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# Leadership



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## Purpose

- **Discriminate between Leadership and Management**
- **Provide another view of Leadership for Small Business Professionals to think about**

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# Leadership vs. Management

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# Leadership vs Management

- **Management-** The oversight and application of resources (time, money, people, facilities, etc) to accomplish functions in accordance with a set of rules.
- **Leadership-** Inspiring others to realize their potential and maximize their capabilities in accomplishing a particular function or mission through self-motivation even when it is difficult or doesn't provide immediate gratification to them.



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# The Environment

- Leadership often doesn't understand the value of small businesses to the mission
- PMs focused on getting product or services "out the door"
- PCO's focused on the "best deal" for the Government
- Small business utilization requirements often viewed as a "necessary evil" or a distraction from the "mission"
- Small Business Professionals viewed as "an annoyance"
- **Small Business Professionals can change this environment through**

## LEADERSHIP!

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# Small Business Professionals and Leadership

- So...Let's talk **Leadership** and what characteristics make up a good leader.
- The following are my perceptions of what it takes to be a good leader
- They are born of my 40+ years of Government service in the military, as a support contractor and as a Government civilian employee.
- **Remember...to be successful as a small business professional in today's environment, you will have to be a leader!**

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# Disclaimer

**All thoughts, anecdotes, and other information contained in this briefing are strictly out of the mind and experience of the author (unless other wise noted) and certainly have no other endorsements or validation from anyone else unless those others providing such endorsements or validations are certifiable, in which case they should be committed to an institution immediately along with the author!**

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# Key Characteristics of A Leader

- **Vision**
- **Inspiration**
- **Situational Leadership**
- **Technical Competence**
- **Moral Courage**
- **Loyalty**
- **Anticipatory Strategies**
- **Example**
- **Political Savvy**
- **Communication**
- **Compassion**

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# Vision

- Where do you want to go?
- What is the end state you want to achieve?
- What is the higher purpose of your endeavor?
- Why are you doing what your doing?
- Why does what your doing matter?

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# Inspiration

- Inspiring those you lead is critical to being a truly successful leader.
  - Motivation comes from within.
  - External inspiration drives that internal motivation.
- Inspiring those you lead differentiates a manager from a leader.
- Inspiring others is an art learned through experience; there is no magic formula!
  - The methods by which a leader inspires others is largely individual to that leader, but **must be situationally dependent.**
- Being an inspirational leader has nothing to do with the rank, office or position you hold and everything to do with who and what you are as a person.



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# Situational Leadership

- People don't come from cookie cutter molds.
  - Different generational experiences
  - Different backgrounds and experiences
  - Different personalities
- Situations are not all the same
  - Attacking the hill is not the same as filling out a form!
  - Different situations require different leadership approaches
- All leaders have a preference or bias towards certain methods of leadership.
  - **Must know your biases**
  - **Must learn to control them**
- **Situational leadership DOES NOT equate to lowering standards!**

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# Technical Competence

- **Technical competence involves both hard and soft skills (i.e. professional skills in your field of endeavor and people skills)**
- **Technical competence is perishable and must be continually replenished.**
- **Technical competence must be relevant to fields of endeavor in which the leader wants to lead.**
- **Technical competence involves both formal, self directed education and on-the-job experience**
- **Technical competence gives a leader credibility.**

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# Moral Courage

- Defines the character of the leader.
- Does not mean you have to be confrontational or treat others with disrespect.
- Does mean that you stand up for what is right even if it is perilous to you or your career.
- Does means that you are **honest** and **candid** in your opinions and advice.
- Does mean that you are able to see and assess other contrary opinions in an honest and candid light and be willing to change yours if you are wrong or their solution is better.

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# Loyalty

- **Shield those you lead from those outside who would do them harm**
  - **May mean “taking one on the chin” yourself**
  - **To those outside: Give your folks credit when they do good, take responsibility for “screw ups” when they occur**
- **Make sure your followers can count on you**
  - **Follow through on commitments**
- **Put those you lead first ahead of your own comfort**
- **Loyalty is a “two way street”**
  - **Don’t forget your responsibilities in supporting your boss**

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# Anticipatory Strategies

- **Seeing into crystal balls is a nice skill to have!**
- **Reading the “lay of the land” and anticipating changes to your environment that will affect what you’re trying to accomplish is important.**
- **Thinking through contingencies to address those changes is very important to positioning those you lead for future success.**
  - **“Don’t dip into the sea of specificity before you survey the entire sea’s horizon!”**
- **Contingencies are just that! Spinning up people to counter boogey men can be counterproductive.**
  - **Choose which contingencies will mitigate the most likely future environment and position your people accordingly.**



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## Example

- Do as you expect others to do.
- It's the little things that count most.
- As a leader your people will always emulate your behavior, good or bad.
- Your example is one of the best teachers for those you lead.
- Your actions often send a stronger message to those you lead than your words.

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## Political Savvy

- As a leader you will often not operate in the environment of your choosing or even have much control on that external environment.
- You must know the “rules of the road” for the environment in which you find yourself.
- Yes, at times, you have to be Machiavellian! Not necessarily in an ugly or negative way, but, while the ends might not justify the means, there is always a menu of acceptable means to get to those ends. **Choosing the right ones for your environment is important.**
- **Mutual benefits from a given situation is not a bad outcome. It doesn't always have to be a win/lose proposition to lead successfully.**

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# Communication

- **Communication is a two way proposition! All transmitting and no receiving is not effective communication.**
- **As a leader, if it's just in your mind, it's nothing until it's communicated to those you lead. People do not absorb your intentions or desires by osmosis!**
- **Listening is one of the greatest leadership skills you can develop.**
  - **You have two ears and one mouth for a reason!**
- **Remember, actions, as well as words, communicate.**
- **Keeping those you lead informed is always better than holding the information close to your chest. Tell folks as much as you can about whatever message you are trying to communicate.**
- **Knowledge is power! Empower your people through constant communication.**

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# Compassion

- **Truly caring for and about those you lead is the mark of a true leader. This sometimes includes “tough love”.**
- **It’s not about you! More “we”; less “I”**
- **Leaders have to make tough decisions sometimes. Understand the consequences of your decisions on those you lead.**
- **Compassion goes up as well as down. Understand the environment your boss is in and support that leader as much as you can.**
- **In the end it’s about humans interacting with humans. Being humane in that interaction is critical to your success as a leader.**

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## Some Old Saws

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

**"Untutored courage is useless in the face of educated bullets."**

**General George S. Patton, Jr.**





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## More Old Saws

**"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***



**"A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent." -- Douglas**

***MacArthur***



**"Success is not final, failure is not fatal: it is the courage to continue that counts." -- Winston Churchill**



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## Still More Old Saws

**"Leadership is an ever-evolving position." -- *Mike Krzyzewski***



**"Whatever you are, be a good one." -- *Abraham Lincoln***



**"To add value to others, one must first value others." -- *John Maxwell***



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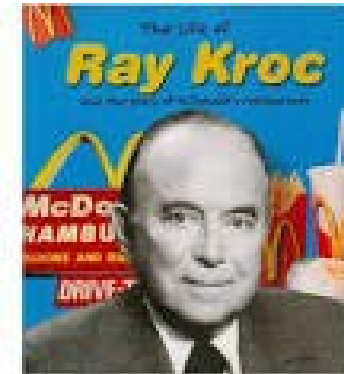
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## And Still More Old Saws

**"The task of the leader is to get their people from where they are to where they have not been." -- *Henry Kissinger***



**"The quality of a leader is reflected in the standards they set for themselves." -- *Ray Kroc***



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Finally!

## “The Man In The Arena”

**It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes up short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows the great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.**

**Theodore Roosevelt  
The Sorbonne  
Paris, France  
April 23, 1910**

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# QUESTIONS ?

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