

E150 – Unleash the Leader Within

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The presentation material covered in the actual class on-site may be slightly different from the version uploaded here.

In an effort to keep the material current and up-to-date, and due to the early submission due date requirement, the material may change slightly prior to class time.

I will provide you with the class-presented version.



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HI, I'M JEREMY

I work at the Government & Economic Development Institute at Auburn University.

Our office helps to improve the quality of life for the State of Alabama and its communities!

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Brief Bio: Jeremy L. Arthur, IOM, CCE

- *5th generation Alabamian (from Decatur)
- *Executive Director, Government & Economic Development Institute, Auburn University
- *Chair, U.S. Chamber of Commerce Foundation Board of Trustees
- *Past Chair, VOICES for Alabama's Children
- *Trustee, Business Education Alliance of Alabama
- *Board Member, Alabama Communities of Excellence
- *Alabama Small Business Commission
- *Past Executive Board Member, Main Street Alabama
- *Past:
President & CEO, Chamber of Commerce Association of Alabama
President, Prattville Area Chamber of Commerce
Research Associate, Economic Development Institute, Auburn University
- *Two-time Auburn University graduate, current Ph.D. candidate
- *Certified Chamber Executive (obtained by < 4% of chamber leaders in the country)
- *Rotarian, Paul Harris Fellow



Course description

- As we manage people, tasks, and our careers, focusing on our personal leadership style sometimes falls to the wayside.
- Leadership is an integral part of becoming a successful professional. Acquire the skills you need to become the leader you want to be.

Course objectives

- Utilizing tools needed to be a leader.
- Understanding the deterrents to successful leadership.
- Identifying styles of effective leaders.

Topics At a Glance

- Influencers
- Myths
- Needs of Followers
- Values
- Conflict Diffusion/Resolution (maybe briefly)
- Thinking Styles

Before We Get Started..

Outside of the “Topics at a Glance”

What do you want to know from this session?

Before We Get Started..

Text: JEREMYARTHUR702 to 37607

Online: Pollev.com/jeremyarthur702

Q: What quality do you value most in a leader? (ONE WORD)

- Text:
 - JEREMYARTHUR702 to 37607
- Online:
 - [PolLEV.com/jeremyarthur702](https://pollev.com/jeremyarthur702)

Q: Leadership: Would you follow you?

A: Yes

B: No

C: Maybe

- Text:
 - JEREMYARTHUR702 to 37607
- Online:
 - [PollEV.com/jeremyarthur702](https://pollEV.com/jeremyarthur702)

Q: How would you describe your “leadership style?” (ONE WORD)

- Text:
 - JEREMYARTHUR702 to 37607
- Online:
 - [PolLEV.com/jeremyarthur702](https://pollev.com/jeremyarthur702)

Leadership “Influencers”

- Who is the best leader you have personally known?
 - your most influential leadership role model
- Which values and skills/competencies characterized this person?
 - do you prioritize those skills?
 - why are those skills important to you?
 - do you work to convey those skills to others?

Leadership “Influencers”

- Data shows:
 - 77% of our leader role models come from Family, Teachers/Coaches, or Community Leaders.
 - Strong personal relationship with these leaders.
 - Exposed to influential leaders earlier in life.
 - Leader with altruistic, selfless, & other-oriented values.

Leadership “Influencers”

- Source of Leader Role Model

Source

- Business Leader
- Spiritual Leader
- Entertainer
- Family Member
- Political Leader
- Professional Athlete
- Teacher or Coach
- None/Not Sure/Other

Frequency %

Topics At a Glance

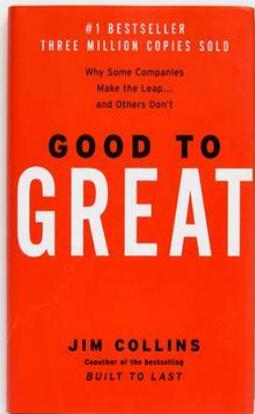
- Influencers
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Leadership Myths

- Myth 1:
 - Leaders Are Born, Not Made.
 - Leadership is NOT a rare gift given to a few people.
 - Most people have the potential to become good leaders.
 - But, like any learned skill, it takes training, practice, and coaching.

Leadership Myths

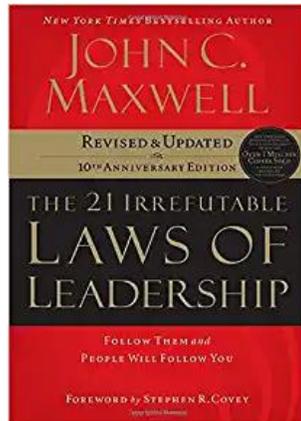
- Myth 2:
 - Leaders Are Charismatic.



- In *Good to Great*, best-selling business author Jim Collins found that the best companies – those that were growing financially – were those led by humble leaders.
- Leaders who cared more for the organization than for themselves.

Leadership Myths

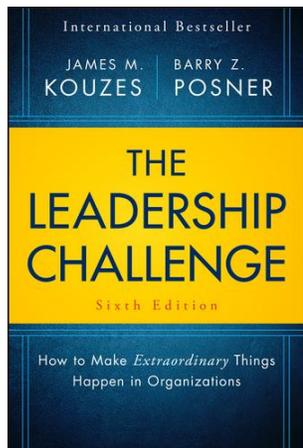
- Myth 3:
 - Title or Position Equals Leadership.



- Author John Maxwell in *The 21 Irrefutable Laws of Leadership* tells us that true leadership is not based on position or rank.
- Leadership is action, not position.

Leadership Myths

- Myth 4:
 - Leaders Call The Shots.
 - Effective leadership is not about control and its not about leading from the top down.
 - Good leaders find that they build respect from their ability to work with people and give people an opportunity to contribute and lead themselves.
 - In their book, *The Leadership Challenge*, Jim Kouzes and Barry Posner call this “enabling others to act.”



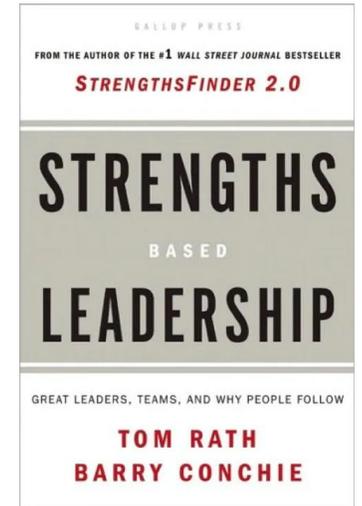
Topics At a Glance

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What Followers Need...

- Trust

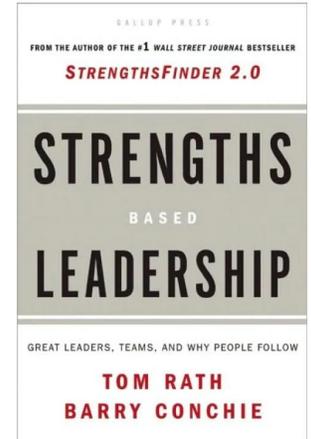
- Followers will not tolerate dishonesty
- Trust is “do or die.”
- Your truth is your bond
- Trust is the foundation for leading.



What Followers Need...

- **Compassion**

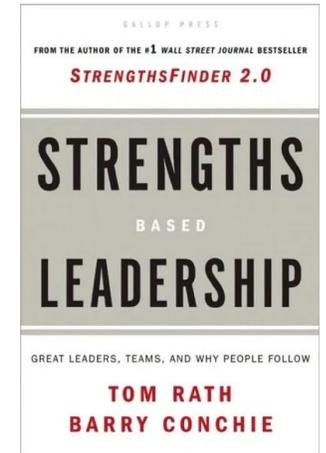
- It should be genuine.
- Leaders are often hesitant to show genuine compassion.
- When it's not genuine, it shows.
- Associated terms: caring, friendship, happiness, love
(when followers were asked what leaders contribute to their lives)



What Followers Need...

- **Stability**

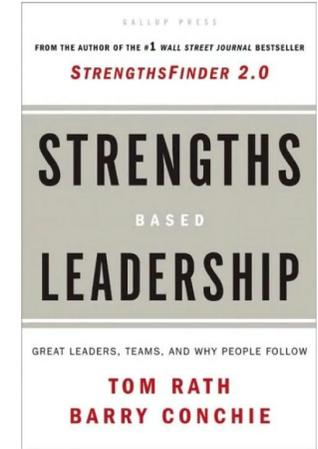
- Need a solid foundation.
- Can always be counted on in a time of need.
- It's understood that organizations will evolve, change, and grow over time, they have to offer employees stability and confidence.
- Associated terms: security, strength, support, peace



What Followers Need...

- Hope

- Hope for the future (and stability in the moment.)
- Knowing that things can and will be better in the future is a powerful motivator.
- When hope is absent, people lose confidence, disengage, and often feel helpless.
- Associated terms: direction, faith, guidance



Topics At a Glance

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Values

- Values typically guide an organization's (and an individual's) thinking & actions.

Actions speak louder than words. What do people practice? = Real values

For values to have an impact...

- they must guide every decision made in the organization.
- the organization must be grounded in their identified values.
- it requires the active participation of all members of the organization to develop true organization-wide trust and shared culture.



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Core Values

- Achievement
- Advancement
- Adventure
- Balance
- Change
- Community
- Competence
- Competition
- Creativity
- Decisiveness
- Effectiveness
- Ethical practices
- Efficiency
- Excellence
- Excitement
- Fame
- Family
- Flexibility
- Freedom
- Friendship
- Fun
- Growth
- Health
- Helping others
- High earnings
- Integrity
- Independence
- Knowledge
- Loyalty
- Meaningful work

Behavior

- Money
- Precision
- Power
- Quality
- Recognition
- Respect
- Reputation
- Security
- Spirituality
- Stability
- Status
- Tradition
- Trust
- Work alone
- Work with others

Core Values

What you ARE is revealed by what you DO.

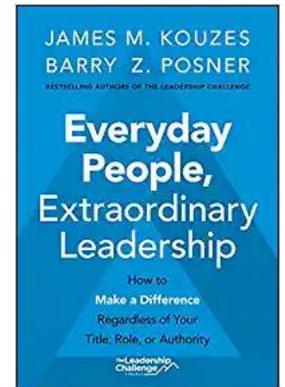
What you DO reveals what you believe.” – Unknown

Q: What Are Your Core Values? (ONE WORD)

- Text:
 - JEREMYARTHUR702 to 37607
- Online:
 - PollEV.com/jeremyarthur702

Our Values: Personal & Organizational

- 44% of Americans surveyed said they knew their core values and they were consistent with their employer's values.
- 30% reported they knew their core values, but they are not always consistent with their employer's values.
- 11% said they were not certain what their core values are, but felt uncomfortable working for their employer.
- 10% said core values don't have much to do with the work they do.



Core Values

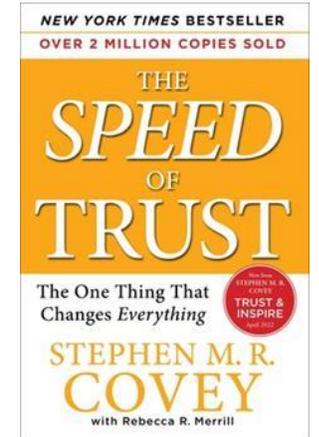
Q: My core values are consistent with my organization's values.

- A. Yes
- B. No
- C. Sometimes
- D. Unsure

- Text:
 - JEREMYARTHUR702 to 37607
- Online:
 - PollEV.com/jeremyarthur702

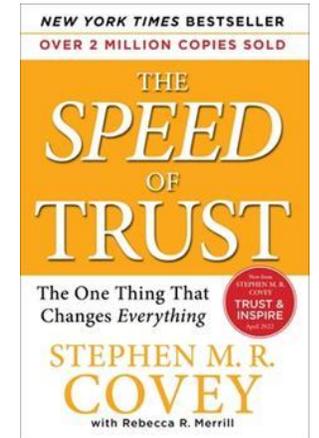
Values, Ethics, & Trust

- Teams Trust Leaders Who:
 - Are self aware
 - Take responsibility for their role in the relationship
 - Demonstrate that they consider the best interests of others rather than themselves
 - Do what they say they will do
 - Practice the values they tell us are important to them
 - Listen and respond to our needs and interests



Values, Ethics, & Trust

- Teams Tend to Distrust Leaders Who:
 - Are selfish & self-absorbed
 - Do not demonstrate an interest in the needs of others
 - Do not take responsibility for their actions
 - Talk about others behind their back or gossip
 - Blame others without looking at their own role
 - Are not open or receptive to needs and views of others
 - Are “know-it-alls” whose way is the only way



Values, Ethics, & Trust – 13 Behaviors of High Trust

- Talk Straight: Communication – honest & Open
- Demonstrate respect
- Create transparency
- Right wrongs- don't just apologize
- Show loyalty – credit to others, no gossip

- Deliver results – walk the talk
- Get better – continuously improve
- Confront reality- brutal facts
- Clarify expectations
- Practice accountability – take responsibility
- Listen first
- Keep commitments
- Extend trust – be a trusting leader

CHARACTER



COMPETANCE

Topics At a Glance

- Influencers
- Myths
- Needs of Followers
- Values
 - Conflict Diffusion/Resolution (maybe briefly)
 - Thinking Styles

It is a way for two or more parties to find a peaceful solution to a disagreement.

What is Conflict Resolution?



Why should leaders resolve conflict?

- To come to an agreement that benefits all parties.
- To understand more about those whose ideas, beliefs, and backgrounds may be different from your own.
- To ensure that your relationships with opponents continue and grow.
- To find peaceful solutions to difficult situations.

Steps for Conflict Resolution

- Understand the conflict.
- Communicate with the opposition.
- Brainstorm possible resolutions.
- Use an impartial mediator.
- Explore alternatives.
- Cope with stressful situations and pressure tactics.
- Choose the best resolution.

Tips on handling difficult members

- Have the group decide
- Use the agenda and ground rules
- Be honest: Say what's going on
- Use humor
- Accept, deal, or defer
- Use body language (if possible)
- Take a break
- Confront in the room
- Listen to understand
- Stay in your role
- Don't be defensive

The Conflict Handling Styles

- A conflict handling style refers to the behaviors we rely upon when faced with a conflictual situation.
- Through background and previous experiences, most of us have developed a style which we prefer and are most comfortable with as we face conflict.

The Conflict Handling Styles

- Clearly, two issues are at stake in conflict situations. One of these is the relationship between the parties. Will it continue to be a friendly and supportive working relationship? Or, will the conflict strain and perhaps even destroy the relationship? The other issue involves reaching our own goals and establishing our own position. Will the conflict result in one party not achieving his/her goals? If I don't achieve my goals, how will this affect my position?

Handling Conflict

Q: When I have to handle/resolve a conflict, I tend to....

- A. be assertive and competitive.
- B. be accommodating and “give-in” to preserve relationships.
- C. compromise where both sides must “give and take.”
- D. collaborate with mutual sharing and creative thinking for a “win/win.”
- E. avoid, postpone, and “don’t rock the boat.”

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Conflict Styles Questionnaire

—

When Conflict Arises:

- 1.
 - A. I push hard to achieve my goals.
 - B. I try to consider the other person's concerns and goals, as well as my own.
- 2.
 - A. I try to see things from the other person's point of view.
 - B. I try to strike a balance of “wins and losses” with the other person.
- 3.
 - A. I try hard not to hurt the other person's feelings.
 - B. I try to understand all of the other person's concerns and goals.



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Conflict Styles Questionnaire

When Conflict Arises:

- 4.
 - A. I try to propose a compromise solution that both of us can agree to.
 - B. I put off dealing with the conflict until I've had a chance to think about it.
- 5.
 - A. I try hard to influence others to accept my position.
 - B. I try to find the middle ground, where the other person and I can agree.
- 6.
 - A. I try to deal with all of the other person's concerns and goals, as well as my own.
 - B. I try to avoid situations in which there is anger and hostility.

Conflict Styles Questionnaire

When Conflict Arises:

- 7.
 - A. I try to persuade the other person to see the positive side of things.
 - B. I try to find a middle ground where the other person and I can agree.
- 8.
 - A. I often acquiesce in order to maintain a good relationship with the other person.
 - B. I am firm in pursuing my goals and ideas.
- 9.
 - A. I do whatever I can to demonstrate the advantages of my position.
 - B. I try not to get involved in controversies with others.

Conflict Styles Questionnaire

— When Conflict Arises:

- 10.
 - A. I believe it is important to maintain good relations with the other person in resolving our differences.
 - B. I give in rather than hurt the other person's feelings.
- 11.
 - A. I try to get the other person to see the things on which we agree.
 - B. I try not to get involved in controversies with others.
- 12.
 - A. I let others deal with the difficult and controversial issues.
 - B. I try hard to maintain positive relations with the other person.



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Conflict Styles Questionnaire

—

When Conflict Arises:

- 13.
- A. Winning my position is more important than maintaining positive relations with others.
- B. Consensus or agreement is more important than winning my own position.

- 14.
- A. I am willing to give on some points if the other person does too.
- B. I do whatever I can to demonstrate the advantages of my position.

- 15.
- A. I stay away from situations in which there is anger and hostility.
- B. I try to achieve my goals regardless of the other's feelings.



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Conflict Styles Questionnaire

— When Conflict Arises:

- 16.
 - A. I avoid topics that provoke disagreement and controversy.
 - B. I try to see things from the other person's point of view.
- 17.
 - A. I am willing to reveal all of my concerns and ideas in order to come to agreement with the other person.
 - B. I push hard to achieve my goals.
- 18.
 - A. I try to find the middle ground where we can both agree.
 - B. I am willing to reveal all of my concerns and ideas in order to come to agreement with the other person.



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Conflict Styles Questionnaire

—

When Conflict Arises:

- 19.
 - A. I put off dealing with conflict until I've had a chance to think about it.
 - B. I try to strike a balance of “wins and losses” with the other person.
- 20.
 - A. I believe it is better to reach a compromise than to let the conflict go on.
 - B. I usually concede if the other person feels more strongly about the issue.

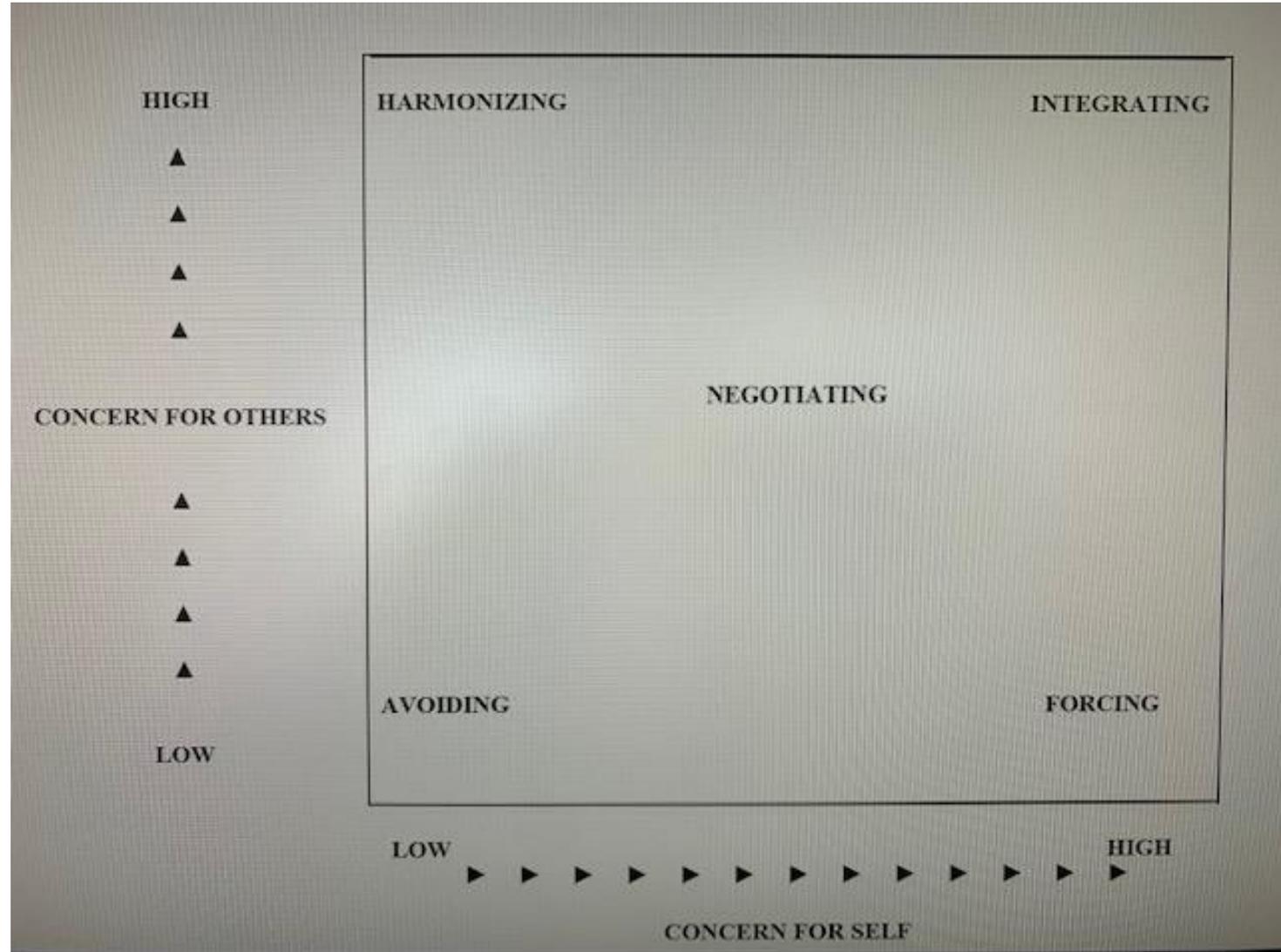
1	A			B	
2			B	A	
3		A		B	
4			A		B
5	A		B		
6				A	B
7		A	B		
8	B	A			
9	A				B
10		B		A	
11		A			B
12		B			A
13	A	B			
14	B		A		
15	B				A
16				B	A
17	B			A	
18			A	B	
19			B		A
20		B	A		
Column Totals (A & B)	Forcing	Harmonizing	Negotiating	Integrating	Avoiding

Personal Styles of Handling Conflict

The Conflict Handling Styles

- How we deal with these two issues in conflict situations determines our conflict handling style. The following figure shows the five conflict handling styles in relationship to these two issues.

Personal Styles of Handling Conflict



The Five Styles

- As seen from the figure, the five conflict handling styles each have a different relationship to the issues of concern for relationships and concern for goals/position.
- The Forcing Style is high in its concern for accomplishing goals and establishing position, but low in its concern for feelings and smooth working relationships. The forcing style is assertive, aggressive and competitive. It is an effective strategy when a quick decision is needed.
- The Harmonizing Style is opposite from forcing. Here, the concern for people, feelings, and smooth working relationships is high, while concern for goal and position is low. Harmonizing places a high value on others but a low value on self. The harmonizing style is one of accommodating, giving-in, and acquiescing in order to preserve relationships in resolving the conflict. It often involves giving up something of importance to self. It plays down the differences between parties while looking for a common ground. The harmonizing style gives power to others.



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The Five Styles

- The Negotiating Style is moderate in its concern for both relationships and for goals and position. It is a “middle-of-the-road” style, aimed at achieving compromise in order to resolve the conflict. In compromise, everyone has something to give and something to take. Compromise can be chosen when other methods have failed and both parties are ready to look for middle ground. Compromise often means splitting the difference or exchanging concessions.
- The Integrating Style is high on both concern for relationships and concern for goals. It is aimed at finding a new set of goals which incorporates those of both parties, and which leads to growth in the working relationship. The integrating style stresses collaboration and problem solving to resolve the conflict and is characterized by mutual sharing and creative thinking. This is the win/win conflict management style. Individuals who choose this style seek an exchange of information and there is a desire to examine differences and reach solutions that are acceptable to all parties. Developing alternatives is one of the strengths of this style.

The Five Styles

- The Avoiding Style is opposite of integrating. It is low on both concern for relationships and concern for goals. Avoiding is aimed at not becoming involved with conflict and the strong feelings it may generate, postponing or never facing an issue with another. This is the “don’t-rock-the-boat” style.

The Five Styles

&

Leadership

- **Each of these styles has its advantages and disadvantages, its strengths and weaknesses. In itself, no one style is “better” than another.**
- Constructive conflict management calls for the ability to read the situation and bring to it a useful style and approach. This means that we should strive to develop our abilities and skills in all five styles, rather than to rely on only one or two. Likewise, different stages of the conflict call for different styles.

- Instructions: Your scores for the conflict handling styles will probably be mixed. Some will be high and some low. In order to develop a profile of your styles, circle your score for each in the chart below, then draw a line between each circle.

Graphing Your Conflict Handling Styles

	<u>Forcing</u>	<u>Harmonizing</u>	<u>Negotiating</u>	<u>Integrating</u>	<u>Avoiding</u>
High	8	8	8	8	8
High	7	7	7	7	7
Mid	6	6	6	6	6
Mid	5	5	5	5	5
Mid	4	4	4	4	4
Mid	3	3	3	3	3
Low	2	2	2	2	2
Low	1	1	1	1	1
Low	0	0	0	0	0



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A Leader's Communication Creed:

- Combining-
- *Needs
- *Values
- *Conflict Resolution

- We believe in mutual respect, open communication and the willingness to listen to one another.
- We support the principle that we can respectfully agree to disagree and still meet our goals.
- We are willing to take responsibility for the quality and depth of our communication.
- We do not engage in gossip, backbiting and negativity.
- We do not assume to know the intentions behind each other's words or actions until we ask.

A Leader's Communication Creed:

- ➤ When we have a disagreement with another team member, we go immediately to that person to clear the air.
- ➤ When we communicate together, we focus on:
 - Issues, situations and tasks, not on people
 - Observable behaviors and events
 - The here and now
 - Specifics rather than generalities

(continued)



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A Leader's Communication Creed:

(continued)

- ➤ If we cannot resolve a conflict ourselves, we will schedule time to meet with an appropriate third party to help us work through our issue.
- ➤ We forgive one another when our imperfect communication results in misunderstandings and/or hurt feelings.
- ➤ We hold one another accountable for the above principles and guidelines.

Topics At a Glance

- Influencers
- Myths
- Needs of Followers
- Values
- Conflict Diffusion/Resolution (maybe briefly)
- Thinking Styles

DIVERSITY

- Have you ever wondered why...
 - Some groups work well together & others don't?
 - Some groups are productive & fun to work with & others are unproductive and boring?
 - The same person can do extremely well in one job and poorly in another?

DIVERSITY

- Many of the answers to questions like these are connected to people's thinking style preferences.
- “You have to know when to hold them, know when to fold them, know when to walk away, and know when to run.” – Kenny Rogers, The Gambler

DIVERSITY

- Goals.....
 - Give people a chance to get to know each other
 - Experience the differences in thinking style preferences within a group
 - Give people an understanding that there are no right or wrong thinking style preferences
 - Build acceptance and understanding of those with different thinking style preferences
 - Help groups look at their thinking style strengths and blind spots
 - Have some fun.....

DIVERSITY

- Beginning.....
 - Each person gets 5 random cards
 - Arrange your cards in order with the card that **BEST** describes you and ending with the card that is **LEAST** like you

DIVERSITY

- Discussion....
 - What was your immediate response to the cards you were dealt?
 - Were there any cards you wanted to get rid of immediately?
 - Are there any cards you aren't willing to part with?
 - Would you be comfortable finishing the game with the hand you were dealt?

DIVERSITY

- Improving your hand...
 - Move around among other players and trade cards to “improve” your hand by getting cards that better represent you
 - Maintain 5 cards
 - Trade as many cards as you wish
 - You cannot “take” a card unless the other player is willing to make an exchange

DIVERSITY

- Discussion....
 - What were some of the strategies you used to negotiate trades?
 - Were there any noticeable patterns in the kinds of cards players wanted to keep and those they were willing to trade?
 - If you detected a pattern, what might that suggest about the preferences of the group?

DIVERSITY

- Discarding cards....
 - Discard your TWO least preferred cards
 - (You should end with THREE cards in your hand that represent you as closely as possible.)
- Then, examine all the discarded cards and make any exchanges you wish

DIVERSITY

- Discussion....
 - What reactions did you have when you had to give cards back?
 - Were those choices easy or difficult to make?
 - Were you able to put together a hand that closely represented you?
 - If not, what card(s) did you want that you could not get?

DIVERSITY

- Telling a story....
 - Group together by your most preferred color
 - If you have a hand of mixed colors, you can form a group
 - Share a personal (appropriate) story that illustrates a time when all **THREE** of the qualities in your hand came into play and influenced your behavior

DIVERSITY

- Discussion....
 - How easy (or hard) was it for you to come up with a story that illustrated the qualities of your cards?
 - Does your story reflect the way you are much of the time?

DIVERSITY

- Sharing the cards....
 - Insert your **THREE** cards into the plastic holders
 - Display your **MOST** preferred card **FIRST**
 - (which color is more prevalent)
 - Then **SECOND** most preferred card.
 - Then **THIRD** most preferred card.



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	BLUE	GREEN	YELLOW	RED
1 st Choice				
2 nd Choice				
3 rd Choice				

DIVERSITY

- Discussion....
 - As each set was displayed, how does the overall color of the group change?
 - Looking at the traits displayed, what does it say about this group?
 - What types of projects do you think this group would find interesting?
 - What types of projects would this group avoid or find boring?

DIVERSITY

- The Whole Brain Model
 - Ned Herrman – The Creative Brain
- “Double-Brain” – ways to process & understand information
 - 4 quadrant metaphor of how the brain works
 - Brain function establishes different modes of thinking in the two hemispheres

DIVERSITY

Left

Analyzes
Abstracts
Computes
Measures Time
Plans Sequentially
Verbalizes
Makes Rational Decisions
Logical

Hemispheres:

Right

Center for Imagination
Intuitive
Subjective
Symbolic
Holistic
Time-free Thinking
Understand metaphors
Ability to visualize
Creative
Innovative

DIVERSITY

Brain Systems: (within each hemisphere)

Cerebral

Outer part of the brain

Abstract

Intellectual thought

Limbic

Beneath cerebral

Concrete

Emotional processing



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DIVERSITY

- BLUE
 - Good at:
 - Gathering facts
 - Analyzing issues
 - Problem-solving logically
 - Arguing rationally
 - Considering financial aspects
 - Measuring precisely
 - Understanding technical elements

DIVERSITY

- BLUE

- Dislikes:

- “ice breakers”
 - Socializing in meetings
 - People who don’t:
 - Get enough facts
 - Carefully think through a problem
 - Get to the point quickly

{ seen as a waste of time

DIVERSITY

- GREEN
 - Good at:
 - Finding overlooked flaws
 - Approaching problems practically
 - Standing firm on issues
 - Maintaining a standard of consistency
 - Providing stable leadership & supervision
 - Attention to detail
 - Step-by-step approach

DIVERSITY

- **GREEN**
 - Good at:
 - Reading the fine print
 - Developing detailed plans/procedures
 - Organizing/tracking essential data
 - Articulating plans in an orderly way
 - Keeping financial records straight
 - Follow through with plans
 - Controlled & procedural

DIVERSITY

- **GREEN**
 - Dislikes:
 - Difficulty seeing the “big picture”
 - Doing “blue sky” thinking
 - Accepting innovative (unproven) ideas
 - When others work in non-sequential ways
 - Bending the rules
 - Ignoring the organizational polices & procedures



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DIVERSITY

- RED
 - Good at:
 - Recognizing interpersonal difficulties
 - Anticipating how others will feel
 - Intuitively understanding how others feel
 - Picking up the non-verbal cues of interpersonal stress
 - Engendering enthusiasm
 - Persuading
 - Teaching & Conciliating
 - Understanding emotional elements
 - Considering values

DIVERSITY

- **RED**
 - **Dislikes:**
 - Ignoring the human elements in a problem
 - Placing logic above feelings
 - Ignoring group interaction and team building
 - Focusing on data to make decisions

DIVERSITY

- **YELLOW**
 - Good at:
 - Reading the signs of coming change
 - Seeing the “big picture”
 - Recognizing new possibilities
 - Tolerating ambiguity
 - Integrating ideas and concepts
 - Enjoy novelty/creativity
 - Problem solving in intuitive ways

DIVERSITY

- **YELLOW**
 - Good at:
 - Bending/challenging established policies
 - Synthesizing unlike elements into a new whole
 - Inventing innovative solutions to problems
 - Creating new ideas
 - Experimental thinking

DIVERSITY

- **YELLOW**
 - Dislikes:
 - “Ordinary” thinking
 - Routine meetings
 - Getting “down in the weeds”
 - Those who operate sequentially
 - Being too conservative
 - Taking the “safe” way

DIVERSITY

- The Power of Diversity
 - For most tasks, especially creative problem solving, diverse groups with all colors represented are best.
 - Members learn to appreciate their differences and work together.....creative magic can happen!

DIVERSITY

- Thoughts....
 - Talk about a card you saw that reflects a quality you would like to develop.
 - What did you learn about your own thinking style?
 - What did you learn about the thinking style of others?
 - Can you better understand your “blind spots?”

DIVERSITY

- Thoughts.....
 - Do your preferences have implications?
 - Especially as a “leader”
 - If you lack diversity, how might you compensate for areas where there is no strong preference?
 - If you are a diverse group, how might you deal with one another so that your differences are an asset, not a liability?
 - What ongoing agreements might you make with one another to assure that you work together more effectively?

Leaders: Embracing Diversity

- When everyone is thinking alike, there's not a whole lot of thinking going on!
- A heterogeneous group can be challenging to work with because of its diversity.
- Yet, all groups members need to learn to appreciate their differences and work together!

Topics At a Glance

- Needs of Followers
- Influencers
- Myths
- Values
- Conflict Diffusion/Resolution (maybe briefly)
- Thinking Styles

Conclusions: Unleash the Leader Within

- You CAN empower your colleagues with your leadership!
- Assess your own style & the styles of others and adapt!
- In turn, know how to reward & recognize your colleagues, embracing their styles, even if different from yours.
- Yes, as a leader, you have to motivate others, especially those on your team, but.....
- Don't forget, YOU need some motivation too!

- Things change....will you?

Conclusions: Unleash the Leader Within

“The first responsibility of a leader is to define reality.
The last is to say thank you.”

Max De Pree

(1924-2017)

Author of: Leadership Is An Art, Leadership Jazz,
Leading Without Power, Called to Service, Dear Zoe



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You can do it!

Sources:

John Maxwell, author

Jim Collins, author

Jill McCrory, Leadership Outfitters

Stephen Covey, author

Tom Rath & Barry Conchie, authors

Core Values Study – John Wiley & Sons

James Kouzes & Barry Posner, authors

Michelle and Dennis Reina, authors

Max De Pree, author and businessman

I'M "still" JEREMY

I work at the Government & Economic Development Institute at Auburn University.

Our office helps to improve the quality of life for the State of Alabama and its communities!

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E150 – Unleash the Leader Within

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