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E150 Unleash the Leader Within

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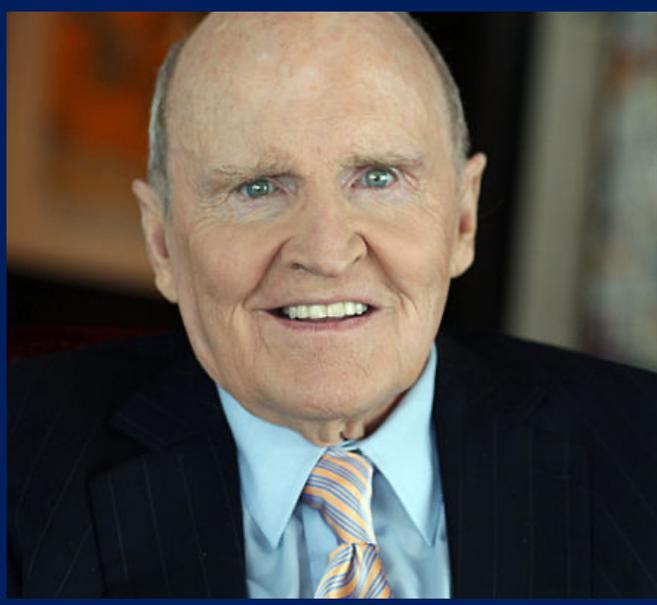
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Gardening 101

“My main job was developing talent. I was a gardener providing water and other nourishment to our top 750 people. Of course, I had to pull out some weeds, too.” — Jack Welch



John Francis Welch Jr. was an American business executive, chemical engineer, and writer. He was Chairman and CEO of General Electric between 1981 and 2001. When Welch retired from GE, he received a severance payment of \$417 million, the largest such payment in business history up to that point.



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LEADERS ARE WATCHED

How do you show up each day?

ENERGY

You are the only person responsible for the energy
You bring to each day.

OPENNESS

Everyone thinks of changing the
World, but no one thinks of changing themselves.



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REALITY

Styles of leadership are affected by external factors, such as the organizational environment, demographics, staff characteristics, resources, economic and political factors, technology and the culture of the organization.



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Key Skills and Characteristics

Reputation

Dependable

Reliable

Trustworthy

Consistent

Instinctively does the right thing



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WHAT'S THE DIFFERENCE?



Defined:

A leader has followers who follow them,

whereas a manager has employees, in the form of subordinates who reports to the manager about the day-to-day activities. While a leader sets directions, for the entire group, a manager plans the activities, for the smooth functioning of the concern.



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Leader =
Visionary

Manager =
Administrative

Ethical Challenges

Discrimination

Harassment

Unethical Accounting

Health and Safety

Abuse of Leadership Authority

Nepotism and Favoritism

Privacy

Corporate Espionage

Others?



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10 Barriers to Great Leadership

Believing that it can't happen to you. ...

Ignoring the usefulness of mistakes. ...

Refusing help. ...

Not asking for the right things. ...

Not letting your team do its job. ...

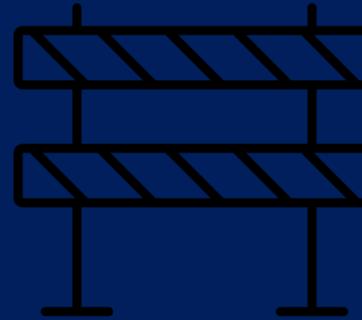
Lack of functional credibility. ...

Lack of leadership process credibility. ...

Not enough courage to let go of yesterday's tools.

An inability to face the power dynamics of leadership

A good memory. Too good



Influence & Responsibility

Leaders have both a big influence and responsibility for their teams. Some of the aspects they need to pay attention to are:

Setting the climate of a workplace

Inspiring team members

Setting values for their team

Improving team spirit and cohesion

Being responsible for their team's communication and wellbeing

Developing leadership skills in others



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A Leadership Exercise



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“Leadership is not a person or a position. It is a complex moral relationship between people based on trust, obligation, commitment, emotion, and a shared vision of the good.”

- Joanne Ciulla (Author and Educator)



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Addressing Behaviors



Rumors – Never allow a rumor to go beyond you.



Social Drama – Whether human or technical, it does not belong in the workplace.



Opinions – Is it appropriate to give personal opinions as an employee? Never if it can be perceived as a negative.



Leadership Styles



- Autocratic



- Authorative



- Delegative

- Democratic



- Coaching

- Transformational

“Action is the foundational key to all success.”

— Pablo Picasso



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INSPIRATION

You don't inspire your team by showing them how amazing you are, you inspire them by showing them how amazing they are.



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The Five Practices of an Exemplary Leader



Model the Way



Inspire a Shared Vision



Challenge the Process



Enable Others to Act

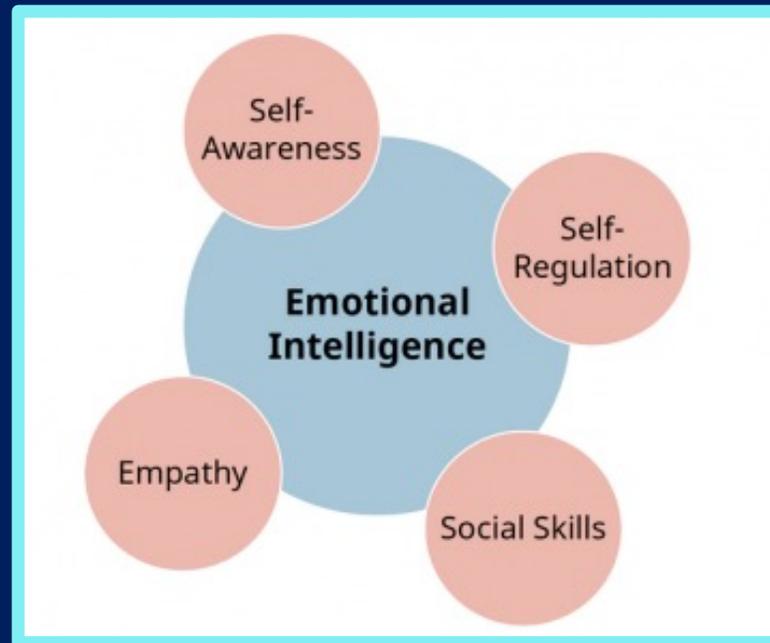


Encourage the Heart



Leadership & Emotional Intelligence

Five Components of emotional intelligence:



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Change Leadership: The Role of Emotional Intelligence
Mohammed Issah

Table 1. Components of Emotional Intelligence.

Component	Definition	Elements
Self-awareness	Ability to understand one's moods, emotions, and drives as well as its affect on others	Self-confidence Realistic self-assessment Self-deprecating sense of humor
Self-regulation	Ability to control or redirect disruptive impulses or moods Propensities to suspend judgment, think before acting	Trustworthiness and integrity Comfort with ambiguity Openness to change
Self-motivation	Passion to work for reasons beyond money or status Propensity to pursue goals with energy and persistence	Strong drive to achieve optimism, even in the face of failure Organizational commitment
Empathy	Ability to understand the emotional makeup of other people Skill in treating people according to their emotional reactions	Expertise in building and retaining talent Cross-cultural sensitivity Service to clients
Social skill	Proficiency in managing relationships and building networks An ability to find common ground and build rapport	Effectiveness in leading change persuasiveness Expertise in building and leading teams

Source. Goleman (2004, p. 4).

- Emotional intelligence contributes to change leadership, by focusing on building a team to affect change, and one overcoming resistance to change.
- Managing relationships is critical to success.
- Your ability to influence, coach, and mentor others, and resolve conflict effectively is paramount.
- Emotional intelligence helps leaders to adapt. Innovation requires you to constantly adapt.
- Being aware of, understanding, and managing your emotions and of those around you should help you to navigate through an ever-changing world, and even to become a successful leader in it.





Thank you!

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