What is your leadership style?
Part II

Dallas Chapter of the Institute of Internal Auditors
Post-Meeting
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Objectives

Provide an overview of three leadership models that help gauge your level of competency as a leader.

Utilize the results of Pre-Meeting exercises to determine strengths and areas for development in your leadership style.
Agenda

1. Pre-Meeting Recap
2. Followership
3. Level 5 Leadership
4. Leadership Brand
5. Summary
Pre-Meeting Recap
Why focus on your strengths?

• You’ll never turn your weaknesses into a strength

• A weakness is any activity that leaves you feeling weaker after you do it no matter if you do it well or poorly

• A weakness is NOT an activity that you are not good at doing

• As you grow, you become more and more of who you already are

• As a result, your weaknesses will weaken you even more over time

Source: The Truth About You by Marcus Buckingham
What are your strengths?

• What is your primary domain of leadership strength?
  ✓ Executing
  ✓ Influencing
  ✓ Relationship Building
  ✓ Strategic Thinking

• Choose 2-3 themes in this domain that describes you the best

• What is your secondary domain of leadership strength?

• Choose 1-2 themes in this domain that describes you the best

• Review the remaining two domains and choose 1-2 themes that describe you the best

• Reduce your list to your top five themes
What is my natural way to communicate and relate with people?

- **DiSC** is a behavioral assessment used to determine your behavioral strengths
  - ✓ **D** – DOMINANCE
  - ✓ **i** – INFLUENCE
  - ✓ **S** – STEADINESS
  - ✓ **C** – CONSCIENTIOUSNESS
What is my natural way to communicate and relate with people?

- Do you tend to be more “fast-paced and outspoken” or “cautious and reflective” in your leadership style?
- Do you tend to be more “questioning and skeptical” or “accepting and warm” when dealing with people?
- Combine the answers to the questions above to determine your dominant style.
- Is there another style that describes your behavior in high-pressure or uncomfortable situations? Calm and pleasant situations?
Followership
While leadership has been studied extensively, followership has been largely ignored.

In recent decades, followers have become more assertive, and so understanding them has become more important.

Following is natural, influential and beneficial in many ways.

Good followers are engaged, support good leaders and help organizations improve. Bad followers are passive, buttress bad leaders and corrode organizations.

Followers can and sometimes must bypass leaders to reshape their organizations.
Barbara Kellerman on “Followership”

• Barbara Kellerman’s follower types:
  ✓ “Isolates” are followers who have given up on involvement
  ✓ “Bystanders” are free riders who let others determine where their communities go
  ✓ “Participants” are the engaged supporters who carry any organization
  ✓ “Activists” care so much that they will go to extremes to support their leaders or take active steps to replace them
  ✓ “Diehards,” though rare, are so committed they are ready to perish for their cause
Reflection

1. What type of follower (i.e. isolate, bystander, participant, activist, or diehard) describes the majority of the people who follow you?

2. What type of follower describes the majority of the people who follow your boss? top leader of your organization?

3. What type of follower are you? Is this your preferred way to follow?

4. How does your "follower type" match your behavioral style (DiSC assessment)? strengths (StrengthsFinder assessment)?

5. What type of followers do you need to advance in your career? Why?
Level 5 Leadership
Jim Collins on “Level 5 Leadership”

• Humility + Will = Level 5 Leadership
  ✓ Level 1 Highly Capable Individual
  ✓ Level 2 Contributing Team Member
  ✓ Level 3 Competent Manager
  ✓ Level 4 Effective Leader
  ✓ Level 5 Level 5 Executive

• Some key concepts introduced in the article include:
  ✓ First who – People first, Strategy second
  ✓ Stockdale paradox – Face the facts, maintain the faith
  ✓ Buildup-breakthrough flywheel – Sustain momentum to reach the next level
  ✓ The hedgehog concept – Keep it simple by focusing on 1) what can you be the best at, 2) how the economics work, and 3) what best to ignite the passion in the people.
Reflection

1. What is your current level of leadership? What leads you to believe that you are at this level?

2. Describe how practicing the following "good-to-great" disciplines can help you become a Level 5 leader?
   --- First who
   --- Stockdale paradox
   --- Buildup-breakthrough flywheel
   --- The hedgehog concept
Leadership Brand
• Your company’s leaders will share some characteristics with leaders in other companies (the “leadership code”), as well as some special unique qualities (the “differentiators”).

• Leadership code generally represents 60% to 70% of a company’s leadership brand, including predisposed and learned behaviors that make leaders successful and effective.

• The common leadership code has five dimensions. Leaders are: 1) Strategists, 2) Executors, 3) Talent Managers, 4) Human Capital Developers, and 5) Personal Proficiency.

• Leadership brand comprises differentiators that are unique to a particular organization and that parallel the firm’s marketplace brand.

• A leadership brand should be developed with an “outside-in” perspective.
Reflection

1. What is your current "leadership brand?"

2. What components of the "leadership code" are your strengths?

3. What competencies do your customers value?

4. What behaviors do your customers value?

5. Is there a gap between your "leadership brand" and your customers' expectations?

6. What are 3 development activities that you can complete to re-position your leadership brand or capitalize on your current brand position?
Summary

• Utilize assessments to gain an unbiased and qualitative view of your leadership style

• Leaders are defined by their followers level of engagement

• Level 5 leaders focus on what is best for all with confidence that personal gains will come in due time

• A leadership brand should be developed with an “outside-in” perspective, that is, what market/customer needs can be met by leveraging your strengths
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