



Leadership: Is it your passion or your duty
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“Without passion, a person will have very little influence as a leader.”

- Michele Payn-Knoper

Objectives

- Know the differences between a leader and a boss
- Know the four types of personality traits presented
- List three characteristics of leaders
- List two obstacles leaders face in daily function

Becoming Who You Are

“Leaders aren’t born, they are made.”

- Vince Lombardi

How were you selected for your current position?

Leadership is not a person or position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion and a shared vision of the good. -Joanne Ciulla

- Attrition
- Seniority
- Performance
- No one else

- Who suggested you?**
- Current Administration
 - Prior Administration
 - Subordinates
 - Sought It

- Why are You Who You are?**
- Make a difference in and for others
 - Want to be in charge
 - Want to better your agency
 - Want to better self or build your resume
 - It comes natural
 - Given NO Choice (Voluntold)
 - It was the next step

Who's On Your Team?

"A leader can not lead until he knows where he's going"
-Anonymous

Selection Process

- What type of employee are you looking for
- Interview Process
- Panel Interview
- Appointed

Types of People

- Get it Right
- Get it Done
- Get Along
- Get Appreciated

Pryor Learning Solutions

Get it Right

- Focus on task
- Intend to get it right
- Details and systems
- Need to be right
- Communicate indirectly

Get it Right

- Strengths: Listening to instruction, detail oriented
- Weakness: Rigid, passive to a fault, fear of delegating
- Infective interaction: Yelling, aggressive or patronizing
- Effective interaction: Give them the facts, listen to their input, keep them informed

Get it Done

- Focus on Task
- Intend to get it done
- Focused, direct, blunt
- Need to be in control
- Communicate directly and to the point

Get it Done

- Strengths: Dependable, multi-tasker, take the lead, strong, focused
- Weakness: Big Ego, delegating, asking for help, don't like criticism, blunt, expectations of others
- Ineffective interaction: off task, small talk, making excuses
- Effective interaction: face to face, check ins, be direct, ask for solutions

Get Appreciated

- Focus on People
- Intend to get appreciated
- Creative, warm, charisma and energy
- Need to be recognized and applauded
- Communicate directly and elaborately

Get Appreciated

- Strengths: All in, motivational, relative, inclusive, see both sides, passion, read people
- Weakness: Vindictive, lack of empathy, tone, facial expression, bull dozer, emotional
- Ineffective interaction: don't half a** it, tell me what you want, don't demand ask
- Effective interaction: Value them, be exact, encourage, be genuine

Get Along

- Focus on People
- Intend to get along
- Agreeable, personable, friendly, caring, helpful
- Need to be liked
- Communicate indirectly and considerately

Get Along

- Strengths: People pleasing, understanding, compassionate
- Weakness: Passive, Hard for them to say no, too sensitive
- Ineffective interaction: Don't demand, don't acknowledge them as passive
- Effective interaction: Be polite and considerate, Be honest

“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity”

- George Smith Patton

Retention Methods

- Leadership
- Acknowledgement
- Training
- Evaluations
- Discipline Process
- Termination

Skeleton of Staff

- Wish Bone
- Jaw Bone
- Back Bone

Policy and Procedure

- Do you know it
- Did you write
- Do you follow it
- Who is it for
- Is it realistic and alive
- Does it fit your agency mission and philosophy

Standards

- What are your standards
- Are you meeting those standards
- Standards that can not be change
 - Rights vs. Privilege
 - Facility needs vs. Inmate needs
 - Required vs. Provided

Missouri Core Jail Standards

“A good leader is a caring leader, he not only cares about his people, he actively takes care of them.” –Harald Anderson

Leading from the Line

- Daily Duties
- Same as front line staff
- Obstacles:
 - You do the same job
 - I’ve been here longer
 - I’m older than you
 - At my old jail
 - If you did more...

“Leadership by example is the only kind of real leadership. Everything else is dictatorship.”

- Albert Emerson

Is it your passion or your duty

“The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things.
– Ronald Reagan

(The greatest President in US history)

you are **FREE**
TO CHOOSE,
BUT YOU ARE NOT
FREE from the
CONSEQUENCE
OF YOUR **CHOICE**

Leadership Defined

- Position of or function of leader
- Ability to lead
- An act or instance of leading, guidance or direction
- The leaders of a group

Dictionary.com

“Leadership: The capacity and will to rally people to a common purpose together with the character that inspires confidence and trust.”

- Bernard Montgomery

5 ways to define Leadership

- Trust
- Action
- Perspective
- Focus
- Vision

Emergenetics.com

Trust

- Understand how your employees think and what actually matters to them.
- When your team trusts you as a leader, it increases commitment to team goals. Communication improves and ideas flow more freely, increasing creativity and productivity.”

Heidi Grant, Professor Columbia

Trust

- What are your intentions for others?
- Are you, as a leader, being trustworthy?
- Do you promise? And if so, Do you follow through?
- Are you building trust in ways that your employees can see and experience?

Action

- Actually acting on what you say you are going to do
- Doesn't mean doing it yourself
- The obstacle to action is often ourselves
- Understand how much you have on your plate and bust through, with help from your team
- Creates more trust from your team

Perspective

- Ability to ensure that perspective is being realized in different ways
- You have yours, set the vision and develop the plan to get there
- Incorporate others perspectives
- What are they are thinking, what motivates them
- Cultivate diverse thinking and ideas

Focus

- Truly great leaders dig down and get focused
- The tendency is to inspire and engage around what is happening
- Actually leading the implementation of ideas and initiatives
- “Establish strategies, processes, and routines so that high performance is tangible, easily defined and monitored.” —Peter Economy, Inc. Magazine

Vision

- Hardest to define
- “you know it when you see it”
- Importance can’t be overstated
- Getting people to do hard things, requires buy in...
- How does the vision impact your workforce, the community and anyone you make contact with

Communication

- These 5 ways to define leadership are null and void without communication
- In order to be a good leader you must be able effectively communicate
- Most effective mark of a good communicator is the ability to be an excellent listener.

My Definition

- Gives credit for the good and takes credit for the bad
- Ultimate responsibility is yours
- Ability to influence others to do what they do not necessarily they want to do, but to do what is right
- One who commands respect and doesn't try to demand it...

"A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be."
- Rosalynn Carter

8 Ways to Become a Better Leader

- Connect and Communicate
- Know your Team
- Encourage Creativity
- Focus on the Positives
- Show, Don't Tell
- Be Direct
- Ask for Feedback
- Understand Your Own Motivation

Businessnewsdaily.com

Connect and Communicate

- Requires mutual sense of trust and understanding between leader and team
- Learn to connect, be more human
- Be transparent
- Create positivity, purpose, empathy, compassion, humility and love
- Communicate often

Know Your Team

- Who are they, what are they are interested in and what are their talents
- Take care of your team and they will accomplish the mission
- Knowing the team's strengths and weakness will provide more understanding in how to lead them
- Good leaders know their team better than anyone else

Encourage Creativity

- Let them brainstorm and explore
- Be open and listen to the teams ideas and suggestions
- Consider implementing their strategies
- Show confidence in their potential
- Give them new challenges, don't let them become bored and complacent
- Lead from the top, listen from the bottom

Focus on the Positives

- Find the positives before pointing out the negative
- Focus on what is going right and figure out how to correct what is going wrong
- The more positives shown the better reaction will be shown towards the negatives
- Do NOT let the negative become your default response

Show, Don't Tell

- Effective leaders know how to show others what is required
- Create a collaborative more committed environment
- Coaching is about helping other reach their full potential
- "I won't ask you to do anything I am not willing to do myself."

Be Direct

- Direct and honest feedback is the best way to guide your team
- People won't know what you think about them and their work
- Share constructive feedback
- Know what direction you are heading
- Strive for balance between positive and negative
- Can't fix a problem you don't know you have

Ask for Feedback

- Let them evaluate you, benefit from honest feedback
- Team can let you know what's working, what isn't and the obstructions to success
- Get coaching from friends, other leaders or a mentor
- Process and reflect on feedback to create sustainable change
- Don't take it personal, don't make it personal

Understand Your Own Motivation

- Is it your passion or duty?
- Is it just a job
- What motivates you to be a leader?
- If your miserable consider a change...

"If, in your heart, you feel leadership is your destiny and how you'll make a difference in this world, then you are certainly starting from the right place." — Terry St. Marie

Different Types of Leaders

- Autocratic Leadership(Boss): centered on the boss. Leader holds all the authority and responsibility. Leaders make decisions without consulting subordinates. Decisions are communicated to subordinates and prompt implementation is expected. Little to no flexibility. Very few situations that actually support autocratic leadership.

Different Types of Leaders

- Democratic Leadership(subordinates): Subordinates are involved in decision making. Centered on contributions of others. Leader holds the ultimate responsibility but delegates authority to other people who determine work projects. This leadership style involves upward and downward communication. One of the most preferred leadership styles entailing fairness, competence, creativity courage, intelligence and honesty.

Different Types of Leaders

- Strategic Leadership(head of organization): Involves a leader who is essentially the head of an organization. It is not limited to those at the top. Geared towards a wider audience at all levels who want to create a high performance life, team or organization. Fills the gap between need for new possibility and practicality providing a prescriptive set of habits. 55% of leadership normally involves strategic thinking.

Different Types of Leaders

- Transformational Leadership (change): All about initiating change in organizations, groups, oneself and others. Leaders motivate others to do more than they originally intended and often even more than they thought possible. Set more challenging expectations and typically achieve higher performance. Tends to have more committed and satisfied followers mainly due to these leaders empowering their followers.

Different Types of Leaders

- Team Leadership (Coach): Involves creation of a vivid picture of the future, where it is heading and what it will stand for. Vision inspires and provides a strong sense of purpose and direction. Works with the hearts and minds of all involved. Recognizes that teamwork may not always involve trusting cooperative relationships. Tough to know if it will succeed or not, it depends of the strength of the leader and their qualities.

Different Types of Leaders

- Cross-Cultural Leadership (Various Cultures): Normally exist where there are various cultures in society. Industrialized as way to recognize front runners who work in the contemporary globalized market. Requires leaders who can effectively adjust their leadership to work in different environments. United States is full of cross-cultural leaders because of the different cultures in the workplace.

Different Types of Leaders

- Facilitative Leadership (measures and outcomes): Too dependent on measures and outcomes, not on skill. It does take skill to master this type of leadership. Effectiveness of the group is directly related to the process. High functioning groups leader has light hand, low functioning groups leader gives more directive to help the process. Involves monitoring the group dynamics, offering process suggestions and interventions to help the group stay on track.

Different Types of Leaders

- Laissez-faire Leadership (authority to employees): Subordinates are allowed to work as they choose with minimal or no interference. Research has shown this to be the least satisfying and least effective leadership style.

Different Types of Leaders

- Transactional Leadership (status quo): Involves an exchange process, whereby followers get immediate, tangible reward for carrying out the leader's orders. Being clear, focusing on expectations, giving feedback are important leadership skills. Behaviors include: clarifying what is expected of performance, explaining how to meet expectations and allocating rewards that are contingent on meeting objectives.

Different Types of Leaders

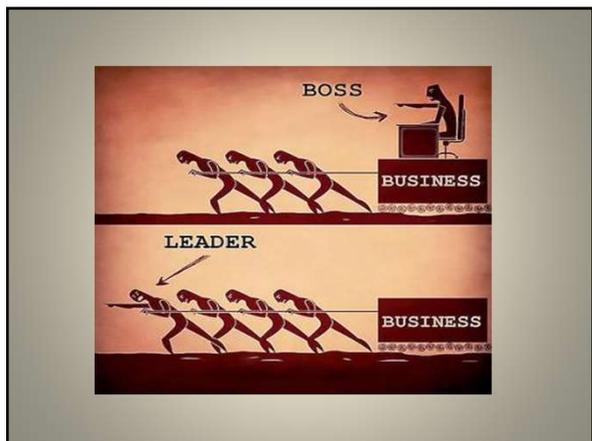
- Coaching Leadership (teaching): Involves teaching and supervising followers. Highly operational in setting where results and/or performance require improvement. Followers are helped to improve their skills. Coaches motivate, inspire and encourage.

Different Types of Leaders

- Charismatic Leadership (revolutionary power): Does not mean sheer behavioral change, it actually involves a transformation of values and beliefs.

Different Types of Leaders

- Visionary Leadership (with and through): Recognize that the methods, steps and process of leadership are all obtained with and through people. Most great and successful leaders have this aspect in them. Outstanding leaders will always transform their visions into realities.



What is a Boss

- One who give orders, especially in an arrogant or domineering manner
- Do as I say, not as I do
- Pushes from behind
- Demand respect, does not command respect
- Takes credit for the good, gives credit for the bad
- Is this who you want to be? Lead as you want to be lead...



“The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.”
- Jim Rohn

Personal Mission Statement

- What is your mission statement
- Personal Statement
- Professional Statement
- Quick and Easy to Remember
- Effective
- Lasting Impression
- Post It
- Live by It

Homework

- This week, write a personal or professional mission statement
- Make it yours, something you believe in
- Don't cheat, this will define how you conduct your self how you will lead going forward
- You and your staff deserve to know what your mission is and why you are who you are

Jason Lawrence's Mission Statement

- To be **F.I.R.S.T.** in all that I do and I will do it with:
- **F**airness
- **I**ntegrity
- **R**espect
- **S**ervice
- **T**rust

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"Leadership is unlocking people's potential to become better."
- Bill Bradley

The End...
