

The Traits of a Leader

(Not Frequently Taught in Engineering School)

Dallas Section
American Institute of Chemical Engineers
February 25, 2020

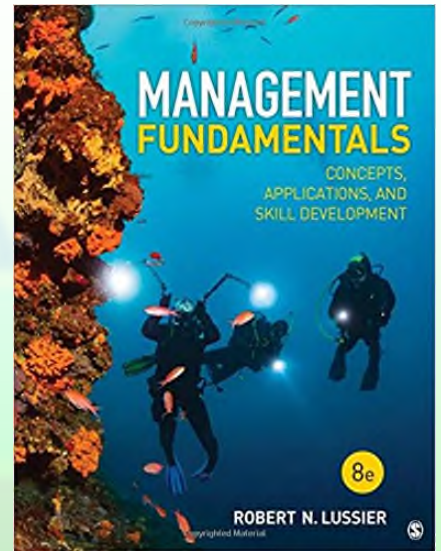


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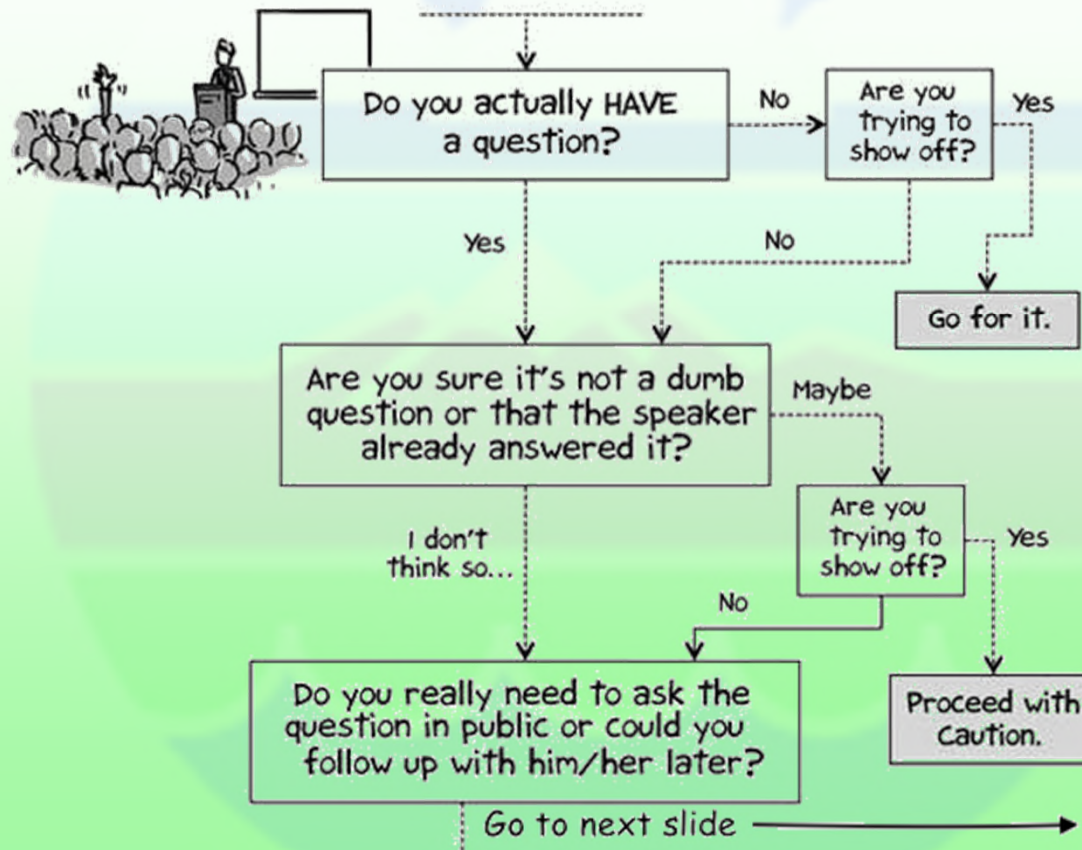


Agenda

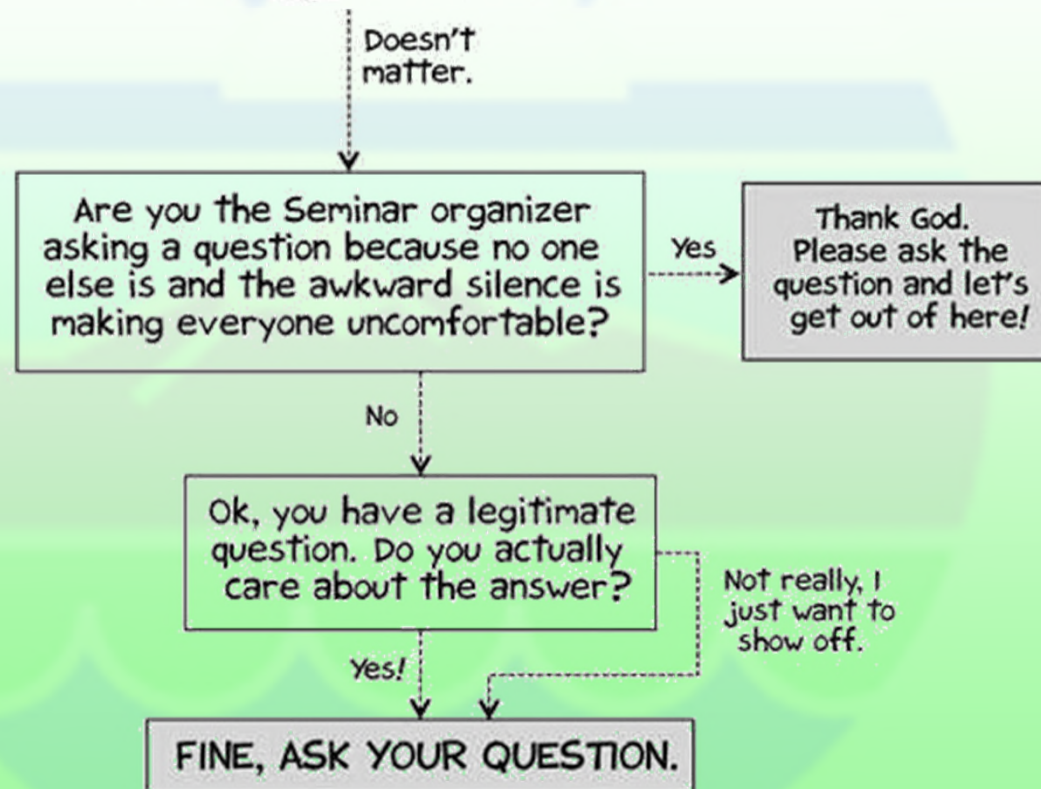
- Introduction
- Definition of a Leader
- Leadership Traits Theory
- Behavioral Leadership Theories
- Situational Approaches
- Motivation
- Question and Answers – Open discussion



Should you ask a Question during Seminar?



Should you ask a Question during Seminar?

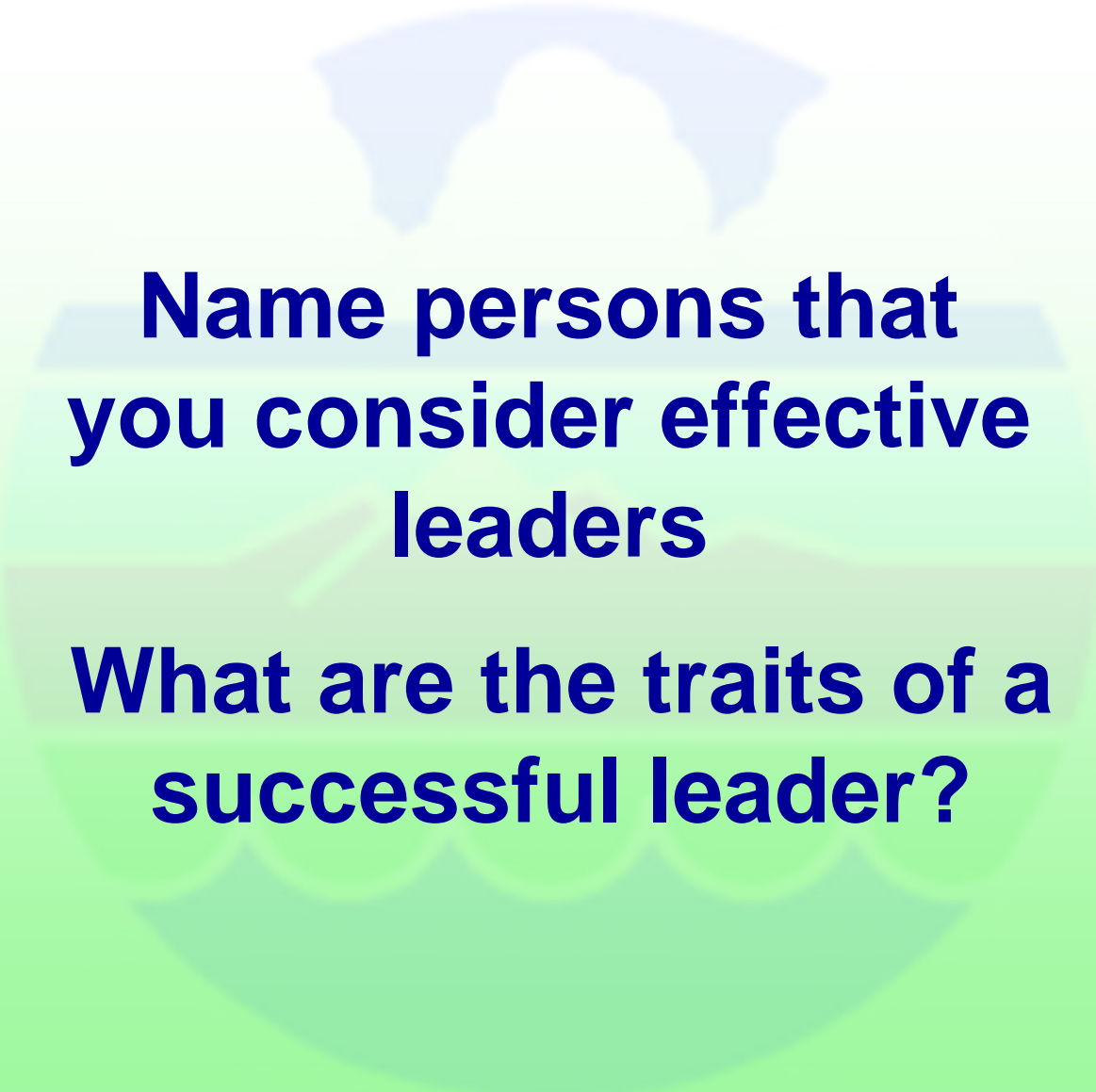


Introduction

- Manager ≠ Leader
- Management Functions
 - Planning
 - Organizing
 - Leading
 - Controlling
- Are management functions and principles applicable to other organizations?
- Where would leadership fit in your personal and professional life?

Introduction

- Leadership:
The process of influencing people toward the achievement of organizational objectives willingly and without coercion
- Born Leader vs. Trained Leader
- Can leadership be learned?



**Name persons that
you consider effective
leaders**

**What are the traits of a
successful leader?**

Leadership Trait Theory

- Attempt to determine a list of distinctive characteristics that account for leadership effectiveness
- 2016 Study (Forbes Magazine, article by Bret Gleason- [10 Unique Perspectives on what Makes a Great Leader](#) – Nov 9, 2016):
Leaders...
 - Have faith in their beliefs
 - Make the hard choice

Leadership Trait Theory

- 2016 Study (continued):
Leaders...
 - Earn the respect of the team
 - Know the team
 - Know that the people are the key to success
 - Articulate a clear vision
 - Push people to be their best
 - Serve a greater cause
 - Focus on helping the team
 - Do not lead by force

Leadership Trait Theory

- The Ghiselli Study (1971)
 - Supervisory ability
 - Need for occupational achievement
 - Intelligence
 - Decisiveness
 - Self assurance
 - Initiative

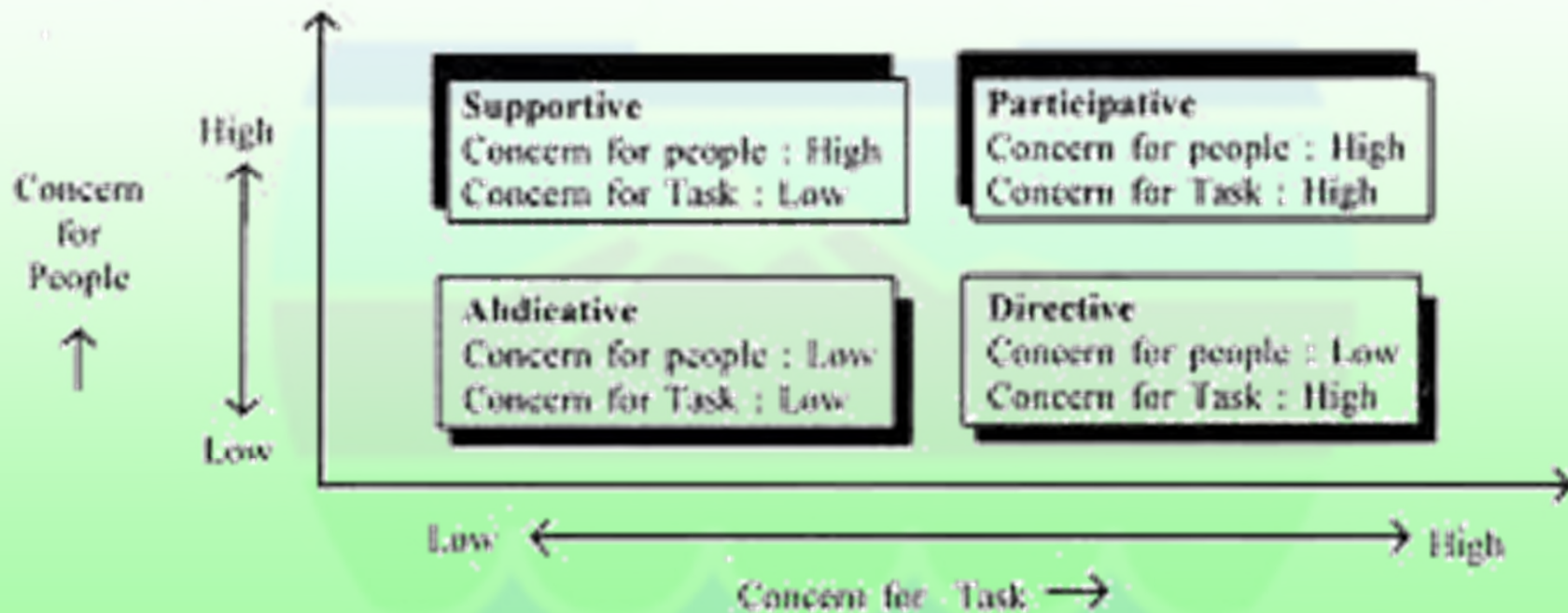
Leadership Trait Theory

- There is no universal set of traits that would make a leader successful
- Personality traits
 - Know yourself
 - Improve yourself
 - Be yourself
- Ethics and spirituality – Personal Values

Behavioral Leadership Theories

- Attempt to determine distinctive styles used by effective leaders
 - Douglas McGregor X-Y theory
- Basic leadership styles (Identified in the 1930s)
 - Autocratic
 - Democratic
 - Laissez-faire
- Two-dimensional leadership styles – People vs. Task

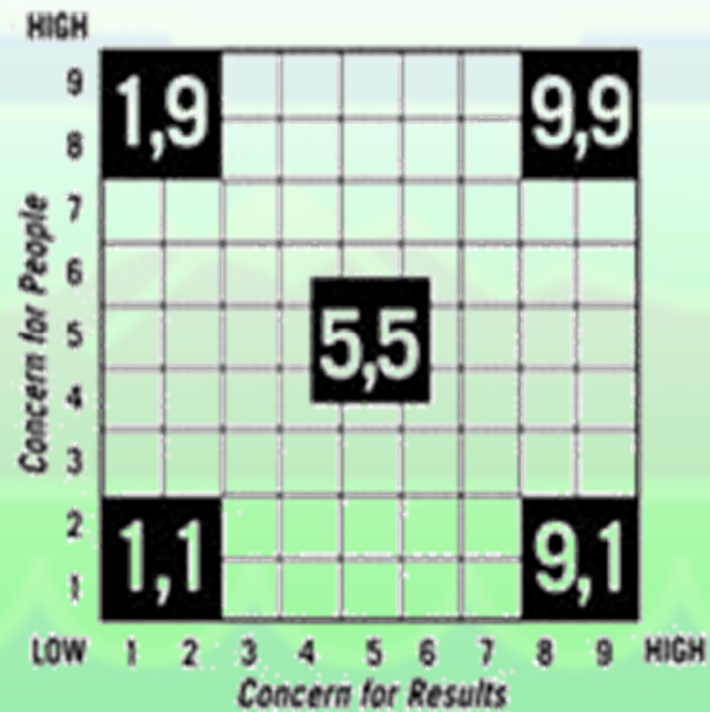
Behavioral Leadership Theories



Two –Dimensional Leadership Styles

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Behavioral Leadership Theories



The Leadership Grid®

Behavioral Leadership Theories

- Contemporary Perspective
 - Charismatic Leadership
 - Transformational Leadership
 - Transactional Leadership
 - Symbolic Leadership
 - Servant Leadership

Situational Approaches to Leadership

- Two leadership styles
 - Task oriented
 - Relationship oriented
- The situation is determined with a questionnaire
 - Determine managers situation
 - Leader-follower relationships
 - Task structure
 - Position power
 - Follow a decision tree as to what style would be appropriate
- Several other models

Leadership Substitutes Theory

- Characteristics of subordinates
 - Ability, knowledge, training, need for independence, professional orientation...
- Characteristics of task
 - Clarity, routineness, proper feedback on performance...
- Characteristics of the organization
 - Formality, inflexibility, very specific functions and tasks, physical distance between superior and subordinates

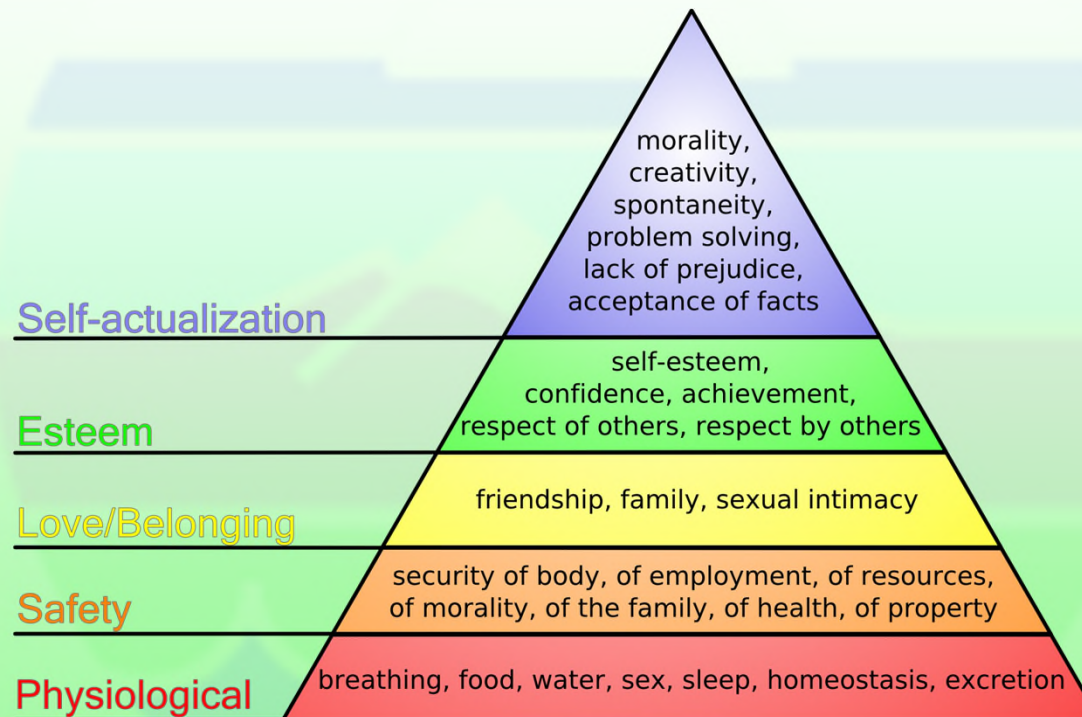
Motivation

- Definition (from a business perspective)
 - Motivation is the willingness to achieve organizational objectives or to go beyond the call of duty
- Performance depends on motivation, but not only on it
 - Three interdependent factors
 - Ability
 - Motivation
 - Resources

Motivation

- Content Motivation Theories
 - Maslow's hierarchy of needs
 - ERG theory (existence, relatedness, growth)
 - Two-Factor Theory (maintenance, motivating)
 - Acquired Needs Theory (achievement, power, affiliation)

Motivation



Maslow's Hierarchy of Needs

Motivation

- Process Motivation Theories
 - Equity
 - Goal Setting
 - Expectancy
- Reinforcement
 - Positive - Rewards
 - Avoidance - Threat
 - Punishment – Negative Consequences
 - Extinction – Withholding Reinforcement

Motivation

- Motivation Theories Do not Apply Globally
 - Individualistic Cultures (US, Canada, Great Britain)
 - Individual Accomplishments
 - Satisfaction of Higher Needs
 - Collective Cultures (Japan, Mexico, Singapore...)
 - Group Accomplishment
 - Loyalty

Motivation

- Be supportive
 - Provide resources
 - Praise upon success - Immediately
 - Teach upon failure
- Trust the subordinate
- Delegate with authority
- Make the subordinate aware of his or her value to the organization
- Be available for counseling or mentoring

**Questions?
Comments?**

Thank You for your Attention!



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