



**Business Management Systems**  
*for*  
**QUALITY SERVICE**  
**CONTRACTORS**

***The Dynamics  
of Leadership***

*Unlocking the Potential*



**Presented By:**  
**Callahan/Roach & Garofalo**

# Table of Contents

Unit I.....

- **Assessing your Leadership Skills**

Unit II.....

- **What is Leadership?**

Unit III.....

- **Misconceptions**

Unit IV.....

- **Making a Plan for Success**



*Unlocking the Potential*



# Assessing Your Leadership Skills

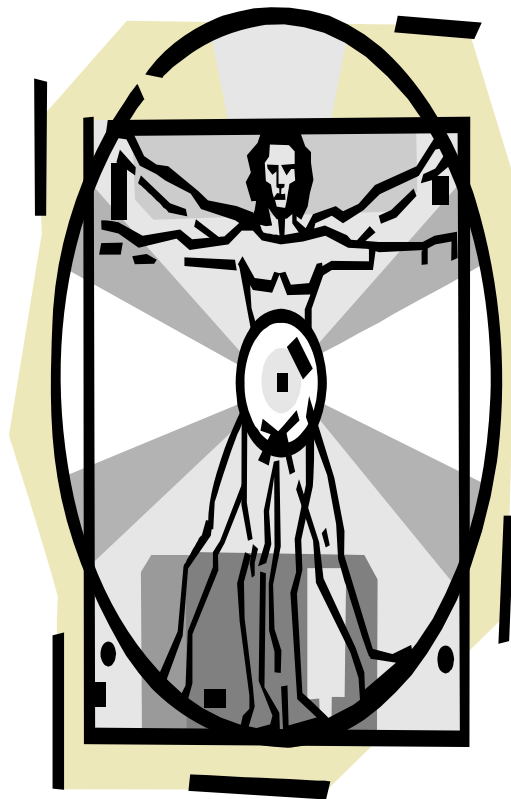
# The Human Learning Cycle

**PRIMITIVE**: No learning is taking place

**RESISTIVE**: Potential learner does not care

**ADAPTIVE**: Learner has a partially open mind

**MOTIVATIVE**: Learner is moved to action



# What Winning Leaders Do

**Leaders make sure people not only see the vision, they live and breathe it.**

There should be times when you talk about the company's direction so much in one day that you get completely sick of hearing it.



# Vision

One of the most valuable benefits of **vision** is that it acts like a **magnet** attracting, challenging, and uniting people. The **greater** the vision, the more **winners** it has the potential to attract. The more **challenging** the vision, the **harder** the participants fight to achieve it. Vision gives team members **direction** and **confidence**. All great leaders have **uncommon** vision.

They see **farther** than others see.

They see **more** than others see.

They see it **before** others see it.



Leaders must have a **long-range** vision to keep from being frustrated by **short-range** failures.

**You are “the boss”,  
so you are a leader...**

**True  
*OR*  
False?**

*Unlocking the Potential*



# Does personality make you a good leader?

- ◆ Who are you? Describe your personality.
- ◆ Why would anyone want to follow you?
- ◆ What characteristics do good leaders possess?

# Leaders can stand up under adversity because they have certain traits:

- ◆ **Integrity:** The leader's life matches his words.
- ◆ **Justice:** The leader rejects dishonest gain.
- ◆ **Convictions:** The leader's values won't allow him to accept bribes.
- ◆ **Positive focus:** The leader refuses to dwell on destructive issues.
- ◆ **Pure:** The leader disciplines his mind to remain pure and clean.
- ◆ **Secure:** The leader is firm and stable in his identity, with a source of strength.

The life of a leader is a *hard walk to walk.*

*They must behave differently.*

They are just not like most other people because they:

- ◆ Possess **integrity**
- ◆ **Do not** participate in **gossip**
- ◆ **Do not** harm others
- ◆ **Speak out** against wrong
- ◆ **Honor others** who walk in **truth**
- ◆ Keep their word **even at personal cost**
- ◆ **Are not greedy**
- ◆ Are **strong** and **stable**

# ***FAILURE???***

When leaders fail, **and they will**, perhaps more than others, they ask themselves: “What lessons have I learned? How can I turn the **failure into success?** Where did I **succeed?**”

If you fall, get back up. The fact that you have been knocked down is important, but the length of time you remain down is **MORE IMPORTANT.**



**Failure is the opportunity to**  
**BEGIN AGAIN MORE**  
**INTELLIGENTLY!!!**

# How do you rate yourself?

On a scale of 1-10

- ◆ 1=Low
- ◆ 10=High

1. How much do you know about how to motivate people? \_\_\_\_\_
2. How good are you at talking to groups and communicating? \_\_\_\_\_
3. How do you think others would rate you as a leader? \_\_\_\_\_
4. How would you rate yourself as a leader? \_\_\_\_\_
5. How good are you at dealing with other people? \_\_\_\_\_
6. How likely are you to introduce yourself to people you do not know? \_\_\_\_\_
7. How much do you know about leadership? \_\_\_\_\_
8. How much leadership experience do you have? \_\_\_\_\_
9. How well do you work under pressure? \_\_\_\_\_
10. How important are you to the overall success of your business? \_\_\_\_\_

# Assessment 2

## *The shape of work to come...*

- ◆ What type of work will you be doing?
- ◆ What will the new customer need and what services will you provide?
- ◆ How will your specific job change?
- ◆ What other changes will occur in your workplace?

# How does change impact your leadership approach?

When a proposal for change is introduced in an organization, people fall into five categories in terms of their response:

- ◆ **Innovators**: They are the originators of new ideas and generally are not acknowledged as leaders.
- ◆ **Early Adopters**: They are those who know a good idea when they see it.
- ◆ **Middle Adopters**: They are the majority. They will respond to the opinions of others.
- ◆ **Late Adopters**: They are the last group to endorse an idea. They often speak against the proposed changes and never verbally acknowledge acceptance.
- ◆ **Laggards**: They are always against change. Often they try to create division within the organization.



*Unlocking the Potential*



# What is Leadership?

# Who are the “good” leaders?

- ◆ The definition of Leadership

# A Leader is . . .

“A leader is someone you **choose** to follow, to a place you would not go by yourself, if only out of curiosity.”

-Colin Powell



# Leadership is . . .

Leadership is the **ART** of mobilizing others to **WANT TO STRUGGLE** to achieve common aspirations.



# True Leaders:

- ◆ Put others **ahead** of their own agenda.
- ◆ Possess the **confidence to serve**.
- ◆ **Initiate service** to others.
- ◆ Are **not** position conscious.
- ◆ Serve out of **love and respect**.



# Leadership Definitions

- ◆ Leadership is attention through vision.
- ◆ Leadership is an observable and learnable set of practices and behaviors.
- ◆ Leadership is INFLUENCE, nothing more, nothing less
- ◆ Leadership is doing whatever needs to be done.
- ◆ Leadership is embracing change.

*A leader is not always the individual with the greatest talent, intellect, or personal appeal, but rather the one who **makes extraordinary use of ability and opportunity, guided by integrity.***

# Leaders Need Others

Leadership is getting things done by acting through others.



*Unlocking the Potential*



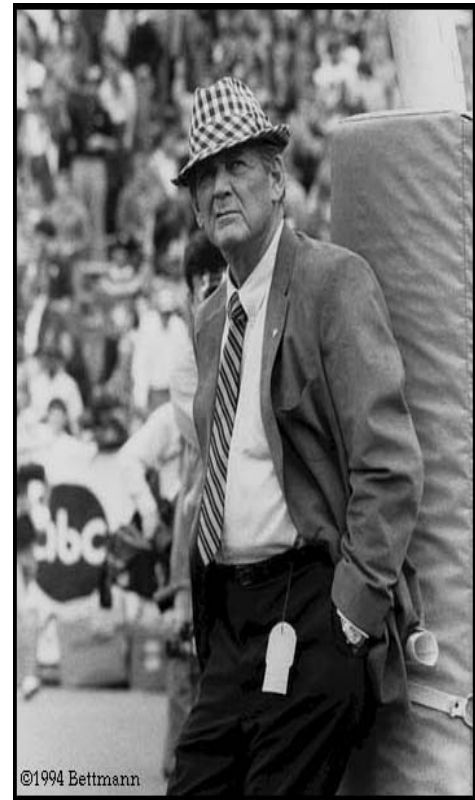
# Be Willing To Take Risks

## No Pain, No Gain!

You are what you **REPRODUCE!** If the trait is lacking in you, how will you be able to reproduce it in others? **The first person you lead is you,** and you *cannot* lead effectively without self-discipline. So, follow your priorities; make yours a **disciplined lifestyle; challenge** your excuses; remove rewards until you **finish the job;** and stay **focused on results.**

## Paul “Bear” Bryant, the late Alabama football coach had five points that explained what he believed a coach should do:

1. Tell players what you **expect** from them.
2. Give players an **opportunity** to perform.
3. **Let players know** how they’re getting along.
4. **Instruct and empower** players when they need it.
5. **Reward** players according to their **contribution**.



# Have Higher Expectations

1. Do you accept mediocre?





Too many people simply fall into a **comfortable niche** in life and stay there rather than pursue goals of significance. Leaders cannot afford to do that. Leaders must ask themselves whether they want **survival, success, or significance**. The best leaders desire **significance** and expend their time and energy in pursuit of their dreams.





*Unlocking the Potential*



# Misconceptions

# Leading Yourself

## EXECUTION

*Q: Isn't execution simply getting things done?*

A: It's not just getting things done. It's understanding the things that are necessary to be in place in order to get the things done. You surround yourself with people who get satisfaction and gratification from seeing things happen as opposed to just conceptual expressions.

*Q: What is the biggest barrier to execution?*

A: REALISM. You don't solve problems unless you identify them, and you identify problems by being realistic. Most people know they have a problem. They just don't always view it in the most realistic light. They make excuses and delay confronting the problem.

*Q: Some companies seem to consistently execute. What do the leaders of those companies have in common?*

A: Six things: the first is Realism; the second is that they know their business and not just an inch deep and a mile wide; the third is that they set CLEAR GOALS. People want to know what you expect from them. Ambiguity is a bad thing. The fourth is that they take a big role in expanding people by coaching, challenging, and educating. The fifth is that they know themselves. Humility is an important feature of being successful. Finally, they reward others.

# Leaders Need to Speak

1. What is credibility?
2. How does credibility impact leadership?

# What is the Management Myth?

## *Managing is not leadership*

*“First of all, there is a considerable difference between a leader and a manager”*

“I believe that any intelligent person can be trained to be a manager. Motivated, intelligent people can be trained to be managers; to manage budgets, time, **BUT they don’t have followers.**”

The first requirement of a leader is that he or she **MUST** simply be willing to **ACCEPT RESPONSIBILITY** for whatever happens, and to accept that responsibility **PERSONALLY**

And to take on the responsibility for his or her own actions, **BUT also for the action for those who follow them in that system.**

Frankly, I think we have been going through a period in this country where no one is **held accountable.**”

-Donald Keough,  
past pres. of Coca Cola



*Unlocking the Potential*



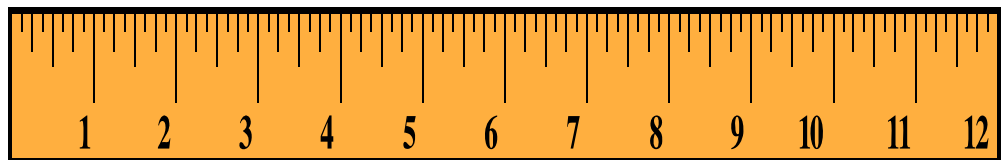
# Making a Plan for Success

# Making the Plan

- ◆ Start with a vision
- ◆ Set concrete goals
- ◆ Visualize success
- ◆ Map and keep track

# Mission

Missions often lack clarity. They are poorly defined. This means that no one of the team understands the mission. When they don't understand the mission, they can't accept it. If they can't accept it, they can't commit to it. If they can't commit to it, they won't work to achieve it. A good mission must be specific. It needs to be measurable. Everyone on the team needs to know exactly what they are there to produce, and how they will know when they have succeeded.



# Map and Keep Track

**How do you keep track of individual and group accomplishments?**

*“Wall of Fame”*

**Do you have a reward system in place?**

*Reward people for what they  
ACCOMPLISH; not for what they  
DO*