

8 Traits of Great Leaders

Steve Nail, JD, SHRM-SCP, SPHR, RCC



South Carolina Bankers Association

1

What Is Leadership?

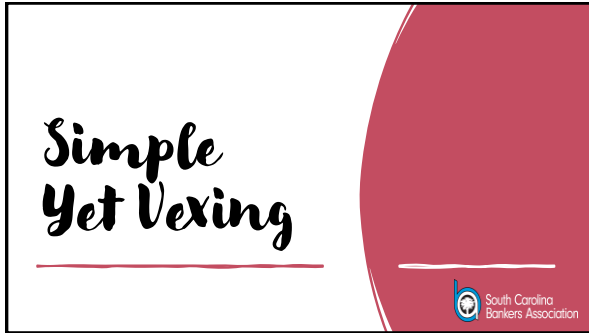


2

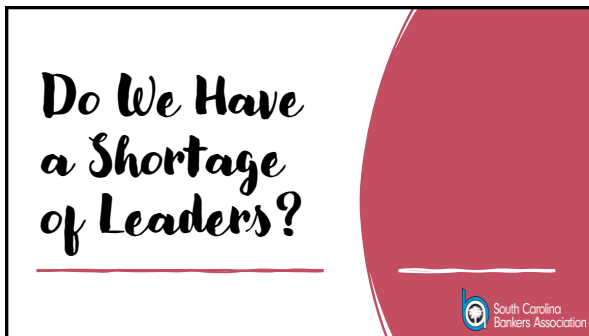
- leadership
- (ˈlɛɪər, ˈʃɪp)
- N O U N
- the action of leading a group of people or an organization
- "different styles of leadership"
- synonyms: [guidance](#), [direction](#), [control](#), [management](#)



3



4



5



6



7

Ever Thought About Why There Are So Many Bad Leaders?

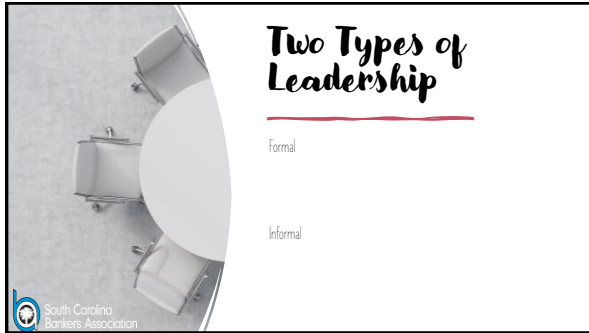
- No one is Perfect
- Different People/Organizations Define Good Leadership differently
- The new leader was great at what they did before they were assigned a leadership position
- The new leader had great political astuteness (suck up) skills
- He/She turn
- Desperate need and no real succession plan
- Some combination of above

8

Root of the Problem in Many Cases

- Self Centeredness
- Pride
- Insecurity/Lack of Trust
- Overly Emotional
- Stress
- Lack of Necessary Personality/Character Traits

9



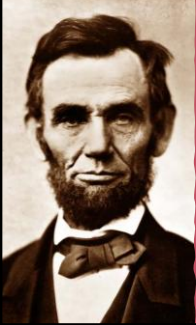
10



11



12



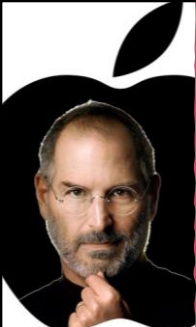
Integrity

- Tell people the truth!
- How often do we hear about dishonest leaders?
- Even if it's bad news, be honest.
- Integrity covers many other deficiencies
- Think before you speak



South Carolina Bankers Association

13



Insight

- Different than vision, which is more future based
- Leaders need wisdom and discernment for the present. They need to be able to look at complex situations, gain clarity, and determine a course of action.



South Carolina Bankers Association

14

Influence

People are drawn to their vision and their values. They are able to gather a following and move people to act.




South Carolina Bankers Association

15

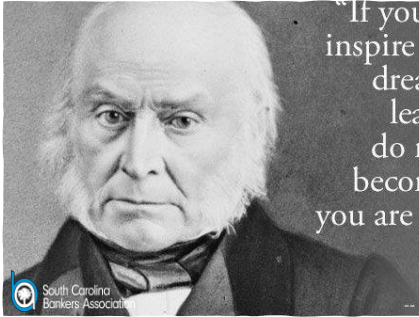
Impact They are instrumental in creating real and lasting change



South Carolina Bankers Association

16

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."



South Carolina Bankers Association

-- John Quincy Adams

17

Encourage/Care

- *Blessed is the leader who seeks the best for those he serves.* - Unknown
- Strong leaders lift others up
- Good leaders care



South Carolina Bankers Association

18

Develop Other Leaders

- Ultimate goal of every good leader
- It seems paradoxical to elevate someone who might end up taking your place
- It is the truly selfless goal of every strong leader, the culmination of focusing on others

19

Confidence and Resiliency

- Different than having a big ego or being a know it all
- How you persevere through new challenges will define you as a leader who does or does not get things done

Lincoln's Failures:

Lost job, 1832
 Defeated for legislature, 1832
 Failed in business, 1833
 Elected to legislature, 1834
 Sweetheart (Ann Rutledge) died, 1835
 Had nervous breakdown, 1836
 Defeated for Speaker, 1838
 Defeated for nomination for Congress, 1843
 Elected to Congress, 1846
 Lost re-nomination, 1848
 Rejected for Land Office, 1849
 Defeated for Senate, 1854
 Defeated for nomination for Vice-President, 1856
 Again defeated for Senate, 1858
 Elected President, 1860

20

Communicate Simply and Clearly

- Vision
- Expectations
- Continuous Feedback to Team
- Ask questions and seek feedback
- Challenge Others to Think and Express Their Ideas

21



Summary

- Integrity
- Insight
- Influence
- Impact
- Encourage/Care
- Develop Other Leaders
- Confidence and Resiliency
- Communicate Simply and Clearly



South Carolina Bankers Association

22



Should you lead everyone the same?



South Carolina Bankers Association

23



Think about someone you don't get along with?

Can be a co-worker, child, family member, neighbor, etc.



South Carolina Bankers Association

125th Anniversary

24



25



26



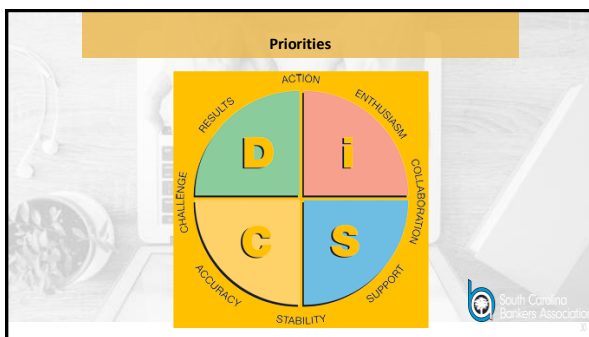
27

1	Enthusiastic		6	Competitive	
	Bold			Even-tempered	
	Conscientious			Good mixer	
	Friendly			Thorough	
2	Logical		7	Sociable	
	Attractive			Dominant	
	Good-natured			Controlled	
	Outspoken			Easygoing	
3	Agreeable		8	Reserved	
	Outgoing			Apprehensive	
	Daring			Kind	
	Careful			Direct	
4	Strong-willed		9	High-spirited	
	Tactful			Amiable	
	Sympathetic			Vigorous	
	Charming			Accurate	
5	Gentle		10	Restless	
	Well-disciplined			Expressive	
	Talkative			Diplomatic	
	Flamboyant			Considerate	

28

1	Enthusiastic	(I)	6	Competitive	(D)
	Bold	(D)		Even-tempered	(S)
	Conscientious	(C)		Good mixer	(I)
	Friendly	(S)		Thorough	(C)
2	Logical	(C)	7	Sociable	(I)
	Attractive	(I)		Dominant	(D)
	Good-natured	(S)		Controlled	(C)
	Outspoken	(D)		Easygoing	(S)
3	Agreeable	(S)	8	Reserved	(C)
	Outgoing	(I)		Apprehensive	(I)
	Daring	(D)		Kind	(S)
	Careful	(C)		Direct	(D)
4	Strong-willed	(D)	9	High-spirited	(I)
	Tactful	(C)		Amiable	(S)
	Sympathetic	(S)		Vigorous	(D)
	Charming	(I)		Accurate	(C)
5	Gentle	(S)	10	Restless	(D)
	Well-disciplined	(C)		Expressive	(I)
	Talkative	(I)		Diplomatic	(C)
	Flamboyant	(D)		Considerate	(S)

29



30

Dominance

Priorities: getting immediate results, taking action, challenging self and others

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity




31

Dominance

Will need to expend more energy to:

- Show patience
- Display sensitivity
- Get into the details
- Allow deliberation

Communication Tip:

When communicating with D-Style individuals, give them the bottom line, be brief, focus your discussion narrowly, avoid making generalizations, refrain from repeating yourself, and focus on solutions rather than problems.




32

Influence

Priorities: expressing enthusiasm, taking action, encouraging collaboration

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, disorganization, lack of follow-through




33

Influence

Will need to expend more energy to:

- Researching all the facts
- Speaking directly and candidly
- Staying focused for long periods
- Following through completely



Communication Tip:

When communicating with i-style individuals, share your experiences, allow them time to ask questions and talk themselves. Focus on the positives, avoid overloading them with details, and don't interrupt them.



34

Steadiness

Priorities: giving support, maintaining stability, enjoying collaboration

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others



You will notice:

Patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness



35

Steadiness

Will need to expend more energy to:

- Quickly adapt to change or unclear expectations
- Multitask
- Promote themselves
- Confront Others



Communication Tip:

When communicating with the s-style individuals, be personal and amiable, express your interest in them and what you expect from them, take time to provide clarification, be polite, and avoid being confrontational, overly aggressive or rude.



36

Conscientious

Priorities: ensuring accuracy, maintaining stability, challenging assumptions

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates oneself




37

Conscientious

Will need to expend more energy to:

- Let go of and delegate
- Compromise for the good of the team
- Join in social events and celebrations
- Make quick decisions

Communication Tip:

When communicating with the c-style individuals, focus on facts and details; minimize 'pep talk' or emotional language; be patient, persistent, and diplomatic.




38



Identify ways you can use this information to adjust how you communicate with the person you chose earlier.



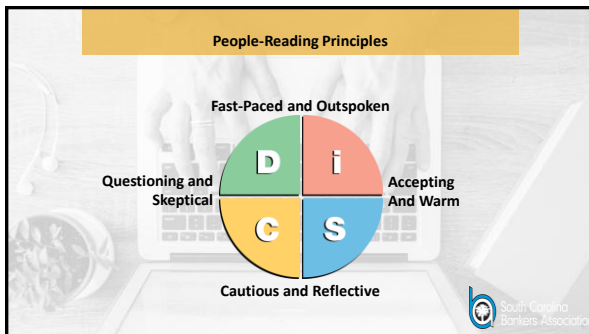
39

Pulling it Together

 South Carolina Bankers Association

-  Communication is a transfer of messages from one person to another with written or spoken word and signs or body language.
-  Our Style affects the way we send and receive messages and can impact our ability to work with clients, coworkers, employees, and others.
-  Using two basic dimensions - pace and demeanor - we can determine a person's Style: D, i, S, C.

40



41



Seven Transformative DiSC Principles

 South Carolina Bankers Association

42

Principle 1: Understand Your Own Style

- Numerous studies indicate that people who score high in self awareness are happier and achieve greater success.
- Self awareness enables people to build their lives around their strengths and better manage their challenges.

Think about: Have you ever been in a role you weren't happy in, or known someone who was? Did you feel energized or exhausted?



South Carolina
Bankers Association

43

Principle 2: Recognize the Styles of Others

- The more you practice the better you will get.
- What style best defines Donald Trump, Robin Williams, Lady Gaga and Bill Gates?
- Being skilled in "people reading" enables you to better leverage other people's strengths.

Think about: Do you like going through the process of buying a car?



South Carolina
Bankers Association

44

Principle 3: Think about style when establishing expectations

We all look at the world through the lens of our own style, which drives our expectations.

We expect others to like what we like and to need what we need.

We assume people can do what we can do and will react the way we would.

We assume that people will understand and fulfill our needs without our having to express them.

Think about: A time this wasn't the case.



South Carolina
Bankers Association

45

Principle 4: Consider Intention, Not Just Behavior

- We judge ourselves by our intentions and others by their actions
- Better understanding the intentions of others, we can prevent misinterpretation and take the sting out of actions that could otherwise feel hurtful
- People usually aim to satisfy their own needs, not to push your buttons
In other words, they do things for themselves, not against you

Think aloud: Reflect on a difficult conversation or conflict. Could you have misread the other person's intentions?



South Carolina Bankers Association

46

Principle 5: Use Your Strengths but Don't Overuse Them

- To much of a good thing is not a good thing!
- A strength overused becomes a weakness
- Most of us overuse it during times of stress

Think aloud: A time when your style strength became a weakness



South Carolina Bankers Association

47

Principle 6: Apply the Right Style at the Right Time

-  You must adapt your style to the situation - a bit like a chameleon
-  When we don't, we fail to meet objectives and are surprised by how others perceive us
-  Most people have one style that they use too often and one they don't use enough. Each style is needed at one time or another
-  Key - be flexible enough to exhibit the right style at the right time
-  *Think aloud:* A time you made this mistake and how you could have created a different outcome

South Carolina Bankers Association

48

Principle 7: Treat Others the Way They need to be treated, not how you need to be treated

- The "Platinum Rule" is a much more effective strategy when it comes to communication and working together to achieve shared outcomes.
- This honors people for who they are and respects their needs and differences.

Real world: Presenting a new idea to various stakeholders, finance, Operations, Sales & Marketing and the Executive Team. How might your approach be different?



South Carolina Bankers Association

49

What Will Your Leadership Legacy Be?



South Carolina Bankers Association

50

Questions?

Thank You, South Carolina Bankers School!



South Carolina Bankers Association

51
