

Supplemental Leadership Observations

Presented to ALA Members
Ed Maier
June 6, 2007

What Makes an Effective Executive? – Peter Drucker

- They ask, "What needs to be done?"
- They ask, "What is right for the enterprise?"
- They develop action plans.
- They take responsibility for decisions.
- They take responsibility for communicating.
- They focus on opportunities rather than problems.
- They run productive meetings.
- They think and say "we" rather than "I".
- Listen first, speak last.

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Transactional Leader

(Does things right) (Thinks operationally)

- Administers
- Maintains
- Asks how and when
- Takes the short term view
- Keeps an eye on the bottom line
- Focuses on things, outcomes, results and measurements

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Transformational Leader
(Does the right things) (Thinks strategically)

- Innovates
- Develops
- Inspires
- Creates trust
- Asks what and why
- Takes a long term view
- Has an eye for the horizon
- Focuses on people, beliefs, behaviors and relationships

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Transactional Leaders Think About How To...

- | | |
|---|---|
| • Operate | • Supervise/manage people |
| • Train staff for current responsibilities | • React to change |
| • Provide direction through controls | • Use communication to fulfill responsibilities |
| • Deal with "technical" issues | • Use authority |
| • Deliver day-to-day results | • Demonstrate consistency |
| • Operate in the shortterm | • Meet performance expectations |
| • Use information to facilitate operations | • React |
| • Customer relations focused more on specific activities and transactions | • Focus on things, outcomes, results and measurements |

Adapted from Philip E. Flora, Vice President-Internal Audit, CAE—Texas Guaranteed (IA Emerging Trends & Leading Practices Conference)
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Think Business next yr 5/4/2020

Transformational Leaders Think About How To...

- | | |
|--|---|
| • Strategize | • Mentor/coach people |
| • Develop staff skills for future | • Initiate change |
| • Lead by actions | • Use communication to achieve business success |
| • Think more holistically | • Use influence |
| • Deliver change over time | • Build creativity |
| • Take a long-term focus | • Promote excellence |
| • Use information to shape continuous improvement | • Be proactive |
| • Treat customers as business partners and servethem | • Focus on people, beliefs, behaviors and relationships |

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Four behaviors that are typical for "true" Transformational Leadership

Idealized Influence (attributed and behavior)

Refers to leaders who have high standards of moral and ethical conduct, who are held in high personal regard, and who engender loyalty from the follower.

Inspirational Motivation

Refers to leaders with a strong vision for the future - based on values and ideals. Leader behaviors falling into this dimension include stimulating enthusiasm, building confidence, and inspiring followers using symbolic actions and persuasive language. Idealized influence and inspirational motivation are highly correlated and are sometimes combined to form a measure of charisma.

Intellectual Stimulation

Refers to leaders who challenge organizational norms, encourage divergent thinking, and push followers to develop innovative strategies.

Individual Consideration

Refers to leader behaviors aimed at recognizing the unique growth and developmental needs of followers as well as coaching followers and consulting with them.

(B.M. Bass, 1993)

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Emotional Intelligence

- **Self-Awareness** - if we don't know ourselves and what we're feeling, how can we possibly know or understand someone else and how they feel?
- **Self-Regulation** - checking our emotions and managing them so they do more good than harm.
- **Self-Motivation** - directing emotion towards a purpose which will motivate and inspire us.
- **Empathy** - being able to understand and see from another person's perspective.
- **Effective Relationships** - interacting with other people successfully and being adept at managing emotions in others.

Source: www.crmlearning.com

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Thank You for Learning!

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