



Essential Leadership Skills for Quality Professionals



Self Assessment Test

Area of Strength- Identify which domain had the highest average score.

Identify weaknesses- If you scored lower than 3 in any one of the items, identify how you might build your competency in this area.

These rules provide structure and guidance to help you know what to do to be a better individual leader and how to build better leadership in your organization.





Effective leadership is getting the **right results** in the **right way**
by **enabling others** to do the **right work right**.





Leadership can be developed through

- Education
- Experience /job assignment
- Mentorship/coaching

Most leaders begin their careers by demonstrating an expertise in a certain area- halo effect





COMMON CHARACTERISTICS OF LEADERS:

50-80% of leadership characteristics were shared across effective leaders.





SELECTED COMPETENCIES OF COMPETENCY MODELS

85% of the competencies in various competency models appear to be the same.





According to researched body of knowledge accumulated by multiple generations of leadership experts **the following leadership rules represent 60-70% of what makes an effective leader:**

- 1. STRATEGIST**
- 2. EXECUTION**
- 3. DEVELOP AND MANAGE TALENT**
- 4. PERSONAL PROFICIENCY**



Rule #1- Strategist

Be clear about where you want to go and where you are going.

- **Combine vision and analytics**

Understand organization's current core competencies, capabilities, financial and technological resources.

- **Benchmark** to learn what the best do find ways to do it better. Be aware that past success may not predict the future.

- **Don't just focus on small improvements that avoid risk**

Strategy may require bold innovative thinking.





SUGGESTIONS

Connect with leading thinkers- customers, employees, Competitors, investors. Have weak ties with people who are not like you to gain insight.

Make technology your friend

Read broadly and frequently

Put yourself in your customers', competitors' shoes

Do something unique that your customers value.

Get them involved, solicit feedback.





Customer involvement

May lead to increased customer/market share

Employee involvement

Have employees actively participate in deciding where you are going, they will help you make a better decision and help to make sure you get there.

Make sure employees at all levels understand **where the company is going**, and **know what to do to** make it happen. Employees need to believe and have an **emotional connection** to the strategy at a very personal level.





Strategy should concentrate **organizational resources and employee attention on a few key priorities.**

Strategic leader needs to **translate external customer expectations into organization's culture.**

Strategist must constantly be shaping both the strategy and organization at the same time, starting at the outside demands and working toward the inside.





Rule #2-Execution

Make things happen Strategy without execution is unfounded hope

Execution is the ability to turn what we know into what we do.

Connect short term to long term, present to the future.





- Manage your time well
- Engage and motivate others
- Ensure accountability and consequences for delivering on time
- Accept responsibility
- Do what needs to be done
- Develop a convincing track record for delivering results
- Ensure technical proficiency



MANAGE CHANGE

- Build a case for change –communicate reasons.
- Have a clear direction for the change.
- As a change agent assign top talent to key initiatives.
- Have them spend 20 ~~30~~% of their time on this project
- Define success in measurable, trackable and clear terms.





- Break up change in smaller chunks that are doable in short time frames.
- Make sure support functions align their practices for change to happen.
- Monitor change with periodic checkups to find out what is not working.
- Make change last Help others see change as an Opportunity not a problem communicate issues.
- What is the decision that needs to be made? Look at two or three options. Focus on key choices not all choices.



Making a good decision based primarily on quality requires **involving key people** in the process of making the decision **who have the knowledge and capability to meet the quality threshold.**

Outcomes need to be monitored so learning can occur. Use small failures as opportunities to learn rather than criticize and punish.

Build teams The teams collective commitment can progress the agenda.

Clarify expectations, establish accountability with standards (specific goals and measures), **consequences and feedback for ongoing learning.**





Structured Feedback

What did we set out to do?

What did we do?

What did we do well?

What could we have done better?

What did we learn from this experience?

What will we continue to do?

What will we do better or differently?





Rule #3-Develop and Manage Talent

Effective leaders have enough personal confidence to surround themselves with people who are gifted and make use of other's gifts.

- Communicate, communicate, communicate to engage others at their highest level of commitment. Focus on only a few priorities and explain why they are important.
- Share your emotions.
- Share both bad and good news openly and directly.





- Help people connect their personal career best to the goals of the organization.
- Overcome tendency to encircle yourself with people who are like you.
- Put the right person in the right job with the right skills at the right time.
- Provide resources to help employees cope with high demands.





As a talent manager and developer **set high expectations on your employees** to stretch them so they can grow. **Help them access resources** to meet these demands.

People thrive in **positive atmosphere** where the focus is on what is right not what is wrong.

Lead with **kindness**.

Have **fun** at work. Humor, events, celebration, contests, rewards, fitness centers.





- Map the workforce, determine critical positions
- Mentor
- Delegate and empower
- Encourage networks





Rule #4-Invest in yourself

- 1. Practice Clear Thinking** Combination of intellect and Intuition, reason and emotion.
See the broader picture, don't get lost in details.
- 2. Learn to Prioritize** focus on what matters most
- 3. Do not shy away from making tough decisions** (51/49 problems). Identify it, study it and make the decision.
- 4. Know your limitations**
- 5. Learn to tolerate and manage stress**



5. Demonstrate learning agility Learn to speed read, develop the ability to see the important points, patterns from past experiences. Read, talk and pay attention to new information. Surround yourself with people who see the world differently.

6. Be disciplined about continuous improvement.

7. Be unique and creative IQ, EQ, CQ (clarity quotient)

8. Take care of yourself

Physically (nutrition, physical exercise)

Emotionally be optimist, develop sense of humor

Socially surround yourself with allies and friends



9. Develop your communication skills

Join Toastmasters international or other club. Take advantage of every opportunity to speak.





FOUR THINGS YOU NEED TO HAVE TO BECOME AN OUTSTANDING SPEAKER

DESIRE

» **To speak well**

DECISION & COMMITMENT

» **To become an outstanding speaker**

DISCIPLINE

» **To plan, prepare and deliver talks and presentations on an ongoing basis**

DETERMINATION

» **To persist and persevere in spite of any obstacles, setbacks or major embarrassment .**





Make sure your audience receives your message the way you want



» **CHOOSE LANGUAGE THAT IS PRECISE, COLORFUL AND CONCISE**

» **HAVE YOUR TONE OF YOUR VOICE MATCH YOUR MESSAGE:**

- » Be authoritative
- » Commanding
- » Persuasive
- » Entertaining etc. depending on your objective

» **FOCUS ON HOW YOU CAN BEST EXPRESS COMMITMENT TO, AND ENTHUSIASM FOR, WHAT YOU ARE SAYING THROUGH YOUR FACIAL EXPRESSIONS, POSTURES AND GESTURES**

Called
7%-38%-55% Rule

Based on research conducted by Professor Dr. Albert Mehrabian, at University of California in Los Angeles (UCLA)





THE DYNAMICS OF VOICE

- **VOLUME-** Develop a strong, confident voice. Don't scream or yell, just speak up. Speak after taking a breathe to create more volume will less effort.
- **INFLECTION-** A monotone voice will significantly shorten the attention span of the audience
- **PACING/TEMPO-** Speak , pause, breathe, speak





Non verbal communication helps you adjust, monitor and enhance your persuasive style

- **It is impossible to not communicate.**

Paul Watzlawick

Studies show that a

**facial expressions,
increased mirroring,
changes in the eyes,
specific questions asked**

all dictate that your audience is being persuaded or ready to buy your proposal or product.

95% of all persuasion is subconscious.





CONSIDER LISTENERS' PRIMARY INTAKE PATHWAY

- **VISUALS BEST LEARN BY SEEING**
- **AUDITORY PEOPLE BEST LEARN BY HEARING**
- **KINESTHETIC PEOPLE LEARN BEST BY DOING
(Physically involved)**
- **Knowing your and your listener's primary intake pathway, (verbal, aural or kinesthetic) and organizing yourself and your material accordingly will help increase their retention and your impact.**





EYE MOVEMENTS AND WHAT THEY MEAN

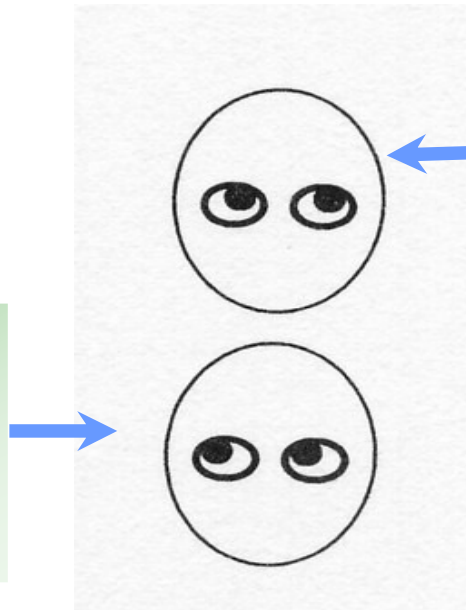




CONSIDER LISTENERS' PRIMARY INTAKE PATHWAY

- **Eyes give powerful clues to the way we are thinking and the kind of thinking that is going on in our head.**
- **VISUAL CLUES- Always up**

» **Visual constructing images not seen before**



» **Visual remembering images seen before**

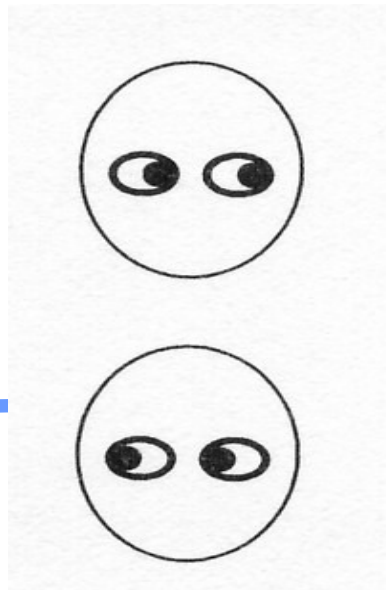




CONSIDER LISTENERS' PRIMARY INTAKE PATHWAY

- **AUDITORY CLUES-Always looking toward ears**

» **Auditory**
» **Creating a sound we have never heard before**



» **Auditory**
» **remembering sounds heard before**

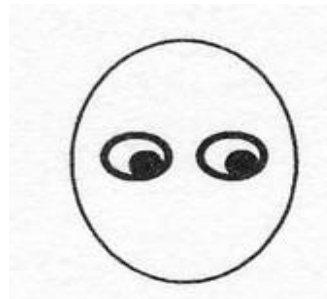
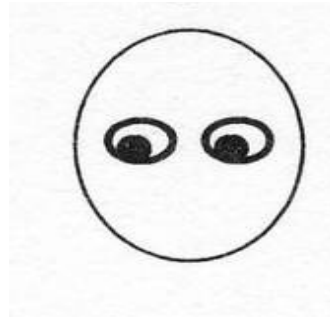




CONSIDER LISTENERS' PRIMARY INTAKE PATHWAY

- **KINESTHETIC CLUES**

» **External feelings and emotions-**
» **This is where we look when we experience feelings**



Having digital, inner dialog
» **Asking questions in your head**





Men and Women wired differently

» **Men**
Single-Focus

“What is the
point?”

or

“What is the
problem?”

Can he fix it?

» **Women**
diffuse-focus.

» **higher threshold of
tolerance for taking
in multiple thoughts
or details.**

» **Often ask questions
and request for
details.**





Look at which eye?

» **Look at listener's left eye if**

» **To convey that your message is genuine, trustworthy, sincere, etc.**

» **To increase their reception to, and acceptance of your message.**

» **Look at listener's right eye if**

» **You want to issue a challenge or convey that what you are saying is not negotiable.**

» **To make them realize that their compliance is mandatory.**





Benefits of joining Toastmasters:

- **Increased self-confidence and self-esteem**
- **Effective listening, thinking and speaking skills**
- **Leadership training**
- **Parliamentary procedure skills to conduct meetings**
- **Friendly, supportive environment**
- **Professionally prepared educational material**
- **Minimal costs**





Thank You