at this stage where everyone is trying to perform many levels of work at the same time, often going in the same direction and sometimes even overlapping. It can be similar to kindergarten, where children understand each other’s roles through testing the teacher and pushing up against each other. “Everyone is often on a different page. They may feel frustrated trying to accomplish goals and objectives for which they will be held accountable when they do not feel that they have neither the support of established processes nor the support of fellow team members. This is the stage where many teams fail” (Zmorenski, n.d.).

Important steps at this stage:

- Actively address and resolve conflicts, often using them as educational tools to help the team’s protocol develop into clearer processes and outlines.
- Build team working relationships to help counteract internal struggles, with team building exercises and socializing.
- Identify and work with team members who are struggling, assume there is a lack of support and/or clarity that needs to be adjusted rather than underperformance by the team member.
- Aggressively address and remove obstacles which prevent the team from accomplishing goals, and provide timely feedback on the team’s progress (Zmorenski, n.d.).

Additional Notes:

Guttman reports of an example of the benefit of protocols for high performing teams with Catherine Burzik, the President of Applied Biosystems:

At Applied Biosystems, Burzik’s team of 15 vice presidents were spread throughout the U.S., Europe and the Pacific Rim. Making fast, smart decisions was a challenge. Her solution was to put in place formal rules for decision-making. “All strategic-level decisions were made by the full team, but specific operational decisions were made by sub-teams,” says Burzik. “We operated like a board of directors that has committees to which it delegates fact finding and decision-making.” Any leader interested in playing-and having the

organization play-at high-performance levels must overcome the often deep confusion surrounding decision-making (2008).

- 3. Norming:** Once the team makes it through the Storming stage, things start to even out and group work becomes normalized and even calm. Clear lines of process and decision making emerge and everyone on the team feels comfortable in knowing how things are happening.

Process at this stage: “Natural leaders emerge, the team is beginning to work synergistically, relying on one another for advice and help” (Zmorenski, n.d.). If additional work is added onto the team, it may revert back to the Storming stage to help it develop new rules and structure, but generally most teams operate in the Norming phase.

Important steps at this stage:

- Build independent work structures for team members
- Provide additional support to help team members and processes develop, such as additional training, skill building and resources.
- Ensure that there are continual challenges for the team, and each individual member to grow and develop in their work so that the team and the individuals do not become stagnant in their work.
- As always, active attention to addressing obstacles and roadblocks, and providing timely feedback on the group’s progress is always necessary (Zmorenski, n.d.).

Additional Notes:

Guttman reports: “What’s key is creating teams in which everyone puts the good of the team before functional self-interest,” explains Epstein. “Team results become the driving force” (2008).

- 4. Performing:** This is the highest pinnacle of team development, and the goal for high-performing teams. In this stage, team “members are working collaboratively toward achieving goals...the processes and structure for accomplishing tasks is securely in place and there tends to be little, if any, destructive conflict” (Zmorenski,

n.d.).

Process at this stage: “leaders are able to delegate more work to the team and can also focus on developing the team members” (Zmorenski, n.d.). In addition, team leaders can also focus on developing strategic vision and guidance for the team to help them perform even better. Team members rely on each other instinctively and have built and deep trust in each other’s performance ability. This is a key component of high performance teams as it allows each person to focus almost entirely on the betterment of the goals and organization, and very little on the internal work process and team dynamic. In addition, the processes, structure and group cohesion developed in the earlier stages adds support to the team to allow them to operate more effectively.

Important steps at this stage:

- Team has a high level of responsibility with decision making power. As the team is so effective, it needs corresponding authority to be able to operate to the level it has achieved. “ Leaders delegate at much as it is reasonable to do so” (Zmorenski, n.d.).
- Minimal focus on team process and dynamics, maximum focus on performing goals and tasks.
- Strong leader who delegates broad levels of responsibility and authority to team, keeping connected to their performance so that work is assigned at the speed with which the team is operating
- Identify and take swift action to remove ineffective parts of the team. At the high pace of the team’s performance, it needs to have a leader who identifies and removes roadblocks so that it can continue working effectively.

Additional Notes:

One example of high performing teams is the engineers at Google, Inc. Google is at the forefront of internet innovation so needs to keep its teams operating at the highest level of efficiency and avoid distractions so that the maximum development is achieved each day. In order to do this, Google effectively removes as many roadblocks from the engineers days as possible so that they focus entirely on their work. This includes lifestyle perks such as free food, exercise, medical visits, laundry and massages. This system effectively keeps the employees mind focused on their

job for much of the day.

Google's former CEO, Eric Schmidt stated that: "The goal is to strip away everything that gets in our employees way. We provide a standard package of fringe benefits, but on top of that are first-class dining facilities, gyms, laundry rooms, massage rooms, haircuts, carwashes, dry cleaning, commuting buses – just about anything a hardworking employee engineer might want. Let's face it: programmers want to program, they don't want to do their laundry. So we make it easy for them to do both"(n.d.).

II - Measuring Team Performance

Another aspect of high performance teams is measuring the team performance. This is in order to evaluate where the team in the stages above.

1. **Working Dynamic:** One of the key aspects for measuring performance will be how well the team members work together, including the level of trust, information sharing, and recognizing/acknowledging each other's achievements and contributions.
2. **Communication:** Once a team reaches the performing stage, there is an intuitive factor in the communication flow where each member knows when and where to communicate. If there are gaps, or lack of clarity in the communication, or even simple misunderstandings of meaning, words etc., there is still work to be done to correct this. Zmorski (n.d.) states: "Communication within high-performing teams is clear, honest, meets everyone's needs, and drives successful achievement of the goals and objectives. Open and honest communication is fostered in an environment of trust, where people feel safe in expressing their ideas. The more trusting the environment, the more effectively the organization will communicate. It is the leader's responsibility to cultivate the environment of trust by acting as a role model and delivering on the leader's responsibilities as stated above in each stage of team development."
3. **Team Results:** High performing teams will achieve high results in work and objective delivery. Not only will they meet goals, they will creatively brainstorm to deliver effective problem-solving solutions. To be an effective team, the "team must be delivering on at least the minimum standard of expectations" (Zmorski, n.d.). However, high performing teams go beyond this to identify at solve problems at the top of their

organization.

III - Celebrate Success

Another factor inherent to high performing teams is celebrating success. These teams will be operating at their highest level of effectiveness so will need to stop and acknowledge their successes in order to recognize them and appreciate what is working. Zmorenski (n.d.) suggests that “Celebration takes many forms, falling into two categories: formal and informal. Formal celebrations are planned and are often more costly forms of celebration (i.e., programs involving awards, prizes and planned events). Informal celebrations typically cost little, happen frequently and tend to be more personal. Examples may be something as simple as a “thank you” from a leader or an article detailing an individual or team’s accomplishment in the company newsletter.”

IV - Conclusion

Guttman (2008) states: “What separates the new breed of high-performance leaders is not just prescribed styles or traits, but the ability to build a rational business case for change. They create a unique and compelling vision and are skilled at influencing players to think differently about their accountability. To that end, these leaders enable their team members to act with a strong sense of ownership for the entire team’s results.”

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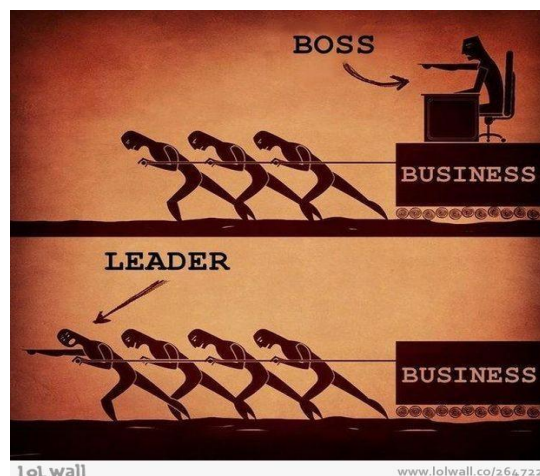
Interpersonal Skills for Leaders

By Haydee Garcia



There are many theories about what it takes to be a leader. However we can all agree that a big part of being a leader is will be attributed to the ability to communication. Many micro and macro leaders are remembered by phrases/speeches they made. Everyone can think of a phrase/speech that made an impact in their lives or careers. Such is the impact of some leaders that after decades of being delivered we are still remember those speeches. Through research we have found that there are countless traits and methods of achieving leadership through interpersonal skills, in this section we will discuss the different interpersonal skills that leaders must possess to excel in their roles.

AJ Dubrin discusses ten techniques that promote success of a leader through interpersonal skills (2010):



Credibility

A credible person is someone that would most likely make a good leader/manager. A credible leader would be more able to convince those being lead, that the action or direction in a set goal is most convenient.

Gear your message to the listener

As is said in many advertisement meeting rooms: who is your audience? In order for a team member to be followed or better yet do as the leader asks, the team member has to understand what the leader wants from him/her. It is important that leader used information and key concepts that are of interest to the team members to make the learning experience easier and memorable.

Sell group members on benefits of suggestions?

As many psychologists believe humans actions are driven by the desire to satisfy particular needs. A leader needs to know the wants and needs of the team members and how to target those needs and/or wants.

Use heavy impact and emotion provoking words

Whether it be a small team meeting or a town hall it is important to use vocabulary that will move people into action. It is believed that strong vocabulary conveys confidence and emphasizes priorities on issues or projects.

Using anecdotes to communicate meaning

Anecdotes are a great way to capture the attention of an audience. Anecdotes are a good way for a leader to persuade and influence other into ways of thinking. According to Dubrin, an anecdote can serve as reflections values and actions of the company. Anecdotes humanize the leader to show them are more accessible and relatable.

Back Up Conclusion with Data

To add an element of credibility it is important that leaders present some sort of documentation that show that what they are proposing will have results. When there is data that showed that a result is possible the member will feel obligated to meet the goals needed.

Minimizing language, errors, junk words, and vocalized phrases.

A leader needs to be professional, it is important that communication is accurate and professional. Stalling or having too many junk words (i.e. um, like, you know) can also be a sign of low confidence and doubt.

Use Business jargon in appropriate doses.

It is important that some jargon be used to show knowledge's. Key words will also be identifiers and will signal attention from the group or leader. Dubian also expressed that using too much jargon can result in the assumption that not much though was put into discussion.

Write scripts, clear memos, letters and reports including front- loaded messages

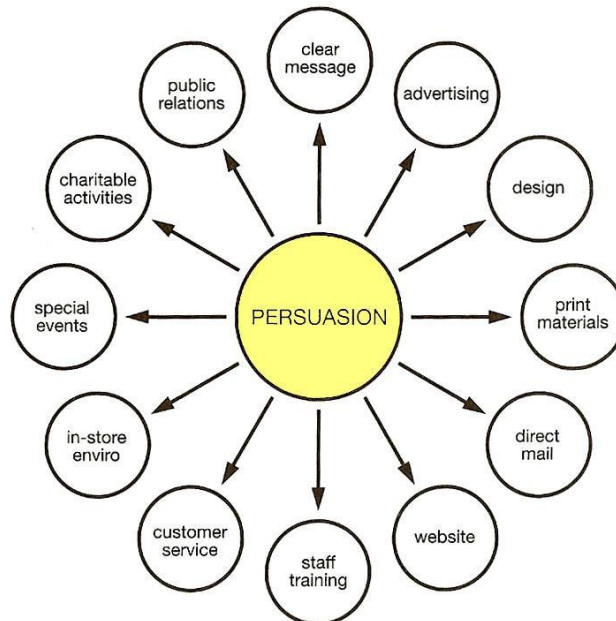
As mentioned before all communication must be professional. All need to work towards a same common goal. Letters, reports, and memos will be the rosters for those goals. The Dubian describes front loaded messages as those that are at the beginning of the sentence.

Use the power oriented linguistic style

Dubian described it a "...directness, pacing and pausing, word choice and...jokes, figures of speech, anecdotes, question and apologies." When talking to a group, leader needs to takes meaning and perception of culture into consideration. A groups culture will help determine the interpretation of the message. The group's culture can also determine how this information and the leader will be evaluated.

Durbian goes on to explain the 6 principles of persuasion (2010). These are important and simple elements that can be sure to improve the person's ability to persuade a group.

Wheel of Persuasion



1. Liking- Dario explains that a leader has better chances of being liked if they show they like the group they are leading.
2. Reciprocity- Kindness seems to be the key in this element. If a leader is kind to a group, the group will feel a sense of obligation towards that leader.
3. Social Proof- People tend to follow others that they identify with and they feel have similar values to them.
4. Consistency- Humans are creatures of habit. On the leader and company side consistency can be a reflection of stability.
5. Authority- Members will seek leaders that are the expert. Members want to feel confident that their leaders are knowledgeable about logistic and processes.
6. Scarcity- Ideas need to be presented as if it were the last opportunity to be taken. The less available or opportunity the more attractive they will see to group member.

In chapter 2 of Roebuck's book in *Communication Strategies for Today's Managerial Leader*, Roebuck discussed the program Connect to Success Initiative being used by the phone company AT&T (Roebuck, 2012). TOP is one of the acronyms to discuss three traits that they feel are needed for leadership. T is for trust; company feels that there needs to be trust in each other, for the leader to lead and the team member to follow through with action plan. O is for open-mindedness; in order for new ideas to arise and for current ideas to be executed. Leaders should reinforce openness to new ideas. The final letter P would stand for participation. All together they form TOP which leads to excellence in leadership.

Another acronym that was part of the Connect to Success Initiative was **STAR** that discusses the process of leadership. S standing for Situation, and T for task. The letter A stands for Action, action that needs to be taken, and how to handle the situation. R stands for results, how it benefits the group or person.

There is also a component of interaction and feedback with this plan. The company suggests 3 main steps. There should be personal investment in each employee's growth and development. This will give the employee a sense of understanding and value. Second component is the need for feedback to improved performance. It is always helpful to get tips and feedbacks on how one is doing and how to improve on any designated area. Last component is giving recognition for the good performance. Positive reinforcement will promote continued hard work to achieve set goals. The company goes further into detail about ways to improve the fluidity of the process. They emphasize feedback and the reiterations of the work and performances.

The last source to discuss was the National Conservation Training for U.S. Fish and Wildlife Service (n.d). They have a section called Foundational Leader Competencies: Interpersonal Skills. This is the definition that they have of leadership : "Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations, is tactful, compassionate and sensitive, and treats others with respect."

There are 5 elements specific for each level from all employees to the different levels of management. All employee actions are more geared towards other employee, and the manager actions are geared towards creating a positive and productive employee environment.

1. Promotes and models courtesy, respect, and trust.

A leader should be a representative of the company that he/she works for. A leader should be an example of what is expected from workers.

2. Demonstrates personal leadership

This element is really about teamwork and encouragement of others. This particular element is not divided up by positional ranking. This element is considered to be important and essential to all team members.

3. Is self-aware and understands their impact on others.

Empathy seems to be the main concern with this element. For the employer it is important that they be considerate of their workers feel about particular work. Employers also need to understand the stresses and strengths of each team member to accommodate if possible. Empathy is also important when an employee is giving feedback, employers will want to makes sure to be honest, while at the same time promoting future collaboration.

4. Builds rapport and develops and maintains cooperative

Employees are encouraged to build rapport to ensure the success of a team. Internal and external networking is important for interdepartmental collaboration. If an employer is able to build rapport with his or her team they will be more likely to build loyalty and commitment to employer and company.

5. Understands others and demonstrates cognitive and behavioral flexibility working relationships.

Ability to and act on what is being learned and told is very powerful. It is important that a leader be flexible and accommodating to change. Someone that can adjust and move in a different direction easily, will be able to build better working relationship with multiple personalities, and will be better able to resolve issues.

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Leading through Effective Communication

By GuruKirin Khalsa

Effective Communication is an essential component to business success, most notably for any business leader. The most effective leaders “spend the overwhelming majority of their time each day in some type of an interpersonal situation...Effective communication is an essential component of professional success whether it is at the interpersonal, inter-group, intra-group, organizational, or external level” (Myatt, 2012).

“The number one thing great communicators have in common is they possess a heightened sense of situational and contextual awareness. The best communicators are great listeners and astute in their observations. Great communicators are skilled at reading a person/group by sensing the moods, dynamics, attitudes, values and concerns of those being communicated with. Not only do they read their environment well, but they possess the uncanny ability to adapt their messaging to said environment without missing a beat” (Myatt, 2012).



Effective communication in business significantly enhances efficient administration, avoids miscommunication and communication gaps, helps tasks to run smoothly and improves relationships with those you are communicating with (Skillsoft, n.d.).

Communication is the key to managing projects and staff effectively and to leading any group or effort to success. It is the method through which the leader’s message and impetus are shared, which brings about the changes needed. Without communication, there would be no need for leaders to effectuate anything as the effectiveness of leaders is in their messages and communication.

Learning to communicate effectively can be easy with applying certain techniques. Although there are general rules, they won’t work in every situation so adaptability will be needed to understand how to navigate through situations. Below is a list of practical tools to learn for effective communication in leadership:

1. **Be Trustworthy.** People value honesty and sincerity in the person they are looking to lead them. “Trust is best created by earning it with right acting, thinking, and decisioning. Keep in mind people will forgive many things where trust exists, but will rarely forgive anything where trust is absent” (Myatt, 2012).
2. **Be Direct.** Get right to the point and communicate with clarity. It is important your message is communicated in its essence as soon as possible so that people are engaged in what you are saying from the start. Leading up to points and sugar-coating can create confusion and misdirection of focus. “Your goal is to weed out the superfluous and to make your words count” (Myatt, 2012).
3. **Be Personal.** People want to know that you care about them and are aware of their situation. “People don’t care how much you know until they know how much you care” (Myatt, 2012). Personal relationships build empathy and deeper understanding of the situation for further clarity and better communication.
4. **Keep an open mind.** Differing opinions and perspectives add value and depth to any situation. Take the time to appreciate and understand viewpoints different than your own. Be curious and interested, and “open dialogs with those who confront you, challenge you, stretch you, and develop you. Remember that it’s not the opinion that matters, but rather the willingness to discuss it with an open mind and learn” (Myatt, 2012).
5. **Listen.** Communication for leaders involves bringing focus, attention and guidance to people so that they interact in a new way. Although clarifying and delivering your message is the first part of this, listening is the second biggest priority. This will tell you if someone has heard your message and how it will impact them. It also generally brings new information that can help adjust your strategy to be more effective.
6. **Empathize.** Take the time to really understand and feel the other person’s perspective. Sometimes just repeating back what you have heard with sincerity and understanding can help achieve empathy as it allows the other person to see that you have really heard and understand their points. “Empathetic communicators display a level of authenticity and transparency that is not present with those who choose to communicate behind the carefully crafted facade propped-up by a very fragile ego” (Myatt, 2012).

- 7. Know what you are talking about.** Be credible when you communicate. If you know something well, communicate your knowledge and if you don't, find out. "If you don't possess subject matter expertise, few people will give you the time of day...successful people have little interest in listening to those individuals who cannot add value to a situation or topic," (Myatt, 2012).
- 8. Tailor your message.** Communicating your message to the people or person to whom you are talking is a key element of understanding. Check for cultural gaps or jargon that can be misleading and make sure that your words and mannerisms are used in a way that creates the most clarity and impact with your audience.
- 9. Wait for the right time.** In life, timing is everything and it is clear in communication, there are good and not-so-good times to communicate. Make sure that your audience is ready to hear what you have to say. If necessary, communicate more of where you are coming from to help the person or people understand why the communication is being introduced.

Barriers to Effective Communication

All of these skills and tools for good communication are only as effective when applied properly. Noticing and overcoming barriers to good communication is the next step to achieving excellence in communication.

Mental Filters are a large component of the communication process. "They are created by experiences, upbringing, and culture. Consider how certain scents evoke vivid memories and certain words elicit certain emotions in people. Messages pass through these filters as they are sent and received. These filters affect how you perceive messages and responses. Everyone has a mental filter through which they view the world around them and process the information they receive from viewing" (Skillsoft, n.d.).

Poor communication is the cause of the majority of organizational problems. Let's look at some barriers that impede effective communication. All of these can be called 'mental filters' through which people process information that has been communicated.

1. Different perspectives: each person will have a unique perspective to situations based on their life experience, culture and values.
2. Bias: people have many different beliefs that lead to bias in situations, especially if

the person is unaware of the bias and brings it forward into work situations.

3. Different organizational structures: work experiences tend to be different for each person and therefore their expectations can differ. Many people expect different communication from their colleagues and manager based on their past organizational structure experience.
4. Word choice: As we have all seen, words mean different things to different people. Choosing words that can have varying meanings in different cultures, generations, or societies will often confuse the message.
5. Difficulty reading the written word: for many people in the workplace these days, English is a second language and there may be difficulty reading text, especially with larger words.
(Skillsoft, n.d.).

Steps to Take for Effective Communication

1. Consider the various aspects of communicate and make sure you are aware of each one:
 - Sender: your own perspective or bias
 - Receiver: your audience, to whom you are addressing your communication
 - Message: what is your message, clearly defined
 - Response: processing the response from the receiver
 - Mental filters: understanding any filters above that may have been present in the communication, and adjusting for them.
(Skillsoft, n.d.)
2. Prepare your Communication (Skillsoft, n.d.)
 - a. Know the purpose for the communication
 - b. Prepare the information: who is it going to, is it readable by your intended audience and does it have a logical flow?
 - c. Choose the medium: consider priority, size, and audience or receiver

Conclusion

Donald Walton says, “The higher you go, the wider spreads the network of communication that will make or break you. It extends not only to more people below, but to new levels above. And it extends all around, to endless other departments and interests interacting with yours” (n.d.). Communication is a vital factor in all of our lives and as leaders we need to be aware and improve our skills so that we can lead and communicate our message effectively.

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Leaders as Motivators

By Jon Horsman

The most crucial aspect of being a leader is the ability to motivate their employees. In this section of the handbook, we will address the various strategies that a leader can

implement to motivate their team.

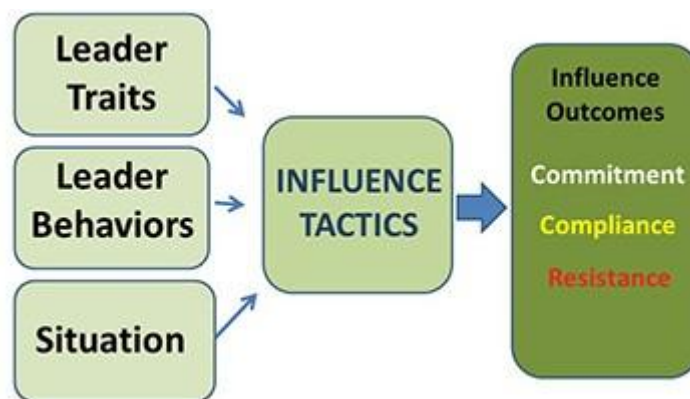
Influence Tactics of Leaders

Before proceeding forward, we must define the terms for both Leaders and Motivation. The simple definition of a Leader is the inspiration and director of the action. The leader is the person that possesses both the combination of personality with leadership skills. Effective leadership encourages others to want to follow his or her direction. A leader is a person that is able to elicit controls and sustains certain behaviors. The driving force that compels or reinforces behaviors towards a desired goal is called motivation. Motivation can be defined as “the extent to which persistent effort is directed toward a goal” (Quisenberry, 2006). Leadership and motivation are derived from a source of power and influence.

Power and Influence

In order for a leader to become effective, that person must be aware of specific tactics that are needed to influence others. Many leaders can influence others by being charismatic. Other leaders can influence others through power and politics.

Sometimes the terms power and influence are used interchangeably. Some claim power is created by influence and influence is created because of power. “Influence is the ability to affect the behavior of others in a particular direction, whereas power is the potential or capacity to influence” (DuBrin, 2010).



There are three possible outcomes from a leader’s influence. The first one is commitment. Commitment is the most successful outcome because it has enthusiasm and total support for carrying out the request. Commitment is extremely important when comes to complex and difficult tasks that require extreme concentration and effort. The second one is compliance. Compliance is only partially successful because the employee is apathetic and not very excited about carrying out the task. Most compliant employees only do what is required with only modest effort. Finally is the resistance. Resistance is known to procrastinate or find excuses for why the task is not completed. The leader’s personality traits can affect the outcome of the influence tactics. Leaders can influence others because

they are known as the subject matter expert, can lead by example and can determine which influence tactic will be most effective.

Honest and Ethical Tactics

Honest and Ethical tactics used with tact, diplomacy, and good intent can help encourage others to join the team in accomplishing the task or objective. The following tactics can vary in complexity and will require time to develop them.

Leading by example and respect – “do as I say and do” management. Actions that support the words. Leading by example means the leader works hard and expects others to do the same.

Using rational persuasion – This by using logical arguments that are supported by factual evidence to convince others to do the same.

Developing a reputation as a subject matter expert (SME) – Management by experience on the subject matter. The SME can also be seen as the rational persuasion because of their knowledge of the subject matter.

Exchanging favors and bargaining – working in reciprocity environment where the favors can be exchanged at a later date.

Legitimizing a request – The influence is directly in line or consistent with organizations policies. Most workers are willing to comply with regulations. When legitimate request is applied, the employees respond as if this is an expectation of their profession.

Making an inspirational appeal, being charming and emotional display – this creates personal magnetism that can be captivating, charming and charismatic.

Consulting – This involves the employee in the decision-making process. The employee is compelled to follow the leader’s request. As a result, this aligns the leader’s goal with the employee’s contributed solution.

Forming coalitions – Convincing individuals can be more difficult than creating a group. By forming a group, the individuals can work together to combine their power. “There is power in numbers”.

Being a team player – A team leader can be a team player and support the team. This influence emphasizes collaboration and can build relationships.

Practicing hands-on leadership - The leader getting involved with hands on experience can gain knowledge of processes of operations. Also, the leader has the opportunity to influence the subordinates to hold certain beliefs and to adhere to certain procedures and processes for dealing with issues.

Less Honest and Ethical Tactics

The tactics below are ranked by the varying intensity with respect to honesty. These tactics are discouraged and could lead to the eroding of the leaders effectiveness with future projects.

Deliberate Machiavellianism – This is intended to control the interactions by practicing deception, bluffing and other manipulative tactics.

Gentle Manipulations of People and Situations – The approach is to manipulate employees to getting on the bandwagon or the consequences with hurt other employees.

Undue Pressure – A team leader would apply motivational techniques with rewards or mild punishments based on the success of the project. This is when rewards become more like bribes and the punishments could be severe or placed under undue pressure or coercion.

Debasement – A leader that gets people to underestimate his or her skill level in order to the employee to do the job.

Ingratiation – This leader will go out of their way to make the person feel more powerful by acting in a very humble way. They act like the decision was from the people they are trying to get approval from in pseudo-democratic manner.

Joking and Kidding – This tactic is a straightforward statement by disguising it in the form of joke or a kidding remark. The criticizer uses joking and kidding to soften the blow of criticism.

Upward Appeal – The leader uses their influence with someone of more authority to get them to do the influencing on their behalf. Typically this leader doesn't have the authority to do it and will use a superior to get the approved request. This can backfire on the leader and can erode their stature in the eyes of other members and higher management.

Leadership Influence for Organizational Change

Many top-level leaders exert their many changes to bring about a change throughout the organization. Some leaders bring about change so quickly that it can affect the culture of the whole company. Changing of the company culture could impact a risk-averse workforce into a more riskier entrepreneurial workforce. When a new leader is appointed, this person typically wants to make an immediate change to the culture. Below are some of things that a new leader should consider in order to maintain a healthy corporate culture.

The leader needs to serve in roles that convey a consistent core of values and practices that are reflected throughout the whole organization. If the leader wants to emphasize Customer Service, the leader needs to treat and speak of the customer service department in positive terms. The leader needs to impose their new approach through an executive edict. In the quest for changing the culture, the leader can also establish a reward

system that rewards the new culture. In addition to rewards, the company can select candidates for positions whose values mesh with the desired culture. Finally, initiate new training and development programs that support the desired culture values.

Relative Effectiveness and Sequencing of Influence Tactics

Relative Effectiveness of Influence Tactics. Tests have shown that different forms of influential tactics have a different impact on the target audience. When the influential tactic from a manager down to their employees have shown rational persuasion, inspirational appeal, and consultation were very effective. However, these tactics were not effective from the manager to their influencing team members and peers. The attitude from managers was perceived as inspirational appeal, ingratiation and pressure tactics. It has shown personal appeal, exchange, and legitimating tactics work best in lateral directions. For everyone in the lateral and upward positions, the best tactics found were to be coalitions and the use of rational persuasion to be the most effective.

Sequencing of Influence Tactics. The order and sequence of applying influence tactics is very important. The rule should be to begin with a more positive and least abrasive tactic. If the results are not the advantage you desire, proceed to a stronger tactic. Starting with a rational persuasion at first, if this doesn't work then move on to exchanging favors. Increase the tactics until you reach your desired results. It should be noted that only use upward appeal as the very last resort. These tactics don't always guarantee success of commitment. This process requires the effective application of tact, diplomacy and insight.

Implicit Leadership Theories and Leadership Influence

An implicit leadership theory is derived from the perspective from an individual. This individual formulates their expectations of what a leader should be. These are people's assumptions about their leader's traits, abilities and character. These assumptions are developed through socialization and experiences with the leader. Most people have a preconceived notion of how a leader should behave. People then define and see their leader as either prototypes or anti-prototypes. Prototypes are positive characteristics of a leader and anti-prototypes are the bad characteristics found in a leader. People have different expectations from their leaders, but they do share the same stable trait-based stereotypes of leadership. Prototype leadership shows sensitivity, intelligence, dedication, charisma, strength and attractiveness. In contrast, the anti-prototype that shows tyranny and masculinity.

Motivation and Coaching Skills

Expectancy Theory and Motivational Skills

The expectancy theory of motivation is based on the perceived reward for the amount of effort or work produced by a person. This theory deals with process and cognition. Expectancy theory is cognitive because it is defined by the judgments, thoughts and desires of the person that is being motivated. This theory is based on what the person views as the biggest personal payoff. Most people will take the assignment they know they can handle, and that will benefit them the most.

Basic Components of Expectancy theory

The expectancy theory has three basic components: valence, instrumentality and expectancy (VIE theory). In order for motivation to take place, all three components must be present.

Valence – It is the measurement of worth or attractiveness of the outcome to the performance. This is the measurement of the desired level and level of motivation to a specific outcome.

Instrumentality – This is the probability (performance to outcome expectancy) that the performance will lead to certain outcomes.

Expectancy – The probability that the correct performance will be accomplished by the individual.

Leadership Skills and Behaviors Associated With Expectance Theory

The following are ways to motivate others which will increase their skills and behavior.

- Determine what levels and kinds of performance are needed to achieve
- Make the performance level attainable by the individuals being motivated
- Train and encourage
- Make explicit the link between rewards and performance
- Make sure the rewards are large enough
- Analyze what factors work in opposition to the effectiveness of the reward
- Explain the meaning and implications of second-level outcomes
- Understand individual differences in valences
- Recognize that when workers are in a positive mood, high valences, instrumentalities and expectancies are more likely to lead to good performance

Goal Theory

The goal theory is widely accepted by both managers and leaders as a way to sustain and improve performance.

Advantages of Goal Setting Theory: Goal setting theory is a technique used to raise incentives for employees to complete work quickly and effectively. Goal setting leads to better performance by increasing motivation and efforts, but also through increasing and

improving the feedback quality.(Locke, 2013)

When individuals are given specific hard goals, they are known to perform better than those who were given easy or non-specific goals. The goals should be specific and should not be generalized. Large comprehensive goals should be broken down into sections that can be accomplished in short bursts and not in a long drawn out marathon. The leader active participation in these goals need to be accepted by the group member in order for it to be effective. While employees total commitment only has a small impact on the results, a goal alone has improved performance.

Using Recognition and Pride to Motivate Others

Recognition is a strong motivator. Most employees view their regular compensation as entitlement, whereas employee recognition is perceived as a gift or bonus. In order to appeal to the recognition needs of others, meritorious behavior should come in the form of written or material award. Praise and recognition as a motivator is not expensive, and the return investment is very powerful. Giving workers a gift (symbol of achievement) accomplishes both an (intrinsic) internal motivator and (extrinsic) external motivator. These gifts serve as a constant reminder to the employee of the accomplished worthwhile activity. Equity theory and social comparison are the study of individual inputs & outcomes compared to others inputs & outcomes. When an employee feels more equitable to others, the motivation is not diminished.

Coaching As an Approach to Motivation

Coaching creates the new possibilities for actions and helps facilitate breakthroughs in performance. Good coaching can lead to personal development, improve group performance and make team members aware of each other's skills. The coaching process can build bridges of communication which can support, set objectives and motivate the team or individuals into action.

Coaching Skills and Techniques

Implement and utilize the following skills which will improve performance of individuals and groups.

- Communicate clear expectations to all group members
- Build relationships with team members
- Give feedback in areas that require specific improvement
- Help eliminates obstacles for group members
- Give emotional and constructive support
- Reflect on the content or meaning in regards to the employee's feeling with their problem
- Give gentle advice and guidance
- Show employees the designed performance and behavior by modeling it for them

- Get the commitment from the team to carry through with the proposed solution
- Give positive reinforcement and applaud the good results

Executive Coaching and Leadership Effectiveness

The purpose for hiring a coach is to engage the employee or leader to accelerate their personal soft-skill development. The executive coach can also help the executive develop more emotional intelligence skills. The education can help an executive learn about their tone and body language that will soften their approach and work better with others.

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Leading and Managing Conflict Resolution

By Angela Genna



As a manager and a leader an estimated 20% of your time will be spent managing conflict (DuBrin, 2013). Conflict exists when there are perceived differences between two parties. How large or small, important or unimportant, real or imagined the conflict may be is irrelevant. Conflict in the workplace is inevitable and should not be ignored. In fact, conflicts can be a good thing because they generate conversations that could lead to new ideas, better information, and an overall better understanding of the issues between concerned parties. However, most of the conflict you will deal with as a manager will be conflict that requires a third-party to help resolve the issue. Myatt (2012) notes that “unresolved conflict often results in loss of productivity, the stifling of creativity and the creation of barriers to cooperation and collaboration.”

Conflict Management Styles

There are many styles that a manager can use when managing conflict. According to Kenneth W. Thomas there are 5 styles of conflict management (DuBrin, 2013).

STRATEGY	Best Used
Competitive	win/lose situation
Accommodative	self-sacrificing for the sake of the relationship
Sharing	compromising by both sides
Collaborative	win/win, fully satisfying both parties
Avoidant	indifferent, let the parties resolve the conflict on their own

Which should I use?

Effective leaders generally use the collaborative style. Satisfying both parties with a win/win solution usually leads to greater overall satisfaction. Several collaborative methods might be used. One way of using the collaborative style is to agree with your critic. By agreeing with the critic you are acknowledging the issue and showing that you are willing to work through it. Another collaborative technique is to apologize. If you did something wrong a sincere apology will help both parties come to a resolution (DuBrin, 2013).

There are many reasons why other styles of conflict resolution would be used. The situation will usually dictate the strategy used. Do you have to win? Maybe you have to be competitive because not getting the results you desire means bad things will happen. Choose your battle, if the issue is not really important to you perhaps you take on the accommodating style. By sacrificing your want to reach an agreement, you may have saved a working or business relationship. It is also advantageous to show that you can be accommodating, so maybe the next time there is a conflict they may accommodate you. Defaulting to the avoidant style is usually not a good option. There may be times when avoidance is the best temporary choice. The times when emotions are running high and the parties need time to cool off or you want to give the parties an opportunity to work through it on their own. By avoiding conflicts long-term you will find that resentment grows among the parties involved and the team members in the office. The team members will blame the manager for not addressing the issue, and often it will make the manager look weak.

Conflict Resolution

The most effective way for a manager or leader to resolve conflict between two parties is to use the conflict as a way to communicate. By gathering the groups together to confront each other the manager is not placed in a position of choosing a side or making a decision for them. Hopefully, the confrontation will lead to problem solving dialogue (DuBrin, 2013).

A basic skill managers and leaders need to have is the ability to negotiate. Most conflicts cannot be resolved without some form of bargaining. The Interest-Based Bargaining approach leads to win-win outcomes. Wheeler, Ghazzawi, & Palladini (2011) state, "The facilitator was able to show management and labor how to put the "interests" of each side on the table and engage in joint problem solving, rather than focusing on demands

that lead to conflict” (p.100). Interest-Based Bargaining is a cooperative approach. It promotes the idea that all parties must come away having gained something. When in negotiations, focus on the overall interests of the parties involved. Do not focus on specific negotiating points. When interests and concerns are out in the open, parties may realize that they have the same interests, but are using different methods to reach the same goal. Ineffective communication frequently costs us what we actually want, and occasionally stops us from getting what we actually need.

When in a negotiation there are several helpful tips to make you more effective. Actively listen and avoid distractions and negative body language. Ask clarifying questions when necessary. Having a clear picture of the issue will help to expedite a resolution. In traditional negotiation settings, parties customarily demand an unrealistic want or need. The assumption with traditional negotiation is that you start high (ask for more) and meet in the middle. However, with Interest-Based bargaining you discuss your interests, not your position. Pay attention to the differences between both parties. Sometimes hearing it from someone else’s perspective generates ideas and clarity. Because Interest-Based bargaining is a collaborative process, the parties involved actually end-up helping each other. Overall, the win-win situation is more gratifying.

Be mindful of international differences when negotiating. Most Americans are very direct when in negotiations. People from other cultures could be offended by American traditional terms and gestures (DuBrin, 2013).

Organizations must have an effective conflict resolution process. In order for the process to be effective, the managers and leaders must have accomplished negotiating skills, believe in the process, and have a desire to have win-win outcomes (Myatt, 2012). Conflicts should not be avoided and can add value to the resolution process by creating dialogue and new perspective.

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Moral Leadership and Ethics

By Jon Horsman

The universal principles of ethics and moral leadership gravitates to the idea that a leader should always do the right thing. The following information will help all managers understand what is needed to become an ethically minded leader.

Principles and Practices of Moral and Ethical Leadership

Every leader is a human being which can be their greatest strength or greatest weakness. All leaders need to have a higher compliance rates since their behavior has an impact on many lives. Leaders need to be sensitive to the wellbeing of many people. Morality and immorality are magnified by the leader's relationships to their followers. A leader's power when used unethically, can have severe negative impacts. Not, just on the followers but for the rest of their company and community. When a leader creates a culture of ethical decision making, the whole company and shareholders will benefit in the long run.

Practices and Principles of Moral and Ethical Leadership

Moral leadership requires a strong social consciousness. A moral leader would demonstrate thoughtfulness, modesty, generosity and ethical behaviors. Ethics is the moral principles and the study of separating right from wrong. While ethics studies the group's behavior, morals tend to be towards the individual's determination of what is right or wrong. Morals are mostly influenced by the person's values. Values are connected closely to ethics because the ethics are the vehicle in which values are converted into action.

Five Behaviors of Ethical Leadership



- Having Integrity, Being Honest and Trustworthy with others. Most full time employees say that working for an ethical company is critical. When a leader practices what they preach regardless of emotional or social pressure, that leader is showing integrity and loyalty to rational principles.
- Paying close attention to all Stakeholders. The leader should pay attention to the balance set of the stakeholders. A leader should not do drastic layoffs to temporarily appease the stakeholders. This could backfire, and the lost talent could cost the company more money in the long run. The pressure to, instantly succeed, needs to be tempered with a deep commitment to long term growth for the stakeholders as well as, the employees.

- Building a community with common constructive goals. A leader must take the time to search for the common goal of that is shared by stakeholders, employees, and followers. When the leader works with many people towards a common goal, they have created a community.
- Respecting Individuals. Leaders should tell the truth and be honest. When the leader is honest, the leader will notice the respect they show to others will also be shown back to them. By showing the employees respect, this demonstrates the value of their inner worth. When individuals are treated with kindness and honesty, the individual's perception and attitude towards the company improves morale.
- Accomplish Moral Victories Regularly. Leaders should not be seen as a hero or heroine but as a modest behind the scenes person. When a moral leader quietly works on an ethical agenda, most often the decision in the process will have an ethical outcome. Practicing silent victories can make the leader appear very fair and modest.

Contributing Factors to Ethical Differences

Ethics and Morality among leaders can vary drastically based upon their perception of reality. Every leader has a certain level of greed, gluttony and avarice, level of moral development (pre-conventional level, conventional and post-conventional level), entitlement, situation, and personal character. The greed and avarice can be seen in the executive compensation in comparison to the money shared among the employees, stockholders and even customers. Former Federal Reserve chairman Alan Greenspan commented publicly on the problem of executive greed. He said "an infectious greed" had contaminated the business community in the late 1990s, as one executive after another manipulated earnings or resorted to fraudulent accounting to capitalize on soaring stock prices. (DUBRIN, 2010) Most would argue it is about supply and demand of competent CEOs. So for a company to stay competitive the executive compensation is a must. Some leaders have acted as if they had implied permission to loot a company. Their excuse was no one told to them to stop their actions.

This leads to the moral development of a leader. Every leader falls into one of these three categories. The pre-conventional level is very basic in the search for large rewards and avoiding punishments. The conventional level is the level of conforming to expectations and societal norms. The post-conventional level is concerned with others and how to find ways to do things for the most amount of people. This level of thinking shows the leader isn't concerned about their own fortune or recognition. When some CEOs lose their sense of reality, they may begin to feel they are entitled to what they can get away with. The Situation is action the leader might take imprudently, quasi-legal risks that could be seen by the other leaders as acceptable behavior. This could have a ripple effect throughout the whole company. Finally, the personal character of the leader that acts more ethically will have an effect that is emulated by the managers below them.

Leaders with an Ethical Mind

Every leader must develop an ethical mind. In order to obtain an ethical mind, the leader must find their ethical compass. This will require the leader to state their ethical beliefs and stick to them. A test should constantly be conducted to see if they are adhering to their values. The ethical leader understands that positive relationships are the gold standard for all organizational effort. Good quality relationships built on respect and trust—not necessarily agreement, because people need to spark off each other—are the single most important determinant of organizational success. (Schwartz, n.d.)

When a leader takes the time to reflect back on those values, it will help align and focus them on ethical behavior.

Guidelines for Ethical Decision Making

There are six questions that can be asked to determine whether the decision was ethical or unethical.

1. **Is this Right.** This answers the basic question of whether it is right or wrong. Some might determine if it is right or wrong like in the ten commandments.
2. **Is this Fair.** Would the action be just or unjust
3. **Who could gets hurt.** This is to determine the end result, will this action benefit the greatest number of people and will it do the most good for everyone.
4. **Comfort level if the details got out to the public.** How would this disclosure impact the public if the information got out.
5. **Reversing the decision and evaluate the ethical decision.** This evaluates the ethics if the decision is reversed by the decision maker.
6. **Sensing how it would Smell?.** This is dealing with intuition. The smell test is a gut feeling or common sense to the situation.

Unethical Leadership Behaviors

Immoral, unethical and illegal behaviors conducted by a business could lead it to bankruptcy, layoffs, diminished trust in stocks and even scare away talented employees.

Creating Ethical Organizational Culture, Leadership and Social Responsibility

Providing Strategic Social Responsibility and Leadership of Ethics. Social responsibility is built into the core of a company and should no longer be considered an add-on. The goal is to understand what the company thinks, says and how it responds to others. This should be a process to discuss the relationships with stakeholders on how everyone can work together for the common good. Social Responsibility focuses on avoiding wrong doing and finding actions that create a corporate culture that encourages ethical behavior. In some cases, rewarding ethical behavior could encourage employees to become more vigilant and even reduce disruptions that could hurt the company.

Develop a Pleasant Work Environment. Creating a pleasant work environment will

encourage employees to stay longer with the company. Other employees will notice that the company is a pleasant place to work. Companies like Google get thousands of resumes a day from talented people desiring to work for their company. If the place is a great place to work, employees will even accept a lesser salary to be a part of something they enjoy.

Building a Sustainable Environment. A company that works towards the social good becomes a more desirable company. Customers notice that the money they are spending is going towards something that helps the environment and the local community. This action is likely to get the company a reputation as a company that is caring and good.

Although some may criticize the company, Google (NASDAQ:GOOG) regularly makes good on its motto: "Don't be evil." Through its Google Green Program, the company has donated over \$1 billion to renewable energy projects, and has decreased its own footprint by using energy efficient buildings and public transportation. (Shields, 2013)

Philanthropy. Many companies want see their charitable investments go to the end consumer. Some companies even research charities that would give the maximum return on their social impact. Others companies have even delayed their decision leadership and acted immediately to the needs of the community in a crisis situations like hurricanes, wild fires and earthquakes.

Improve working conditions by working with Suppliers. Companies can also practice social responsibility by helping improve mental and physical conditions of their supplier's facilities. Instead rejecting or refusing to work with a supplier, the company can offer to improve working conditions. Companies helping these suppliers could be viewed as vehicles that bring about positive change.

Creating a code of Ethical Conduct in writing. Having a code of conduct in writing does influence the behavior of both formal and informal leaders when it is referred to frequently. The written code is a tangible source that all employees must adhere to in regards to rewards as well as punishment.

Create formal systems to address ethical problems. In addition to having a code of conduct in writing, other formal systems need to be put into place. Most large corporations form committees that help ensure ethical and socially responsible behavior. This committee can help perform audits to ensure all employees are in compliance with the written code of conduct.

Support for Whistleblowers. Whistleblowers typically discloses any wrongdoing about a company to a third party that could do something about correcting the companies actions. Leaders need to find a way to sort through the difference between a troublemaker and true whistleblower. The whistleblower that is acting with the best interest of the company might need special communication to find a way to resolve the wrongdoing and how to move forward. The whistleblower shouldn't fear being demoted, restricted from future growth within the company or even being fired.

Implement Social Responsibility and Ethics Training. Every company should look at creating formal training that reinforces ethical and social responsible behavior. The training should include scenarios that could be applicable to employees in real world situations. This will allow the employees to reflect on how they can apply the ethical behavior in other parts

of their work environment.

Placing Personal Interests below Company Interests. Leaders need to view the welfare of the company over their own compensation. When a company is successful, this success will also continue for the leader. Excessive compensation could do more damage to the company and could cause it to eventually go into bankruptcy. If a leader looks beyond self-interest, they can see partnerships, collaborative work and fairness that will help in the pursuit for the greater good of everyone.

Organizational Performance and Ethical Behavior

When Social responsibility investments demand increases, it is wise to increase in these investments even if it reduces cash flow. Even though money is being spent, the market value of the firm might increase because of demand for these investment opportunities. The payoff could be greater when it is for a cause with a growing demand. More profitable companies can better afford social responsibility initiatives which could lead to even more profits. This action has shown that good social performance can contribute to an improved financial performance. Improved financial performance can be measured by the return on sales as well as return on assets. This means that a virtuous cycle could be created with corporate social performance and corporate financial performance by reinforcing, supporting and feeding on each other in a positive symbiotic relationship. When a company is viewed as being an ethical organization, it can help avoid big fines for when something unethical might happen.

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Leading Culturally Diverse Groups

By Haydee Garcia

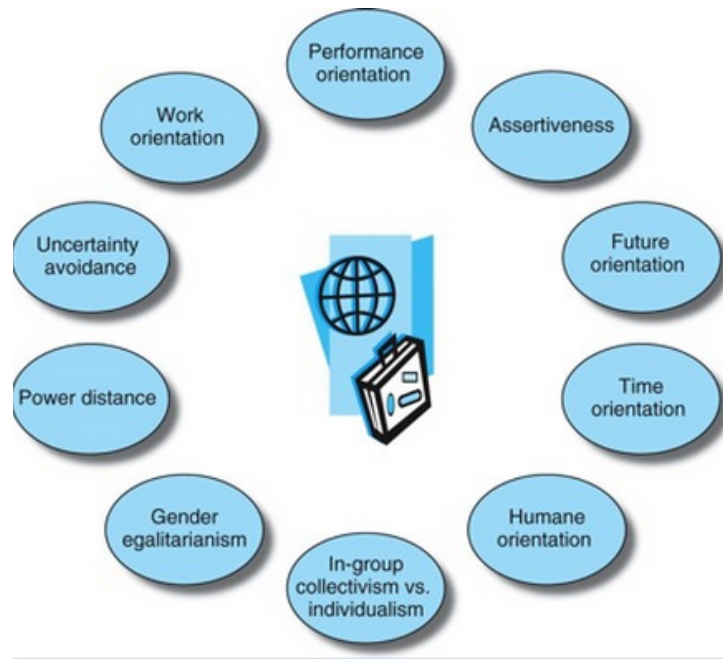


What is culture?

Culture is the pattern of behavior of a particular group (Durbin 2010). Culture is how emotions are expressed, whether it be anger, happiness, sadness, and/or fear. Culture can so be explained with the OCEAN Personalities acronyms; **O**penness shows how curious we are to explore, **C**onscientious that represent self-discipline, **E**xtraversion sociability level, **A**greeableness ability to cooperate and be empathetic, **N**euroticism pertains to mental stability.

Dimensions of cultural value:

Here we will pinpoint some basic dimensions of cultural values to better understand how this affects management. Each culture has its own set of standards that are determined that have been determined by the group itself (Durbin 2010). While some of these dimensions as more valuable than others, it is important to understand that there are different standards within each cultural group. Managements need to determine this based on the level of acceptability that it may have within that particular cultural group.



Here is a basic explanation of each dimension:

1. Performance Orientation – Encouragement and rewarding of workers orientation will determine how encouragement is expressed among peers and managers, and how much is acceptable to be express.
2. Assertiveness-Dimension that determines the level of aggressiveness, assertiveness, and confrontational behaviors that are acceptable within a culture’s business and society.
3. Future orientation –Is it acceptable to plan for the future? Specifically in regards to rewarding, future business plans, and investments.
4. Time orientation- how fixated is the culture with time sensitivity when addressing issues or completing projects.
5. Human orientation- acceptable level of positive reinforcement as a result of showing caring behavior toward co-workers and society.
6. In-group collectiveness- level of loyalty expected toward work and family.
7. Gender egalitarianism – the encouragement or discouragement of having gender equality within the workforce.
8. Power distance- level of authority and power that is acceptable from superior positions.

9. Uncertainty avoidance- to what extent a cultural group goes to avoid instability.
10. Work orientation- Usually reflective of number of hours per week that are expected to work.

Culture is manifested thru three elements:

Surface behavior is the basic “physical manifestation” or behavior of an individual within a group.

Values are those ideas which the culture considers important.

Perception is the way that an action, situation, or noun is viewed by the person or group of a particular culture.

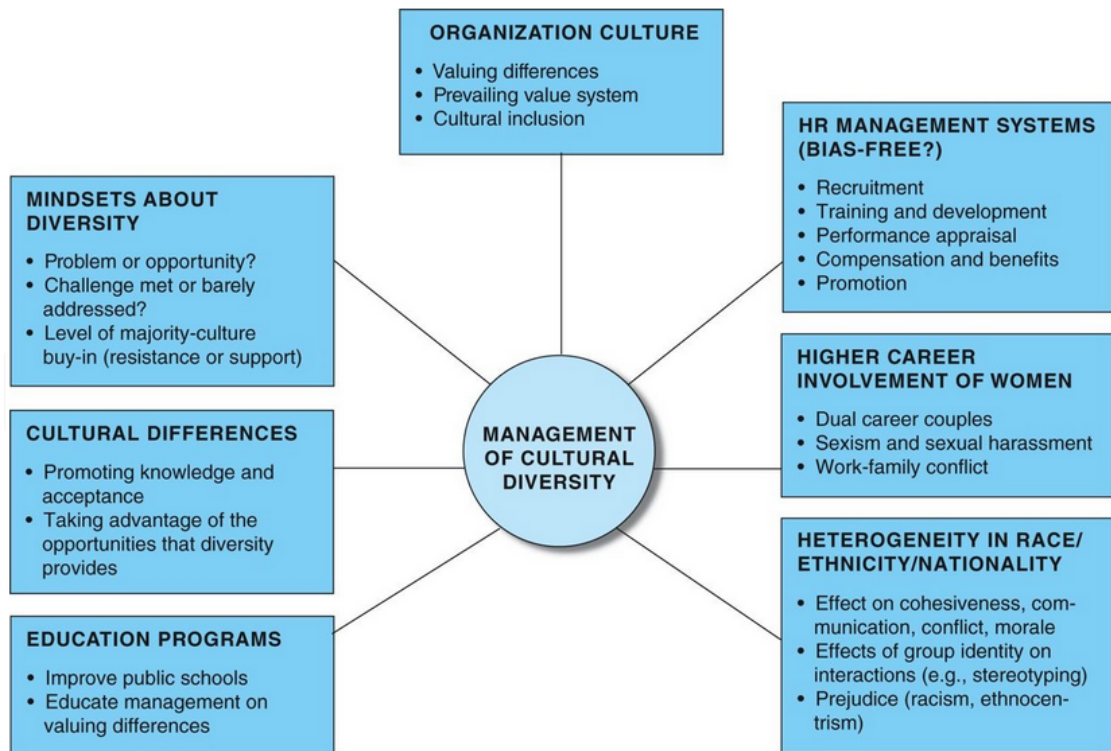
Why is a high CQ important?

A CQ is an abbreviation for cultural intelligence (Livermore 2009). There are different ways that a company can benefit from having a high CQ. The company should have an opportunity to have a better understanding of diverse customers. There is a possibility that there would be a better business opportunities or idea within a culturally diverse group, than a group with no cultural diversity. A minority from one culture could offer an idea that would attract that particular group and form a new market. Consequently, that could produce significant growth and profitability for the company. Many small and big businesses have decided to outsource portions of manufacturing and sales towards other countries. In these cases managers find themselves managing businesses outside of the homeland. In order to do this, managers will need to learn more about agility and flexibility. Recruiting and development is also somewhere where it would be important to have a high CQ. It is important that workers be prepared to work with a diversity of teams at home and abroad. With exposure to other cultures, managers can start adopting new leadership styles that will better suit their needs nationally and internationally. With a high CQ managers are able to select other managers that would be most productive in each culture. It would also be important for the managers to have a high CQ simply to demonstrate the level of respect for other culture and the ability to work well within the international realm.

How does it all work?

Cultural diversity is complex concept that has many connection to other areas of the

work and society (Dubrin 2010). Management of cultural diversity is depicted below as being part of the organization culture, HR management system, and higher career involvement of women, heterogeneity in race/ethnicity/nationality, education programs, cultural differences, and mindsets about diversity. Please see chart below.



Possible issues to consider:

Mindset about diversity- managers have to be aware of the problems they might face as they address or fail to address cultural diversity. There is a possibility that there could be resistance from the majority group, there is also a chance that the majority group will not buy into the idea of a need for cultural diversity.

Cultural Differences- being knowledgeable of cultural differences and being open minded about these differences. Making sure that manager and staff understands the advantages to culturally diverse workplaces.

Education programs- Including courses in of cultural diversity within the educational system to ensure early exposure at early stages of life. Higher management should offer trainings for manager and staff about company’s expectations with cultural diversity.

HR management systems- offering bias-free opportunities to people of all cultural

backgrounds.

Higher Career Involvement of women- avoiding prejudice against women, allowing equality based on merit and work instead of gender.

Heterogeneity in Race/Ethnicity/Nationality- avoiding stereotypes, racism, and ethnocentric behavior.

What are the advantages of cultural diversity?



Reduction of turnover and absentees, having good diversity team management's capabilities can reduce the number of turnover and absentees of minorities within a company (Hopkins 2009). If a minority feels appreciation and fair treatment from manager, that will increase their loyalty, and commitment to a team and company.

Managing diversity offer marketing advantage, when there is cultural diversity within a group it opens up to new ideas and markets. Each person can bring forth their personal experiences and information that would be valuable for the cultural community. A person can share what needs a culture has, furthermore explain the value that each area holds.

At advantage to recruit and retain talented people. A company to willingly contract a diverse group of individual or that promotes diversity helps the management team maintain a better retention of qualified workers. On many occasion it has been found that people leave companies, because they don't feel that they are receiving proper training to work with diverse cultures. If proper training by manager is in place workers will feel better equipped to do their job, therefore there will be less turnover due to frustration of being unable to meet the demands of their culturally diverse jobs.

Improve creativity, problem solving, and decision making. With different cultures will have different ideas that a non-diverse group would not be able to offer. Cultures are not limited to the physical manifestation or ideas as and ways of thinking. It is important that we learn how to work with each culture that we will need to work with; it is a manager's responsibility to teach his/her workers about this. As we explore each option to solve +problems we might learn that an option that is acceptable in our country, but is unacceptable in another county, and vice versa. When it comes the decision making the same rules will apply we should know how decisions are taken at any level in each culture.

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Leadership vs Management

By Rick Derr

A leader is one who leads people and a manager manages tasks. In years past, these two functions were distinctly separate and the overlapping of responsibilities non-existent. Today, however, there is a shift; leaders are now more engaged in ensuring tasks are completed efficiently and effectively, and managers now motivate, inspire, and develop the talents of those who are involved in the tasks they manage.

Other differences would be a manager administers while the leader innovates. A manager focuses on systems and structures, while the leader focuses on people. A manager relies on control, a leader inspires trust. A manager has short-range view; a leader has a long-range perspective.

A good leader is very involved. He or she doesn't always worry about paperwork or busy work, but is more concerned with relationships and knowledge. The manager may handle the day-to-day workings of the office, but it's the leader who handles the big picture of the business. This is not to say that being a leader is the only important thing within an organization. You need managers as well. The day-to-day workings of the office would be in disarray without a manager. The manager is an integral part of the structure of an organization. But there is no reason that someone cannot be both. It's more difficult to pick out a good manager than it is a good leader. But so often you'll give a great leader a managing position and they won't meet expectations. Not every leader can be a good manager and every company should plan accordingly.

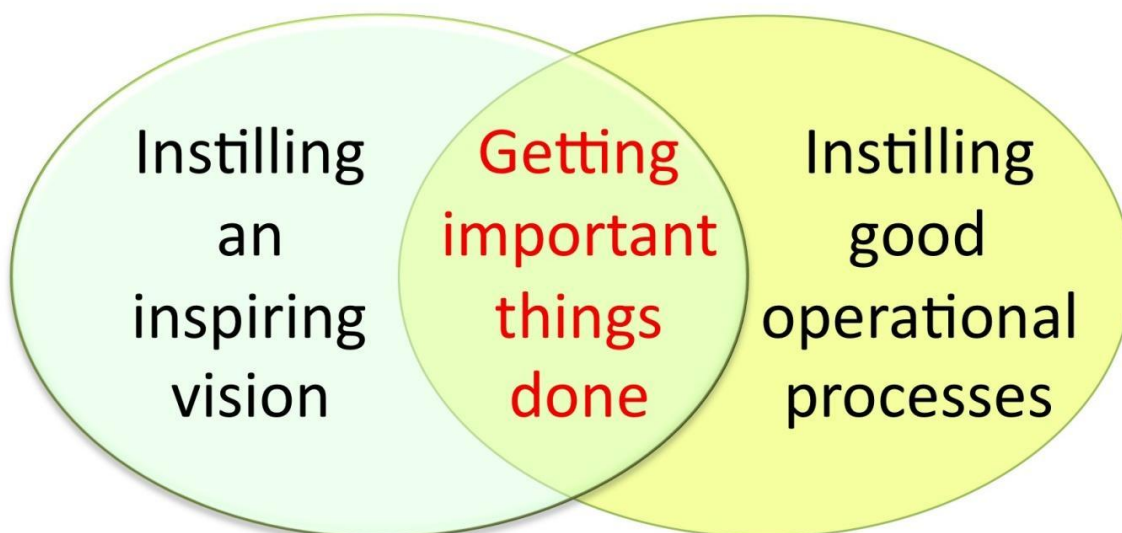
The good manager will be someone who is always able to complete their work on time and complete it with a higher quality than other employees. People like this will make sure that the job is always done, but you cannot always rely on these people to be great leaders. They may not be able to organize a group and find shared values between them. Without shared values (a common bond found between co-workers that gives them direction towards the goal of the organization) you're going to have a lack of continuity in

the work around your company. Everyone in a division should be focused on a specific goal, whether it's higher revenues or better customer service. It doesn't matter what you're trying to achieve as long as everyone is on board with the same goal. Leaders can get everyone on the same page. Managers are not always able to do this. It's very important to have both managers and leaders and make sure that they work together.

In his 1989 book "On Becoming a Leader," Warren Bennis composed a list of the differences of Leadership vs Management (<http://guides.wsj.com>):

- 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.
- 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.
- 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.

Leadership & Management



Albert Einstein said that “everything should be made as simple as possible but no simpler.” However, it is an oversimplification to think that leaders lead and followers follow, because the relationship between leadership, management, and followers is a complex one. Also, leadership and management are often part of the same role because there is a continual adjustment of the direction (leadership) and controlling resources to achieve that direction (management). (<http://www.teamtechnology.co.uk>) Leadership without management sets a direction or vision that others follow, without considering how the new direction is going to be achieved. Other people then have to work hard in the trail that is left behind, picking up the pieces and making it work. Management without leadership controls resources to maintain the status quo or ensure things happen according to already-established plans. For example, a sports referee manages opposing teams to ensure they keep within the rules of the game. However, a referee does not usually provide “leadership” because there is no new change, no new direction.

In conclusion, everyone should be focused on a specific goal, whether it's higher revenues or better customer service. It doesn't matter what you're trying to achieve as long as everyone is on board with the same goal. Leaders can get everyone on the same page. Managers are going to make sure processes are being following efficiently. It's very important to have both managers and leaders, and make sure that they work together.

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