Thank you for joining:

*Be a Leader Throughout Your Career*

The webinar will begin shortly.

If you are experiencing technical difficulties with Adobe Connect, please call 1-800-422-3623.
Be a Leader Throughout Your Career

Presented by: Richard Greene, GWSB BA '85 MBA '89

October 2, 2013
12 pm – 1pm EDT
What Leadership Is Not

• A specific job title
• Simply a matter of charisma or style
• One size fits all (there are few universal truths about leadership)
Leadership Is A Set Of

• Values
• Competencies
• Behaviors (Style)
Most Professionals Must Lead In At Least Three Directions

- Upward (Boss)
- Horizontally (Peers)
- Downward (Employees Who Report To Them)
# Situational Leadership

<table>
<thead>
<tr>
<th>Employee Profile</th>
<th>Leadership Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Competence, High Commitment</td>
<td>Delegate</td>
</tr>
<tr>
<td>High Competence, Var Commitment</td>
<td>Support</td>
</tr>
<tr>
<td>Some Competence, Some Commitment</td>
<td>Coach</td>
</tr>
<tr>
<td>Low Competence, High Commitment</td>
<td>Direct</td>
</tr>
</tbody>
</table>

Source: Hersey, Blanchard
GW LinkedIn Observations
About Leaders #1

“The best leaders help you elevate your game, praise publicly, chastise privately and are not afraid to admit that not every hit was a home run.”
“There are so many examples of good leadership but good or great is partially based on the context and the outcome, rather than personal characteristics. I think one common quality of leadership...is the importance of being able to ask for, receive and accept advice from others.”
GW LinkedIn Observations
About Leaders #3

“The best leader I know sees the potential in people and takes the time to develop them with the organization but also for future opportunities beyond their current organization.”
“The best leader combines several qualities. (Listen) gaining information from both higher and lower level co-workers. (Act) decision making based on the best available information. (Responsibility) either taking ownership for bad decisions or recognizing those who helped in good decisions.”
Values That Correspond To Highly Effective Leadership (RG)

- Prioritizes people in words and actions
- Is focused on delivering value and quality
- Has a strong sense of right and wrong and desire to leave the company better than they found it
Competencies That Correspond To Highly Effective Leadership (RG)

- Visioning and aligning
- Giving and receiving feedback
- Ability to candidly confront reality
# Bunge Ltd. Competencies

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership:</strong></td>
<td>Visioning and Alignment</td>
</tr>
<tr>
<td>Demonstrates the ability to motivate,</td>
<td></td>
</tr>
<tr>
<td>energize, align and promote change in</td>
<td></td>
</tr>
<tr>
<td>others related to a common purpose and</td>
<td></td>
</tr>
<tr>
<td>objectives.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strategic Thinking</td>
</tr>
<tr>
<td></td>
<td>Talent Management</td>
</tr>
<tr>
<td></td>
<td>Relationship Management</td>
</tr>
<tr>
<td><strong>Business Management:</strong></td>
<td>Organizational Perspective</td>
</tr>
<tr>
<td>Demonstrates the ability to plan,</td>
<td></td>
</tr>
<tr>
<td>organize, improve and execute</td>
<td></td>
</tr>
<tr>
<td>activities related to business</td>
<td></td>
</tr>
<tr>
<td>operations.</td>
<td>Change and Innovation</td>
</tr>
<tr>
<td></td>
<td>Performance and Results Orientation</td>
</tr>
<tr>
<td></td>
<td>Technical/Functional Expertise</td>
</tr>
</tbody>
</table>

Source: Bunge Ltd.
Behaviors That Correspond To Highly Effective Leadership (RG)

- Self awareness
- Listening
- Candor
- Recognizing and giving credit to others
- Holding self and others highly accountable
- Developing talent
- Finding the right fit for self and others
Dimensional Model of Leadership

**Q1- Tell and Do**
- Plans without help from others
- Leads by driving and threatening
- Makes decisions independently and without other’s input
- Handles disagreements by suppressing them or dismissing the alternate view
- Organizes work in a tight, rigidly controlled way
- Communicates in a one-way manner

  “People must be pushed”

**Q2- Don’t Rock the Boat**
- Plans by transmitting directions from above
- Doesn’t believe leadership makes a difference
- Avoids making decisions, or follows the traditional path
- Handles disagreements by avoiding the discussion or issue
- Organizes work by the book
- Communicates infrequently- primarily when asked to do so

  “People are what they are”

Source: Psychological Associates

**Q3- Let’s Be Friends**
- Makes plans that will be popular with others
- Believes that encouragement and high morale are all that’s needed to lead
- Makes decisions primarily by compromising
- Handles disagreements by smoothing them over
- Organizes work in a loose, permissive, relatively unstructured way
- Communicates good news, but glosses over bad news

  “People produce when they are happy”

**Q4- Challenge and Motivate**
- Plans by strategically involving direct reports
- Leads people towards full use of their potential
- Makes decisions by strategically involving the right people
- Handles disagreements by confronting and resolving them
- Organizes work in a way that provides for optimal participation from the team
- Communicates in a two-way manner

  “People produce when they are involved and committed”

Source: Psychological Associates
Being A Leader Throughout Your Career

- Start with self-awareness
- Develop yourself (start/stop/continue)
- Surround yourself with complementary talent
- Do not confuse technical competence with leadership competence
- Have role models and seek mentoring
- Be clear about what you expect of yourself and others
- Be clear about what you will NEVER do
Questions?

richardgreene40@msn.com