

LEADERSHIP TOOLBOX:

Harnessing Your Power to Influence Others and Get the Job Done





So You Call Yourself a Leader?

Do your employees and peers see you as someone who:

- Guides and directs?
- Motivates and inspires?
- Influences and persuades?
- Effectively manages/controls situations?
- Improves performance and gets results?

And most importantly:

- Communicates well?

Part 1:

What Kind of Leader Are You?



Do You Know Your Leadership Style?

Everyone has a default leadership style.
Do you know yours?

Individual Activity:

Take the next 5-7 minutes to answer the questions that have been handed out to you.





Traditional Leadership - Characteristics

Pros

- Clear chain of command
- Standard processes, policies and rules
- Labor is divided; everyone understands what they are supposed to do

Cons

- Hierarchical, top-down approach to power
- Authority bestowed on the leader
- Information is proprietary/guarded
- Change is driven by necessity or crisis



Transactional Leadership - Characteristics

Pros

- Clear chain of command
- Rewards and penalties are outlined and understood
- Transactional aspect: *If you do x, you will receive y.*
- Employees are motivated by rewards

Cons

- Status quo is always maintained (performance criteria set according to previously defined requirements)
- Conformity to organizational cultural norms; lack of innovation
- Rewards may be unfairly withheld; punishments may be unfairly meted out

Pros

- Visionary and innovative
- Focuses on followers
- Motivates others to high levels of performance
- Adapts leadership style to developmental levels of followers

Cons

- Misuse of influence
- Taking excessive risks may be disruptive/detrimental to organization
- Overemphasis on some individuals



Pitfalls of Leadership

- Over-supervising (giving too much direction)
- Under-supervising (giving too little direction)

Result =
Underdeveloped and
unmotivated followers



EI and Your Leadership Skills

Emotional Intelligence = The level of your ability to understand other people, what motivates them and how to work cooperatively with them.

Your Emotional Intelligence quotient (EQ) is directly related to how well you are able to lead others.





EI and Your Leadership Skills (con't)

Do You have a high EQ?

- **Self-awareness** – Awareness of your emotions and capabilities
- **Self-regulation** – Self control, conscientiousness, adaptability
- **Motivation** – Determining commitment, optimism and drive
- **Empathy** – Recognizing how others feel; anticipating needs
- **Social/Interpersonal Skills** – Soft skills (negotiating, influencing, collaboration, networking)

Part 2: How Well Do You Communicate?



Types of Learning

Communicate in the way he/she receives information the best.

- **Visual** – Seeing is believing
- **Auditory** – Hearing is enough
- **Kinetic** – A hands-on approach (doing)



Great Leaders Are Great Communicators

Through the spoken and written word, great leaders:

- Enable, foster and create the understanding and trust necessary to encourage others to follow them.
- By communicating effectively, leaders improve their ability to get things done with and through people.





Critical Elements of Leadership Communication

Effective leaders are able to:

1. **Understand the strategy/vision** and make it relatable and actionable.
2. **Engage employees and stakeholders** to obtain buy-in and move forward with implementation.
3. **Ensure alignment has taken place** by addressing concerns, misunderstandings or other barriers to implementation.

Adaptability Is Key

4. **Adjust their leadership style—and communication methods (written, verbal, face-to-face)—to better reach the individuals they are trying to influence. It is up to the LEADER to set the example and adapt his/her leadership and communication style to fit the intended audience.**
5. **Leverage technology when possible to relay their message.**

Communicating the Strategy

- Many strategies fail because leaders overlook the importance of creating a **line of sight** for employees—a way for staff to see and understand where they fit in to the overall picture/vision.
- To create a line of sight, you must **use language that inspires an emotional response** so that employees relate to the plan/message on an emotional level.



Communicating the Strategy: Creating Alignment

- **Alignment**, or agreement on a common message delivered from the top to the bottom of an organization, is integral to implementation.
- It involves **buy-in and support**—two things that are obtained over time and evolve from trusting relationships between employees and leaders.
- Alignment occurs when **leaders take the time to ensure employees at every level truly understand the vision/strategy and are invested in supporting the implementation.**



Creating Alignment (Con't)

Leaders can create alignment by:

- **Showing enthusiasm!** Passion is infectious and inspires others.
- **Painting a picture of success.** This picture must include measurable goals, as this is the roadmap others will follow
- **Building a convincing case.** Create a line of sight and always answer the question, “What’s in it for me?”
- **Being a storyteller.** Make the vision real, relatable and memorable.



Creating Alignment (Con't)

- **Inviting others to participate** and share ownership of the plan to determine a joint course of action.
- **Reinforcing optimism** to innovate, learn, and overcome obstacles. Remember, there's no such thing as a mistake, just an opportunity to develop.
- **Encouraging growth and developing potential** in each employee so they are able to achieve their best.



Sustaining Alignment

- Conduct **periodic check-ins** with staff to celebrate incremental successes, resolve issues, and perform course-corrections to remain on target to achieve goals.
- Check-ins can be daily, weekly or monthly, as well as formal or informal.



Sustaining Alignment (con't)

Remember:

- Without a **clear understanding** of what is to be done and why, employees will often passively-aggressively refuse to buy into the vision.
- The age-old question, “What’s in it for me?” **must** be answered.



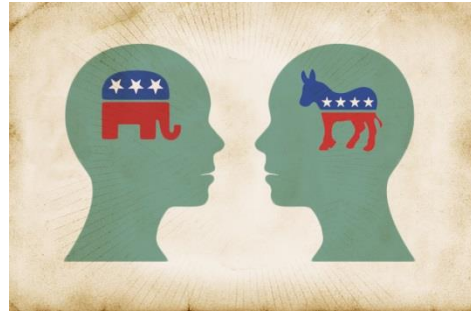
Part 3: Managing Up



What Kind of Boss Do You Have?



The Visionary



The Political Appointee



The Former Drone



The Worker Bee



The Cowardly Lion



The Drill Sergeant

Know What's Important to Your Supervisor

Ask yourself:

- What are his/her priorities?
- What are his/her preferences?
 - Data-driven/factual discussions
 - Suspense dates
 - Final reviews only
- What are his/her pet peeves?
 - Tardiness
 - Lack on consistency in signature lines, out of office messages, etc.
 - Bypassing chain-of-command



Don't Surprise Your Boss!

Make him/her aware of projects and tasks.

- **Overt:** Scheduled (weekly) check-ins, e-mail recaps, frequent pop-ins.
- **Covert:** Courtesy copy (cc) your boss on kudos to team members for a job well done; CC your boss when you respond to kudos received.



Be Solution-Oriented

Bring more to the table than problems.

- Play devil's advocate in the planning phase
- Highlight your strategic thinking skills by providing multiple solutions

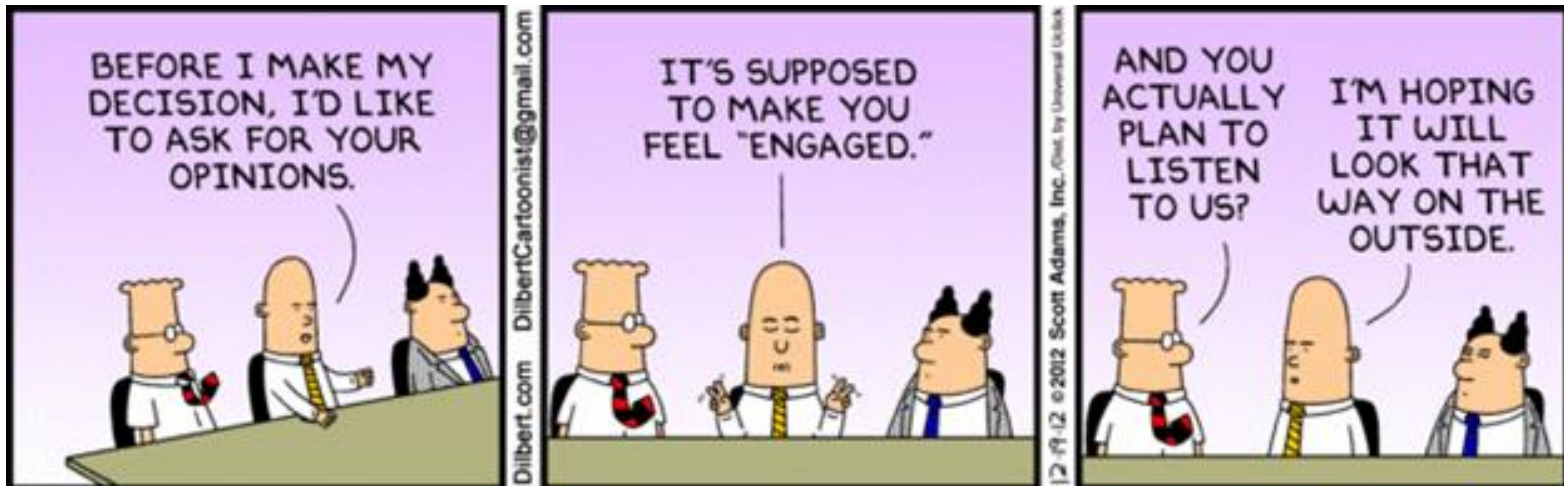


Be Honest and Trustworthy

- Ask for what you need to get the job done (and then get it done).
- Admit your mistakes (and learn from them).
- Don't go over his/her head unless there are mitigating circumstances.



Part 4: Engaging Employees and Colleagues as Partners





Engaging Employees & Colleagues as Partners

- Positive, productive relationships between leaders and subordinates are integral to an organization's success.
- Employees must feel that they can trust and rely on you for:
 - **Inspiration and motivation** when obstacles arise;
 - **Timely and accurate information** so they can do their jobs;
 - **Honest responses** to curb gossip and calm fears;
 - **Guidance** when the path is unclear; and
 - **Assistance in understanding** where they fit in to the big picture (how what they do matters).

Engaging Employees & Colleagues as Partners (Con't)

- The best leaders are **able to work with and through people** to get things accomplished.
- You should connect with employees' emotions and discover what motivates them via **constant, two-way dialogues**.
- These discussions show employees **their thoughts, feelings and ideas are valued** by you and other leaders, and that they play an important role in the organization.



Building Networks & Coalitions

Your network should have lots of variety!

- Individuals from different companies, sectors, career levels, and professions can add a range of perspectives.
- Diverse connections enable you to tap into the many facets of your personality, range of interests, and variety of skillsets.



Where to Find Your Contacts

- Corporate America
- Nonprofit, philanthropic, faith-based, and community organizations
- Academia
- Social/civic/religious groups
- Public sector (government)
- Developmental programs
- Social media



How to Build Your Network

- Informational interviews
- Professional affiliations/memberships
- Networking events
- Conferences
- Job shadowing
- Volunteering
- Travel
- Campus groups
- Social media



Networking Tips for Introverts

Introverts are best one-on one or very small groups. To make connections, you can:

- Create your own events (i.e., coffee chats, lunches, informational meetings, etc.).
- Have short conversations.
- Focus on getting advice, not a job.
- Use technology to your advantage.
- Accentuate your KSAs.
- Give yourself time to recharge; adjust your schedule accordingly!



- Lead by example.
- Be prepared to make the tough decisions—and face the consequences.
- Promote a culture of customer service.
- Do use plain language—write at a ninth-grade level.
- Adapt, adapt, adapt!
- Leave things better than how you found them.



Don't Do This

- Promote a “My way or the highway” mentality.
- Don't dismiss anyone's concerns or ignore feedback.
- Don't assume everyone is on the same page.
- Drown others in buzzwords; keep the message simple and relatable.
- Limit communication methods or hide behind e-mails and memos.







Glorimar Maldonado

Talent Management Officer

Office of Human Resources Management
Overseas Private Investment Corporation

Tel: 202-336-8531

E-mail: glorimar.Maldonado@opic.gov

The findings and conclusions in this presentation are those of the author and do not necessarily represent the official position of the Overseas Private Investment Corporation or the federal government.