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## 21<sup>st</sup> Century Leadership

Dr. Mike McDonald  
Georgia Southern University  
College of Business Administration  
Office of Graduate Studies

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## 21<sup>st</sup> Century Leadership

- I. How Much Do We Really Know About Who Succeeds? Who Fails?
- II. How Do You Compare? What Are You Good At? What Could You Be Even Better At?
- III. Taking Good Care of Others.
- IV. Taking Good Care of Yourself

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## What Is Leadership?

Process of influencing a group  
toward achievement of goals

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**Research: Who Succeeds?**  
**Minor's "Motivation to Manage"**

- Well developed sense of responsibility
- Desire to take charge
- Desire to use power, authority, control
- Desire to compete
- Favorable attitudes toward authority
- Desire to be distinctive

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**What Else? Who Succeeds?**

- Traits – Skills
- Moderate need for achievement
- Low affiliation needs
- High self confidence
- Moderate risk taking
- Decisiveness
- Assertiveness

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**What Else? Who Succeeds?**

- High needs for power
- Emotionally mature
- Strong cognitive skills (complexity, foresight, intuitive)
- Strong interpersonal skills (persuasive, good listener, diplomatic, empathetic, negotiator)
- Considerable technical competence

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**What Else? Who Succeeds?**

- High energy level
- Stress tolerance
- Integrity
- Conscientious
- Work ethic
- Internal locus of control

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**Anything Else? Research Suggests:**

- Role expectations critical
- Nature of the work-situation

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**Research? Most Experts Agree:  
 Situational-Contingency - "It All  
 Depends"**

- The task (structured – unstructured)
- The people (job mature – immature, good relations – bad relations)
- Amount of position power

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What Do Top Human Resource Executives Say? (Fortune 500)

- Experience/ Knowledge of the field
- Technical skills
- Education
- Ability to manage
- Communication skills

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What Do Executive Search Firms Say?

- Patterns of accomplishments
- Steady progress
- Team builder (not virtuoso)
- Ability to develop a vision
- Excellent communication skills
- High self confidence

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What Else? Executive Search?

- Ability to take risks without undue worry?
- High integrity
- Ability to adapt to the culture, climate, social norms
- Advanced degree

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**MBA Magazine – Boyden Associates**  
**Interviews: 1= Low 5= High**

- Aggressiveness
- Executive stature
- Technical Knowledge/Appearance
- Stability
- Promotability
- Health
- Personality

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**What Do Top Executives Say? (What was the major influence on helping you succeed?)**

- A need to achieve results
- Ability to work easily with a wide variety of people
- Willingness to take on challenges
- Willingness to take risks
- Early overall responsibility for important tasks

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**What Else? Top Executives**

- Desire to seek new opportunities
- Ability to develop more ideas than my colleagues
- Ability to change my leadership style "as needed"

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**What About You? What Do You Think Helped You Succeed?**

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What Causes Failure? Who Gets Derailed, Plateaued, Fired? (Center for Creative Leadership)

- Main reason – Performance problems with the business
- Others?
- Unable to build a team or delegate
- Unable to staff
- Overly ambitious/ too political
- Insensitivity, intimidating
- Cold, aloof, arrogant

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What Else? Failure?

- Unable to think strategically
- Unable to adapt to a different boss's style
- Overly dependent on a mentor

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What Advice Would You Give A Young Person For Succeeding In Your Field?

What Was The Toughest Thing You Had To Learn About Being A Manager?

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Especially Tough Leadership Tasks

- Taking personal risks
- Being able to impact the context in which challenges are encountered
- Remaining authentic but conforming enough
- Communicating with care
- Managing social distance
- Knowing and showing yourself enough

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Realities About Leadership

- Decision processes are highly political
- Relationship networks are critical (maintain them internal/external)
- Coalitions are often needed
- Sponsors are really helpful
- Really effective leaders emphasize both "task" and "relationship"

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## How Do You See Yourself?

Does it Matter How You See Yourself?  
 What Are You Good At?  
 What Do You Need to Improve?

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## How Do Others See You?

Does It Matter How They See You?  
 How Do You Really Change Your Behavior?

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## Taking Good Care Of Others

- What really motivates employees?
- What “blocks” motivation
- Rethink the Golden Rule

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## What Do People Want From Their Jobs?

Your Rank

- A clean, quiet, comfortable place to work
- Being able to retire early with a good pension
- Medical and other benefits
- A chance to use your mind and abilities
- Appreciation for a job well done
- Job security
- A good salary

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## Be Alert To Ego Needs

- Be concrete. Avoid glittering generalities.
- Authenticity counts
- Not delayed. Once a year for an annual performance review just isn't enough
- Personalize it. Privately?

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## How Would You Respond?

- "We pay good money...it's enough..."
- "I don't need a lot of stroking..."
- "I rarely hear that I do good work..."

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**Tips For Recognition And Low Cost Motivators**

- Avoid clichés such as, “We couldn’t do it without you.”
- Believe the statement
- Tell others about this instead of the person
- Tell others as well as the person
- Avoid qualifying statements and conditional praise

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**Tips For Recognition**

- Avoid linking recognition with requests for performance
- Help set up measurable and attainable goals.
- Assist in establishing key indicators
- Listen “through” what the person is saying
- Ask open-ended questions

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**Tips For Recognition**

- Ask for their help
- Ask for their opinion
- Note something “new”
- Don’t overlook the small details about people
- Try doing a “personal grid”

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### With Your Team

- Don't become isolated
- Exercise patience/tolerance
- "Watch the upside, protect the downside"
- Don't allow deadly in-fighting
- Consistency counts
- Be fair and friendly
- Openness helps
- Encourage participation

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### Taking Good Care Of Yourself

- To me, pressure means...
- When I feel stressed, the first thing I notice about myself is that I...
- When people around me are stressed they normally...
- What I normally do to handle my own stress is that I...
- What I normally do to help other people when they are stressed is that I...

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### Remember The READ Formula!

R \_\_\_\_\_

E \_\_\_\_\_

A \_\_\_\_\_

D \_\_\_\_\_

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Self Monitoring/Understanding/Acceptance

- Listen to what your body tells you
- Get feedback from others. Monitor your own defensiveness
- Make use of the helping professions
- Find a friend
- Keep track of your stress levels, shifts, duration
- Clarify what is controllable/uncontrollable

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Relaxation/Recreation/Rejuvenation

- Learn to relax
- Get proper rest
- Practice relaxed driving, a relaxed vacation, relaxing hobbies
- Structure your home for comfort
- Take time to be alone
- Get friendly with leisure

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Exercise/"Energy Begets Energy"

- Common sense dictates physical check-ups, slow going
- Regular, vigorous workouts like aerobics
- Exercise with others if it's enjoyable
- Monitor your pulse: target 60 to 75% of what you're capable (220 – age) (maximal capacity)

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Attitude/Psychological Well-Being

- Nobody can “make” you emotional
- Admit to yourself how you feel
- Work off your anger
- Develop the attitude of gratitude
- Associate with “up” people, beware of pickle suckers
- Learn to reward yourself...positive self talk

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Attitude/Psychological Well-Being

- Practice living in the present
- Maintain perspective...analyze your “defeats” for learning value
- Don’t take yourself so seriously...learn to laugh
- Keep a cutting edge in all you do...“education you pay for once, ignorance you pay for forever...”

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Diet/“You Are What You Eat”

- All things in moderation...a nutritionally balanced diet
- Avoid “excessives”: caffeine, nicotine, alcohol, fats, salts, sugars, food additives
- B-Vim...a hearty breakfast, lighter lunch, light dinner

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**Take A Few Moments And  
Answer The Following:**

“The best thing I’ve learned about  
maintaining balance between my  
professional work life and my personal  
life is...”

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