

**“COMMITTING TO BEING
A HIGH IMPACT LEADER
AS AN ENGINEER”**

**INSTITUTE OF ELECTRICAL AND
ELECTRONIC ENGINEERING**

PRESENTATION

BY

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DECEMBER 12, 2022

COMMITTING TO BEING A HIGH IMPACT LEADER AS AN ENGINEER

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- I. The Need For High Impact Engineers And Leaders And The Reality**
 - A. Changing Times And The Urgent Need For Skilled Engineers And Leaders**
 - B. Do Most Organizations Have Skilled Leaders?**
 - C. Why Leadership Is So Important**

- II. Understanding Leadership And The Difference Leadership Can Make**
 - A. Myths About Leadership**
 - B. The Two Critical Characteristics Of The Best Leaders**
 - C. The Differences In Management, Leadership, And Transformational Leadership**
 - D. Practical Examples Of The Critical Skills Of The Best Leaders**

- III. Becoming A High Impact Leader**
 - A. Understanding The Development Process**
 - B. Developing A Big Picture Perspective Of Leadership**
 - C. Developing And Practicing A Sound Leadership Philosophy**
 - D. Developing A Consistent Leadership Style That Creates A Culture For Excellence**
 - E. Developing And Practicing A Sound Management System**

- IV. How Committed Are You To Being A High Impact Leader?**
 - A. What Will You Do With What You Learned?**
 - B. Championing Good Leadership And Building A Leadership Culture**
 - C. Some Leaders Make Things Happen, Some Watch Things Happen, And Some Wonder What Happened? Which Category Do You Choose To Be In As A Leader?**

WHY LEADERSHIP IS SO IMPORTANT

- * Leadership is the single most important factor in determining the success of organizations (whole organizations or groups of any type or size)**
- * Good management is important, but you cannot manage an organization to greatness. It takes leadership to create something special.**
- * Good leaders provide the vision, sense of mission and purpose, and inspiration needed for people to be focused, to work together for common goals, to be results oriented, and to be motivated to utilize their potential**
- * Leaders are the main shapers of culture and culture affects performance, morale, teamwork, and the ability to attract, motivate, and retain talented people**
- * When leaders do not lead, they create a leadership vacuum that get filled by confusion, a lack of unity, and an underutilization of what is possible**
- * Leaders build or undermine trust and trust is essential to getting things done effectively and efficiently**
- * Leaders can significantly affect the success or failure of needed changes by the way they lead and manage change**

LEADERSHIP MYTHS

- 1. Leaders are born and not made**
- 2. To lead you need to be in a formal leadership Position**
- 3. The fundamentals of excellent leadership have significantly changed during these rapidly changing times**
- 4. A leader's primary job is to get results**
- 5. The best leaders are charismatic and commanding**
- 6. The best leaders are skilled at manipulating others to get them to do what they need to do**
- 7. Skilled leaders are able to change their leadership style with different situations and different people**
- 8. Good leaders keep a psychological distance between themselves and those they lead so they can be objective**
- 9. Good leaders have a confrontational, tell-it-like-it-is leadership style**

MANAGEMENT, LEADERSHIP, AND TRANSFORMATIONAL LEADERSHIP

MANAGEMENT

The process of coordinating Human and Material resources to Effectively and Efficiently accomplish Goals by using skills in Planning, Organizing, Directing, Controlling, and Executing.

LEADERSHIP

The process of providing
Vision, Direction, and Inspiration, and
Bringing Out The Best In People, Teams, And Organizations

TRANSFORMATIONAL LEADERSHIP

The process of utilizing skills in Leadership,
Championing Needed Change,
and Transforming Organizations
to prepare organizations to excel.

THE DEFINITION OF LEADERSHIP

***LEADERSHIP IS THE PROCESS OF PROVIDING
VISION, DIRECTION, AND INSPIRATION AND BRINGING OUT THE
BEST IN PEOPLE, TEAMS, AND ORGANIZATIONS***

VISION

Providing a clear and compelling big picture
of what needs to be or could be done and why

DIRECTION

Clarifying Goals (what needs to be done),
Values (how things need to be done),
and Priorities (what is most important).

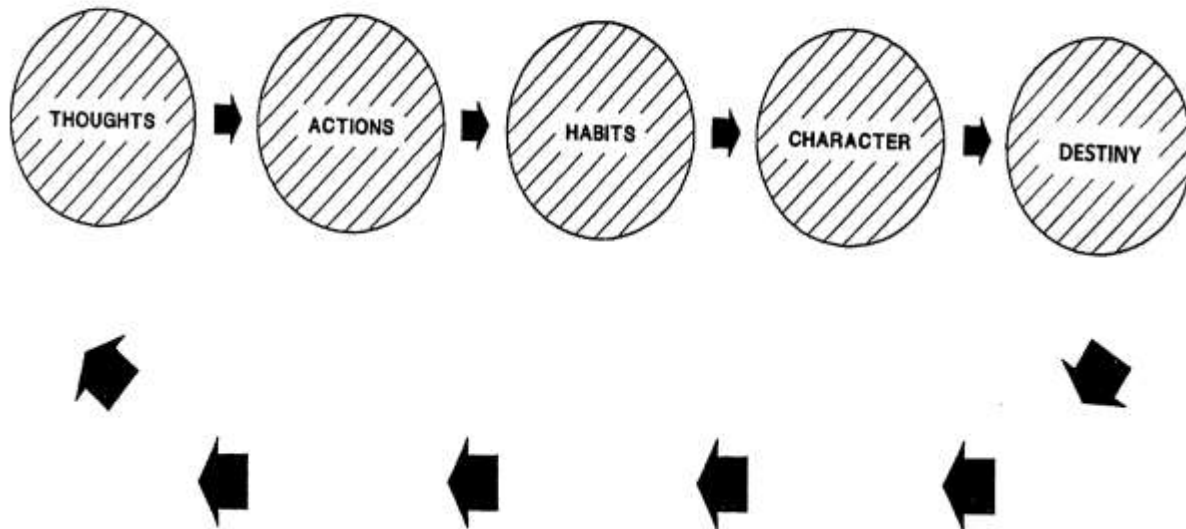
INSPIRATION

Leading by example, encouraging excellence, and motivating
people to meet the challenge and persevere

BRINGING OUT THE BEST IN PEOPLE, TEAMS, AND ORGANIZATIONS

Continuously looking for ways to contribute to the success of people,
teams, and organizations

THE BEHAVIORAL CHAIN REACTION: WHY WE DO WHAT WE DO



The way we think determines the way we act.

Actions that are practice become habits.

**Our habits shape our character as a whole person
mentally, emotionally, physically, and spiritually.**

Our character shapes our destiny.

WHAT IT TAKES FOR ORGANIZATIONS TO SUCCEED IN CHANGING TIMES

HIGH IMPACT LEADERS

- High Impact Leaders Are Leaders Who Are Skilled At Leading (Providing Vision, Direction, And Inspiration), Bringing Out The Best In People, Teams, And Organizations, And Leading Change
- Humble And Have A Passion For Excellence That Is Contagious
- Leadership Style That Places A Strong Emphasis On Both People And Performance

GOLD COLLAR WORKERS

- High Level Of Competence
- Up-To-Date On The Latest Thinking And Information
- Change Champions Who Champion Needed Changes
- Eager Learners Known For Teachability

HIGH PERFORMANCE TEAMS AND TEAMWORK

- Structured For Results
- Effective Group Processes
- Team Cultures That Stimulate Excellence
- Effective Meetings
- Perform At A High Level
- Excel At Teamwork Within And Between Teams

WORLD CLASS ORGANIZATION

- Excels At Performance
- Quality Place To Work
- Provide Superior Service Internally And Externally
- Known For High Quality Products And Processes

SAMPLE LEADERSHIP PHILOSOPHY #1

MY MISSION

- Build a high performance organization that is a quality place to work
- Bring out the best in people, teams, and the organization

SET THE STAGE FOR SUCCESS

- Build a compelling vision for the future, a mission that keeps people focused, and commitment to both
- Provide direction by creating clear and meaningful strategies and goals and core values that are used and practiced
- Build a results oriented culture that values excellence, open communication, and a positive and fun work environment
- Align everything to motivate the right results and behaviors

BE AN EXAMPLE WORTHY OF FOLLOWING

- Develop a passion for excellence that is contagious and set an example for being humble, approachable, and teachable
- Be a positive leader who is uplifting to be around and who turns difficulties into opportunities
- Walk the talk and set an example for being open, straightforward, and trustworthy
- Be a principled leader who can be trusted to have high morals and standards, act with integrity, and do what is right
- Think before you speak, listen more than you talk, and learn to involve others before making foolish decisions

DEVELOP A CONSISTENT AND EFFECTIVE LEADERSHIP STYLE

- Place a strong emphasis on both people and performance
- Lead from the front by being visible, approachable, and available
- Be consistent in your style and practices so people will know what to expect
- Be an in-touch leader who has a strong sense of reality about what is going on, about the strengths and weaknesses of your organization, your people, your customers, and particularly about yourself

PLAN FOR RESULTS

- Plan, organize, direct, control, staff, execute for results, and keep people well-informed
- Structure the organization for results with the right people in the right places doing the right things
- Assure that everyone has clear responsibilities and goals and knows what they have to do to succeed
- Equip people with the right training, tools, resources, technology, and working conditions to be successful
- Use delegation and empowerment to maximize what can be accomplished and avoid micro-managing

BUILD RELATIONSHIPS AND BRING OUT THE BEST IN PEOPLE

- Treat everyone with value and respect
- Build good relationships with colleagues at all levels and with customers and other stakeholders
- Know people, build on their strengths, and find ways to help them develop and perform at their best

BUILD HIGH PERFORMANCE TEAMS AND TEAMWORK

- Build your team into a high performance team and develop teamwork at the top, within teams, and between teams
- Emphasize the importance of collaboration in getting things done and creating ownership to decision making

FIND WAYS TO CONTRIBUTE TO THE SUCCESS OF THE ORGANIZATION

- Develop a big picture perspective and look for ways to contribute to the success of the organization

CHAMPION NEEDED CHANGE

- Develop a change mindset always looking for new and better ways to do things
- Create opportunities for people to get together to make needed changes and improvements

KNOW WHERE YOU STAND PERSONALLY AND ORGANIZATIONALLY

- Develop success indicators, keep score, solicit and welcome feedback, and have the courage to make needed changes

FOUR BASIC LEADERSHIP STYLES

HIGH

EMPHASIS ON PEOPLE

HUMAN RELATIONS STYLE

Places a low emphasis on performance and a high emphasis on people. Very warm, caring, and attentive to people needs but reluctant to hold people accountable and push for results. Tends to create a permissive environment that relies on involvement, teamwork, inputs from people, and giving people more and more, but also avoids making people responsible for their behavior or results, or for confronting problems and conflicts. The goal seems to be to use human relations to motivate people and to maintain harmony at any cost.

HIGH PERFORMANCE STYLE

Places a high emphasis on both performance and people. Very results oriented but also excels at valuing, motivating, developing, and fully utilizing people. Strives to create a well-organized and challenging work environment with clear goals and responsibilities and a culture that values openness, innovation, involvement, teamwork, continuous improvement, and a commitment to excellence. Treats people as equals and creates a sense of ownership by all for achieving the desired results.

LAISSEZ FAIRE STYLE

Places a low emphasis on performance and people.. Provides minimal direction, attention to people needs, and accountability. Abdicates responsibility for leading, developing, and caring for his or her people, and leaves people on their own to make their own choices with inadequate information and guidance. Tends to be noncommittal and avoids making tough decisions or addressing problems or conflicts.

AUTOCRATIC STYLE

Places a high emphasis on performance and a low emphasis on people. Very task oriented but not very people oriented. Tends to dominate most situations and relies on power, control, manipulation, and hard work to achieve the desired results with minimal apparent concern for the needs or ideas of others. Has difficulty giving up control and involving or empowering others. Rarely gives compliments but is quick to point out weaknesses. While well intended, gives the impression of "my way or the highway".

EMPHASIS ON PERFORMANCE

LOW

LOW

HIGH

What is your dominant leadership style?

What is your primary back-up style?

LEADERSHIP STYLES CONSEQUENCES

AUTOCRATIC LEADER

Although the emphasis is on high productivity, It often breeds counterforces of antagonism and restriction of output. Frequently results in hostile attitudes, a suppression of conflict,, distorted and guarded communications, high turnover and absenteeism, low productivity and work quality, and a preoccupation with rules, procedures, red tape, working conditions, status symbols, and trying to cater to the whims of the boss. Tends to develop dependent and uncreative employees who are afraid to seek responsibility.

LAISSEZ FAIRE LEADER

Employees become apathetic, disinterested, and resentful of the organization and their leader. Results In the lowest employee productivity and satisfaction of all the leadership styles.

HUMAN RELATIONS LEADER

While this style may keep employees happy, there is little evidence to support the notion that keeping employees happy and treating them well results in high productivity. The preoccupation with keeping people happy and involved often interferes with high achievement, causes employees to lose respect for their leader, results in the emergence of informal leaders, and causes problems to be smoothed over. Such an atmosphere can be frustrating to goal-oriented people.

HIGH PERFORMANCE LEADER

Results in high employee productivity, satisfaction, cooperation, and commitment. Reduces the need for controls and formal rules and procedures. Results in low employee absenteeism and turnover. Develops competent people who are willing to give their best, think for themselves, communicate openly, and seek responsibility

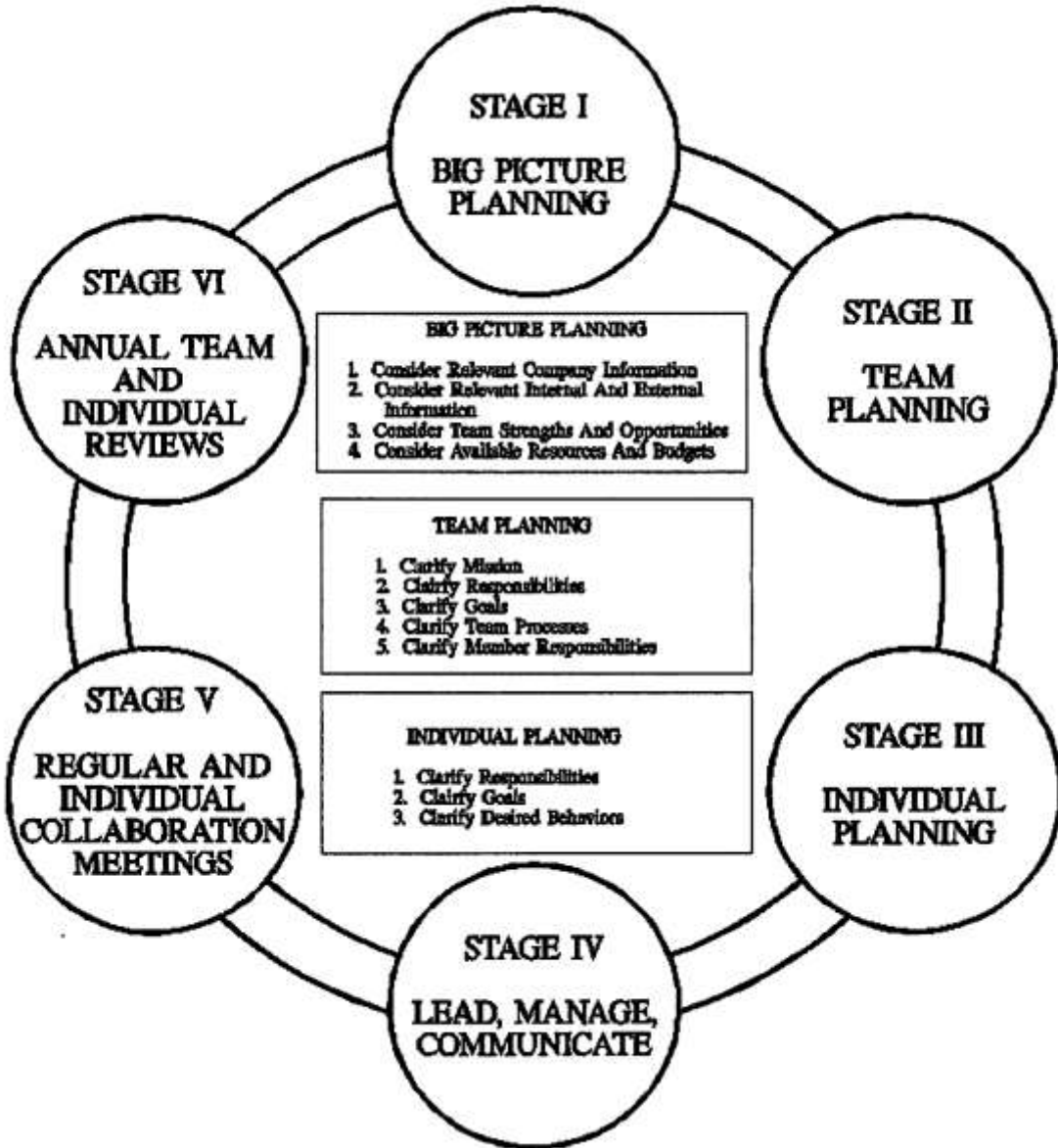


SHOULD YOU CHANGE YOUR STYLE WITH DIFFERENT SITUATIONS?

Everyone has a dominant leadership style and perhaps one or more back up styles. Our style is very important as it has consequences that work for or against us and paves the way to getting things done or creates obstacles. In considering our leadership style, it makes sense that a leader would have to adapt to different situations and different people. Does this mean that a leader should change his/her style with different situations and people? Most of the situational or contingency leadership theories are based on the assumption that this indeed is what a leader should do. On the other hand research on leadership and even parenting styles, which by the way parallel leadership styles, emphasize the importance of consistency. For example, some research indicates that it is better to work for a “bad leader” who is “consistently bad” than a leader who is frequently changing and keeps people frustrated and confused trying to predict and adjust to the style for the day or the moment. So which is it?

I believe the confusion is over not understanding the difference between **Leadership Style and Skills**. **Style** refers to the emphasis a leader places on performance and people and the characteristics, attitudes, values, and personality of a leader. **Skills** refer to the specific techniques a person uses in different situations. **Style**, or the way a person is, **should remain consistent** and research on leaders and parents shows that a style that is both performance and people oriented is likely to get the best results. It is our **skills that we should change** with different situations and people. A leader can in fact consistently expect results and treat people with respect while handling different situations with different skills. For example, a leader can be somewhat directive with a new employee or give considerable autonomy to a proven employee while maintaining a consistent emphasis on both performance and people. The key to applying this concept is to recognize the importance of style consistency in working with people and to learn to quickly size up situations in deciding what skills to use that would be most appropriate to the situation.

DEVELOPING A MANAGEMENT SYSTEM



CHAMPIONING GOOD LEADERSHIP AND BUILDING A LEADERSHIP CULTURE

- * Practice what you learned today. Commit to being a Humble Leader with a Passion For Excellence, for providing Vision, Direction, and Inspiration, and Bringing out the Best in People, Teams, and Organizations**
- * Develop a Sound Leadership Philosophy, a Leadership Style that Emphasizes People and Performance, and an Effective Management System**
- * Encourage leadership development programs and opportunities for current and potential leaders**
- * Circulate and discuss articles, books, leadership links, videos etc. on Leadership that keep leaders up-to-date on good leadership practices**
- * Organize opportunities for leaders to get together to share ideas and discuss important leadership related issues**
- * Encourage other leaders when they do things well as leaders**