

The light and dark side of Leadership



The force is strong in that one.....

Objectives for the next 2 hours

- We are going to discuss
 - Leadership styles
 - Your leadership traits and qualities
 - Interpersonal trust
 - Characteristics of successful leaders
 - When the good go bad...

- What is your leadership style?

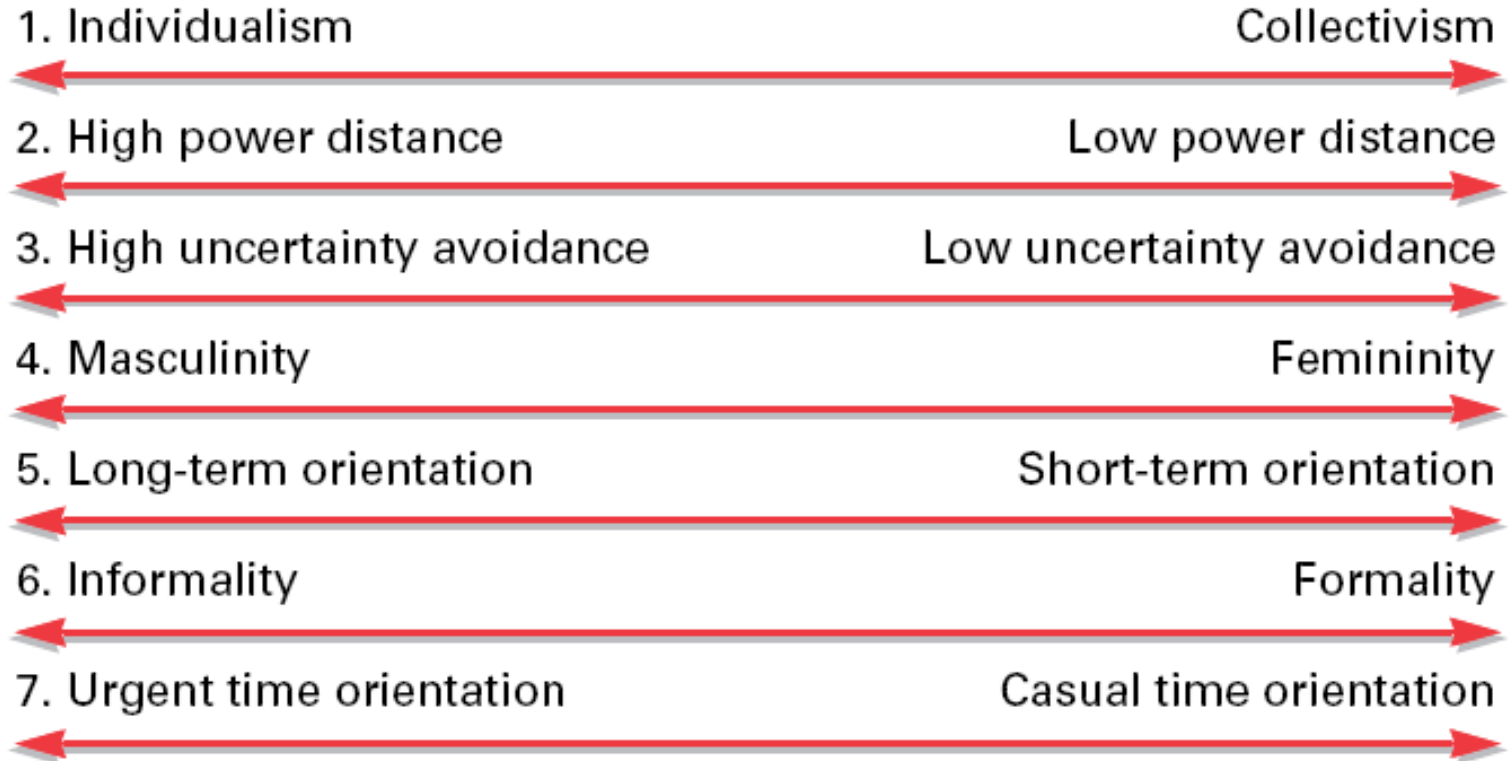
Kouzes and Posner study

- Longitudinal study replicated every 5 years
- 6 continents – 3000 organisations

Asked the question – What are the most important attributes of a leader?

Characteristic	2002	1995	1987
HONEST	88	88	83
FORWARD-LOOKING	71	75	62
COMPETANT	66	63	67
INSPIRING	65	68	58
Intelligent	47	40	43
Fair-minded	42	49	40
Broad-minded	40	40	37
Supportive	35	41	32
Straightforward	34	33	34
Dependable	33	32	33
Co-operative	28	28	25
Determined	24	17	17
Imaginative	23	28	34
Ambitious	21	13	21
Courageous	20	29	27
Caring	20	23	26
Mature	17	13	23
Loyal	14	11	11
Self controlled	8	5	13
Independent	6	5	10

Dimensions of individual values



The types

- Taffinder (2007) suggests there are 7 types of leaders with 5 dimensions
 - Transformational
 - Enforcer
 - Deal maker
 - The Administrators
 - Visionary
 - Serial Entrepreneur
 - Spin Doctor

He suggest 5 dimensions...with varying degrees



Have Conviction

- Leaders believe in what they are doing. It is this deep personal conviction and the ability to communicate it to others that vests them with their authority, attracts energy and mitigates uncertainty.
- Having a clear view of what you aim to achieve will help guide your decisions, inspire people to follow you, overcome obstacles, give you the courage to stand your ground and build confidence in your people.

Challenge and change

- Leaders do not rest on their laurels. As a leader, you must challenge and change the status quo by experimenting and creating excitement in order to grab people's attention, energize your followers, take competitors by surprise and jolt your people out of accepting things as they are.

Make and take risks

- Leaders break rules - it's their job. As a leader you must make and take risks by understanding what opportunities exist, or can be created, and then converting them into results.
- Doing so allows you to:
 - pre-empt otherwise hidden risks that might damage the enterprise;
 - take advantage of windows for success in the present or future;
 - create new, better ways of doing things;
 - develop yourself and others through exposure to new situations.

Impose Context

- We live in a noisy world. As a leader, your role is to cut out the clutter and impose context by concentrating people's attention on what matters most.
- This means providing a clear sense of direction; outlining what the key goals are; and distinguishing between the day-to-day actions that are important and those that are not.

Generate critical mass

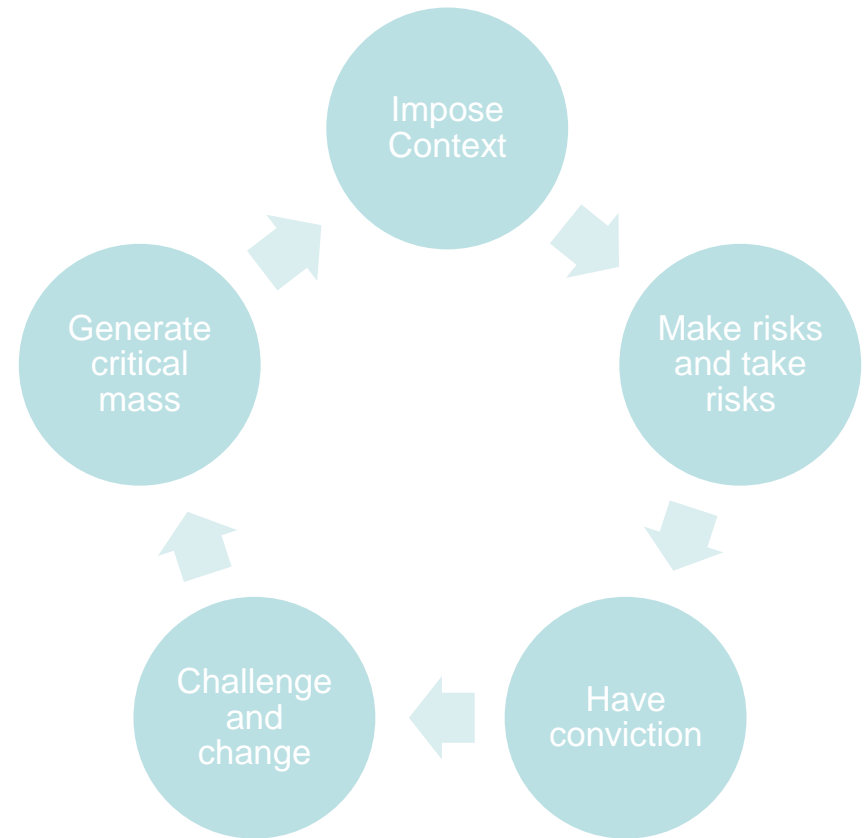
- Inspiring individual action, though important, is not enough to create large-scale change.
- As a leader, you must generate critical mass by turning knowledge into action and influencing people in a way that:
 - channel energy into the appropriate activities;
 - mobilizes them to work together in a coordinated way;
 - creates a culture of human development; and makes things happen.

The Transformational leader

- Leaders who show strength in all five leadership behaviors are those who are able to transform the commitment levels of those around them.
 - They have deep conviction about goals; determination to execute plans and are prepared to go against conventional wisdom.
- 5 behaviours
- Impose Context
 - Make Risks and Take Risks
 - Have Conviction
 - Challenge and Change
 - Generate Critical Mass

Enforcer

- These are leaders who act in ways characterized by cautious optimism and a drive to make sure specific objectives are achieved. They display strong belief in what they are doing and commitment to stay the course, but tend to limit options and avoid taking action where risk is associated.



The Deal Maker

- These leaders attract followers largely because of their energy and excitement for anything new.
- They thrive on change and frequently break the mold.
- They often rise to prominence on the back of their reputation for the deals they pull off, but can be bored easily and have little regard for sustaining the performance of their efforts after initial success is achieved.



The Administrators

- These leaders are strategic executors who are clear in what needs to be achieved and ruthlessly follow through. They are autocratic in approach, letting nothing stand in the way of achieving the overall objective, and are likely to prefer detailed and rigorous project plans, constant monitoring and updating, and tight control over resources and people.

The Visionary

- These leaders inspire people to dream of greatness. They have all the qualities of the transformational leader, including their ability to elevate ambition, but are weak at generating critical mass.



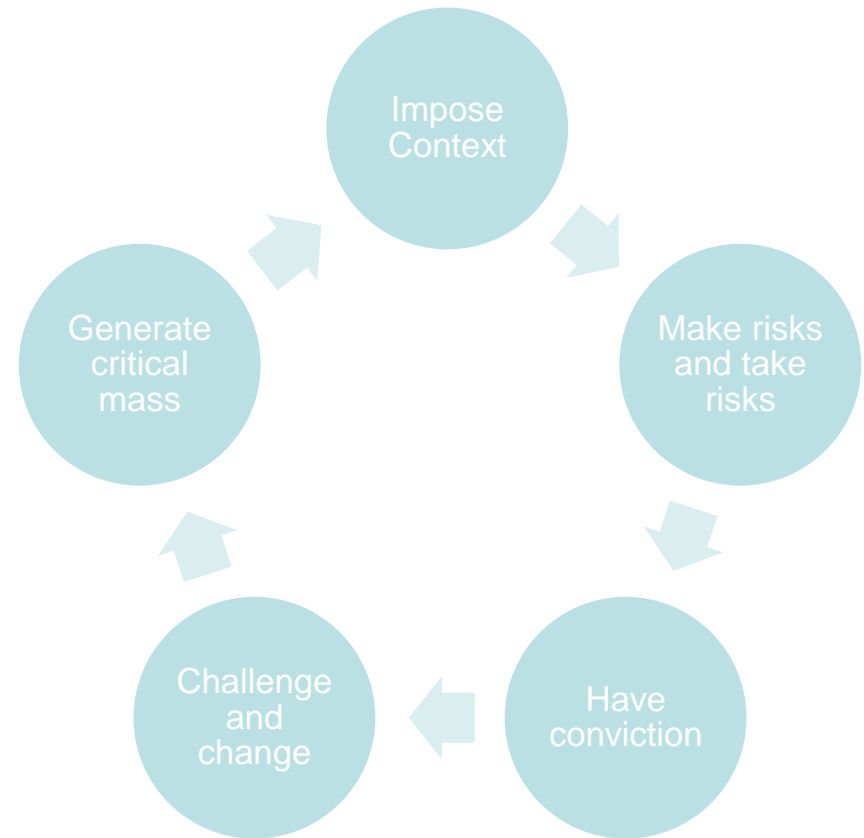
Serial Entrepreneur

- These leaders are imaginative, but calculating, gamblers. They display huge energy and commitment and sweep people along with them because they make seemingly impossible challenges achievable.
- They care deeply about their legacy but struggle to articulate the wider context of their decisions in a way that's meaningful to their followers.



The Spin Doctor

- These leaders seem to be everything a leader should be, but their behavior is inconsistent and self-serving - they have underdeveloped conviction. What distinguishes these leaders most is their ability to convincingly argue the case, any case, and justify the change to followers.



Looking at it two ways

Bright side and the
Dark side

The light and dark of it....

Bright Side is about attraction and impressions



Dark side Behavior is in responses to stress, when threats are removed or when ones' guard is down



When we cross the line...What
is good and what is not?

Dimensions of failure

- **Excitable:** Erratic, easily frustrated, emotional outbursts
- **Cautious:** Risk adverse, won't make decisions
- **Reserved:** Poor communicator, insensitive
- **Relaxed:** Passive aggressive, hidden agendas
- **Bold:** Arrogance, narcissistic feelings of entitlement
- **Mischievous:** Careless, manipulative, distorts the truth
- **Colourful:** Constantly seeking limelight, drama
- **Imaginative:** Wild ideas, distractible, hard to follow
- **Diligent:** Over-controlling micro management
- **Dutiful:** Concerned about pleasing others

The 7 habits of spectacularly unsuccessful people

- Overestimate their strengths and underestimate the competition
- Put personal interests ahead of company interests
- Eliminate anyone who might challenge their decisions.
- Ignore operations while trying to manage their company's image
- Minimize difficult obstacles and don't plan accordingly
- Rely on outdated strategies and tactics

The 5 types of 'dark leadership'

- The Compulsive Leader
- The Narcissistic Leader
- The Paranoid Leader
- The Co-Dependent Leader
- The Passive-Aggressive Leader

The Compulsive Leader

- The compulsive leader likes to make sure everything is perfect all the time.
- Often leaders like this will create dress codes and other codes of conduct to ensure that the workplace is as they desire.
- This type of leader will often over-analyze everything that is done, and will react badly to things that they do not consider as 'perfect'.

The Narcissistic Leader

- The narcissistic leader is very concerned about how they appear to other people, rather than the performance of their work.
- They believe that the workplace revolves around them, and that work cannot be continued or decisions cannot be made unless they are present.
- Often this type of leader believes that their ideas are the only ones that are correct, and is not open to discussion from others

The Paranoid Leader

- The paranoid leader does not believe in delegation, and that it is possible for them to do everything themselves.
- They often implement strict systems of control within the organization that they work for.
- This type of leader is also very suspicious of other, and guarded in their relationships with others. This can often make them appear to be hostile.

The Co-Dependent Leader

- The co-dependent leader finds it difficult to say no to anyone, and therefore ends up taking on more work than necessary.
- They are very non-confrontational, and often try to cover up problems rather than face them.
- This type of leader may also have a higher tolerance for deviant behavior, and therefore those they are leading may get out of control

The Passive-Aggressive Leader

- The passive-aggressive leader does not plan for the future, or setting achievable goals and objectives.
- They procrastinate and are intentionally inefficient.
- They often work slowly as a means of controlling the environment and those around them.

Visionary
Serial Entrepreneur
The Spin Doctor

Narcissistic

Sees the future
Big picture
Elevate personal
Ambitions
Driven
Vision
Charm

Self absorbed
Concerned by image
Needs attention
Bullying
Ambition in self interest
Unethical, illegal
behaviours
Appears to be 'all over
the place'
Leaves people behind
Feels a sense of
entitlement



Enforcer

Cautious optimism
Specific objectives
Goal oriented
Strong belief in doing
Driven
Self belief
Results oriented

Compulsive

Overly reliant on policies
Micro- management
Perfectionist
Self-righteous,
Legalistic environment that alienates
the people we are called to lead.
Control, control, control
Alienation and rebellion as people
react against control



PARANOID

ADMINISTRATION

Constant state of
agitation
Emphasis on
control because
they don't trust.
Lack of delegation
Guarded and
Hostile

Strategic executor
Driven
Focused
Excellence
Planning
Details oriented
Monitoring



Spin Doctor

Persuasive
Enthusiastic
Great communicators
Good at bringing about
change
Good at risk
minimisation

Passive
Aggressive

Uncontrolled outbursts
Manipulation through
sulking/withdrawing
Erratic and sometimes
strange behaviour
Liars
Lack of substance



Co-dependent

Charismatic

Eager to please
Not make decisions
Not make leadership
decisions
Avoid conflict
Avoid difficult or
unpopular decisions

Charming
Believable
Engaging head
and heart
Warmth
Socially skilled
Transformational
Persuasive