From Engineer To Leader

Institute of Industrial and Systems Engineers Webinar

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In This Webinar We Will Explore Three Concepts Essential to Outstanding Leaders and Managers

• Characteristics (attributes)
• Knowledge (talents)
• Style (approach)
What Are The Characteristics, Talents and Styles of a World Class Leader?

In this webinar you should learn:

• What are the characteristics (attributes) you may find in a world class leader?
• What are the characteristics you have that will impact your leadership capabilities?
• Which characteristics are important to you as you become an outstanding leader
Who Am I?

• Timothy J. Greene, Ph.D. (Tim)
• MS and Ph.D. in IE from Purdue University
• Faculty and leadership positions at:
  • Virginia Tech
  • Oklahoma State University
  • The University of Alabama
  • Western Michigan University
• 31 years in academic leadership and management
• Four decades in IISE volunteer leadership roles
  • IISE President 1997-98
What Do We Mean By a Characteristic, Knowledge and Style of a Leader?

• **Characteristic:**
  • **Attribute**
  • Something a person being led seeks, looks for
  • Inherent, ingrained, who the person is
  • Closely tied to values

• **Knowledge:**
  • Experiences
  • Capabilities
  • Abilities

• **Style:**
  • The combination of your characteristics, knowledge, and values that together cause how you lead
What Is a Leadership Characteristic?

• A Characteristic is a trait, behavior, method of action, quality that describes how a leader leads or acts.
Questions

• What characteristics are you seeking in a leader?

• What characteristics do want to possess as a leader?
What Are the Characteristics of a World Class Leader?

• Characteristics I have:
• Characteristics I would like to have:
• Characteristics I find admirable:
• Characteristics I find disagreeable:
Leader’s Characteristics (DePree)

- Understand the diversity of people’s gifts, talents, and skills
- Recognize diversity in the corporation
- Define reality
- Leaders don’t inflict pain, they bear pain
- A leader is one who serves
- Leaders should leave behind them assets and a legacy
- People are the heart and spirit of all that counts. Without people, there is no need for leaders
- Values should be broadly understood and agreed upon by the followers
- Effective leaders encourage contrary opinions, an important source of vitality

Leadership is an Art, Max DePree, Doubleday, 2004
Leader’s Characteristics Continued

• Leaders owe a certain level of maturity
• Leaders owe a sense of rationality
• Leaders owe people space and freedom
• Leaders create and maintain momentum
• Leaders are responsible for effectiveness
• Leaders need to enable others to reach their potential
• Leaders need to assess capability
• Leaders must take a role in developing, expressing and defending civility and value

_Leadership is an Art_, Max DePree, Doubleday, 2004
Leadership Attributes (Gardner)

• Physical vitality and stamina
• Intelligence and judgment-in-action
  • Problem solving
  • Design of strategies
  • Setting of priorities
  • Intuitiveness
• Willingness (eagerness) to accept responsibility
• Task competence
• Understanding of followers/constituents and their needs
• Skill in dealing with people

Leadership Papers – Attributes and Independent Sector Context, John W. Gardner, 1986
Leadership Attributes Continued (Gardner)

- Need to achieve
- Capacity to motivate
- Courage, resolution and steadiness
- Capacity to win and hold trust
- Capacity to manage, decide set priorities
- Confidence
- Ascendance, dominance, assertiveness
- Adaptability, flexibility of approach
Leadership Characteristics (Heifetz & Linsky)

- Extraordinary self-examination
- Perseverance
- Courage
- Willingness to put yourself at risk

Leadership Characteristics (Blanchard & Muchnick)

- Integrity
- Honesty
- Closeness
  - Partnership
- Affirmation
  - Thanking people
  - What people do is important
- Loyalty
- Respect

Leadership Characteristics (Greene)

- Visionary
- Communicator
- Facilitator
- Coordinator
- Motivator
- Timely
- Committed
- Persistent
- Decisive
Let’s Take a Look at Some Specific Characteristics
Honesty

• Being accurate
• Using data
• Telling everyone the same thing
• Telling the good and the bad
• Telling in a timely manner
Integrity

- Leading with integrity means being the person you want others to be
- Trust is what happens when values and behaviors match up
- People are more apt to trust and respect you when what you say and what you do are one and the same

_The Leadership Pill, Ken Blanchard & Marc Muchnick, Free Press, 2003._
Communicator

• Listens more than talks
• Repeats and clarifies what others say
• Brings focus to what others say
• Brings people together to exchange information
• Brings people to consensus
Facilitator

• Eliminates barriers
• Provides financial, physical, and emotional support
• Exhibits a “can do” attitude
Coordinator

• Knows that two working together is greater than two working apart
• Brings together like capabilities and interests
• Does not always take the lead but lets others be leaders
Insulator

• Protects others from the mundane, boring, and repetitive non-value adding work
• Protects against external distractions
• Allows others to do what they do best
• Eliminates hassles
Motivator

- Recognizes what each person needs/wants as a motivation
- Provides for the needs/wants
- Provides for costless reward of encouraging words and actions
- Makes people excited, interested
- Makes reaching the accomplishment fun
Protector

• Protects against harassment
• Protects against bias
• Protects against aggression
• Insists on civility
Natural Leadership Characteristics

• Appearance
  • Attractive
  • Tall
  • Physically fit
  • Well dressed

• Confident
  • Relaxed
  • Non-panic
  • No trace of fatalism
  • Positive

• Energetic
  • Forceful
  • 24/7
Can A Leader have Characteristics That Are Opposing?

- Kind and Strict
- Approachable and Aloof
- Visionary and Detailed
- Decisive and Willing to Change Decisions Based on Additional Input
What Is the Needed Knowledge of a Leader?

• Ability to read people
  • An intuitive sense of what they are feeling but not saying

• Ability to organize
  • An ability to take a complex issue down and simplify it
  • An ability to structure a path forward that is effective and efficient

• An ability to determine priorities
  • Know what needs to be done when
  • Know what to do and what not to do
What Is the Needed Knowledge of a Leader?
Continued

• Can see the big picture
  • Because of previous experiences, you can take complex concepts and assimilate them into new approaches others do not readily see

• Has a vast array of knowledge from which to pull the big picture

• Continually learns such that they are always knowledgeable

• Can quickly communicate the essence of the problem or the concept for solution

• Develops a vast network of people from which to draw
Leadership Knowledge

• Ability to
  • Determine which issues are the most important now (prioritize)
  • Determine which data is the most relevant (experience and wisdom)
  • Make a decision (decisive)
  • Argue and sell the decision (communicate)
  • Stay with the decision (confidence)
Where Do You Get the Needed Knowledge of an Outstanding Leader?

• Comes from experience
  • You do not make the same mistake twice

• Comes from learning from others
  • You are willing to ask

• Comes from study
  • There is an enormous amount of excellent material to read and consider

• Comes from introspection
  • Have you really looked at yourself?

• Comes from reflection
  • Now that you have been a leader, do you continually critique yourself?
Leadership Style

• Take your characteristics, knowledge and values and put them in to one package
• Together they make up your leadership style
• Does your style fit the organization you are going to lead?
• Do you need to vary your style to fit the organization?
Therefore

• What characteristics do you want to define who you are?
• What knowledge do you currently have that can be applied as a leader?
• What characteristics and knowledge do you need to develop to become a better leader?
• How do you combine your characteristics, values and knowledge into a leadership style?
• How do you develop those?
So, What Are Your Characteristics?
How Do You Build Your Knowledge?
What is Your Style?

• Questions?
• Comments?
To Learn More About Leadership from IISE

• IISE Seminar – From Engineer to Leader
  • Instructor – Tim Greene
  • February 7th and 8th, 2019
  • Norcross, GA
  • We will spend two days exploring how you can successfully transition in to a world class leader

• IISE Pre-Conference Seminar – An Overview of Leadership
  • May 18, 2019
  • Orlando, FL
  • A day of presentations, panels, and discussions with experienced ISE leaders