

Organizational Human Behavior management

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Lecture 10
Leadership



Awareness

Awareness is a state of consciousness.

It is the ability to recognize yourself, others, events and situations in real time.

It is the ability to assess the impact of actions on situations and others, and be critically self-reflective.

It is a development process that is a function of experience, communication, self discovery and feedback.

Ability

Ability to learn and understand technical issues is the basis of our careers.

Ability to lead is a function of influence:

- Ability to communicate
- Ability to resolve conflicts
- Ability to solve problems and make decisions

As a member of a team, we influence others in a collaborative effort to find better ideas or solve problems.

Commitment

For leaders, the “one thing” that leads to maturity is the fully aware recognition that one’s decisions make a difference, both positively and negatively, in the lives of others, and that any attempt to solve a problem might have a decided negative impact on some, while helping others.

In no-win scenarios, one must still make a hard decision.

Commitment

Movie example – Untouchables

Moment of truth for Elliott Ness

Jimmy O'Neil asks

“What are you prepared to do?”

Ness replies

“Anything I have to do to make this thing right.”

O'Neil says

“Everyone knows where the problems are, but no one is willing to do anything. You said you would do anything you had to, to make it right. Now, I'm willing to help you. You made the commitment.”

Attributes of a Leader

- *Guiding vision: Effective leaders know what they want to do, and have the strength of character to pursue their objectives in the face of opposition and in spite of failures. The effective leader establishes achievable goals.*

Attributes of a Leader

Passion: Effective leaders believe passionately in their goals. They have a positive outlook on who they are, and they love what they do. Their passion for life is a guiding star for others to follow, because they radiate promise!

Attributes of a Leader

- *Integrity: Because they know who they are, effective leaders are also aware of their weaknesses. They only make promises they can follow through on.*
- *Honesty: Leaders convey an aura of honesty in both their professional and their personal lives.*
- *Trust: Effective leaders earn the trust of their followers and act on behalf of their followers.*

Attributes of a Leader

- *Curiosity: Leaders are learners. They wonder about every aspect of their charge. They find out what they need to know in order to pursue their goals.*
- *Risk: Effective leaders take calculated risks when necessary to achieve their objectives. If a mistake is made, the effective leader will learn from the mistake and use it as an opportunity to explore other avenues.*

Attributes of a Leader

- *Dedication: The effective leader is dedicated to his or her charge, and will work assiduously on behalf of those following. The leader gives himself or herself entirely to the task when it is necessary.*

Attributes of a Leader

- *Charisma: This may be the one attribute that is the most difficult to cultivate. It conveys maturity, respect for your followers, compassion, a fine sense of humor, and a love of humanity. The result is that leaders have the capability to motivate people to excel.*
- *Listening: Leaders Listen! This is the most important attribute of all, listen to your followers.*

Leader vs Manager

Leader n, 1. A person who is followed by others.

Manager n, 1. A person controlling or administering a business or a part of a business. 2. A person regarded in terms of skill in household or financial or other management.

Leadership

- Leadership is the ability to develop a vision that motivates others to move with a passion toward a common goal

Management

- Management is the ability to organize resources and coordinate the execution of tasks necessary to reach a goal in a timely and cost effective manner

Leadership vs Management

- Management seeks stability & predictability
 - *(order)*
- Leadership seeks improvement through change
 - *(disorder)*

Leader vs Manager

Leaders:

Do the right thing

Manager:

Do things right

Leadership & Management Skills

Leadership – soft skills

- Communications
- Motivation
- Stress Management
- Team Building
- Change Management

Management – hard skills

- Scheduling
- Staffing
- Activity Analysis
- Project Controls

Managers have the following attributes , they

- *Consider alternatives to design*
- *Estimate costs involved*
- *Establish risks to the organization*
- *Develop a schedule for the project*
- *Include decision steps*
- *Manage change in an orderly fashion*
- *Keep the team motivated and informed*
- *Review responsibilities and goals with each team player*
- *State clearly the basis for evaluation and where each person fits into the organization*

Managers have the following attributes , they

- *Monitor progress*
- *Set directions; set expected achievements for each individual within the next work period. Show the team members where they fit in achieving unit goals.*
- *Perform administrative tasks*
- *Report to senior management*
- *Money and job security play a major role in management effectiveness. They act as deficiency motivators.*

Being a Leader

- If you want to get ahead, be a leader, you must assume:
 - *That everything that happens to you results in a situation that is in your control*
 - *That the attitude you convey is what you are judged on*
 - *That what you think and do in your private life is what you will reap in your public or corporate life*
 - *You are what you think and believe*
 - *If you never meet a challenge you will never find out what you are worth*

Recipe for being a Leader

- Take control of your life
- Assume responsibility for who you are
- Convey a positive and dynamic attitude in everything you do
- Accept blame: learn from your own mistakes as well as those of others. Take blame for everything that happens in your unit
- Give credit wherever it is due
- Be compassionate when you review your team members' progress or lack thereof

Recipe for Being a Leader

- Think great thoughts. Small thinking is why companies go broke
- Turn disasters into opportunities. Turn every obstacle into a personal triumph
- Determine your "real" goals then strive to achieve them
- When you want to tell someone something important, do it personally
- Don't be afraid to get your hands dirty doing what you ask others to do. Make coffee

Recipe for Being a Leader

- Listen effectively
- Encourage teamwork and participation
- Empower team members
- Communicate effectively
- Emphasize long-term productivity
- Make sound and timely decisions
- Treat each person as an individual
- Know yourself and your team
- Protect your team
- Have vision, courage and commitment

Holistic Communications

image (noun)

1. Form, semblance; counterpart as regards appearance
(That person is the image of an engineer.)
2. simile, metaphor; mental representation; idea, conception; character of thing or person as perceived by the public.

Image includes everything: the way you talk and dress, the way you act, your attitude to others at work and play.

Holistic Communications

- Do you give warm fuzzies? Do you smile a lot? Do you feel dynamic and energized, and show it? Do you feel comfortable in a group?
- Or: do you hand out cold pricklies? Do you frown a lot? Do you feel tired and drained of energy, and show it? Do you feel uncomfortable in a group?
- When people think about you, do they equate your image with a dynamic, interested, competent person? Are you the sort of a person who makes things happen, at home, at work, or at play?
- Or: do people think you are merely occupying a spot in the universe? That you are waiting for the next millennium? Are you the sort of person who waits for someone else to make things happen?

Holistic Communications

What are your personal career objectives?

1. to identify problems and create winning solutions to solve them?
2. to lead effectively, with inspiration; to motivate?
3. to be in control of your world; to make things happen for you?
4. to manage your personal resources effectively?
5. to be president of your own company?
6. to be a millionaire, if you aren't already?

The way you stand or sit

- indicates whether you are an open person, easily approachable
- says whether you are friendly
- tells others whether you could be a good team player
- suggests that you are frank and honest
- tells others what you really think of them
- shows whether you are a part of the team

The way you dress

- indicates whether you have conventional ideas or whether you are a radical
- shows how neat you are
- suggests whether you will fit in with the company's image
- makes a statement about whether or not you care enough to find out about the company, its image and its objectives
- shows indirectly whether you are confident, whether or not you believe in yourself.

The way you write

- Conveys whether you are warm and friendly or appear cool and reserved
- Tells whether you are dynamic and energetic or whether you are lethargic and procrastinate
- Conveys an image of you as either intuitive in solving problems, or logical, solving problems step by step
- Says whether you want to communicate with others or not
- Says whether you try to avoid conflict or seek it
- Says whether you are materialistic or idealistic

Holistic Communications

Conclusions

- Communication is a holistic concept; everything we do conveys something about ourselves
- If you want to achieve greatness in your chosen objectives you must communicate holistically. It is not enough to write well or to know a lot of big words. You must be able to project an image that will lead to success
- You can change the way you appear to others by changing your behavior pattern
- If you want to change your behavior pattern, you must change everything about yourself.

What is the bottom line for you?

- You are in control of your environment. You can make every setback an opportunity for success
- You can be anything you can be! Whatever you want to be is entirely up to you
- You can become the person you want to be. Dress like that person, talk like that person, act like that person, write like that person, and that will be you.

Interpersonal Communications

Carl Jung was a Swiss born psychiatrist, and a colleague of Sigmund Freud, who practiced in the first half of the 20th century.

Jung formulated a classification of personality in terms of types of characteristics, such as an introvert and extrovert

Personal Interactive Skills

On the basis of Jung's classification of personality, Katherine Briggs and her daughter, Isobel Briggs-Myer, developed a procedure for evaluating personality characteristics.

A number of tests exist for giving Myers-Briggs type indicators.

The types are divided into four pairs of preferences.

Personality Indicators

- Extraversion: type E, sociable, about 75%,
 expends energy
 interacts with others freely
- Introversion: type I, territorial, about 25%
 energy
 reads meditates
 solves problems
 conserves

Personality Indicators

- Are you energized around people? Do you like to meet people and seek opportunities to do so? Do you think out loud? Do you talk to plants and discuss problems with animals? This is Extrovert behavior.
- Alternatively, do you find you would rather work alone, without interruption. Does meeting too many people tend to tire you out? Would you sooner not answer the phone - let the answering machine do it for you. Would you rather have a problem written down for you than stated verbally? This is typical Introvert behavior.

Personality Indicators

- intuitive: type N, creative, about 25% ingenious, future-oriented, fantasizes, imaginative
- Sensing: type S, practical, about 75% experience-oriented, utility, sensible
- Do you see the world in terms of your senses? Do you like the facts before starting work? Do you like dealing with the details of a project rather than the overall plan? You are likely Sensing.
- Or do you think in terms of the big picture, in terms of concepts and ideas, rather than the information involved? Put down intuitive.

Personality Indicators

- Thinking: type T, impersonal, 50% (however, 60%M) objective judgments, logical orientation, rules, laws, justice, firmness
- Feeling: type F, personal, 50% (however, 60%F) emotional judgments, value-oriented, persuasion, sympathy, devotion
- Note: both types can react with the same emotional intensity.
- Do you tend to follow the rules regardless of how you feel? Do you hide your feelings and get on with the job? That's Thinking.
- Or do you inject a personal note into things you do, even let your emotions take over, sometimes. That's Feeling type behavior.

Personality Indicators

Judging: type J, closure, concluding, 50% settled, decided, work comes first, plan ahead, urgency, deadline, get-it-done.

Perceptive: type P, get more data, 50% pending, flexible, adaptable let-it-happen, open-ended, tentative, wait-and-see.

Note: both types are equally "judging" and "perceptive."

- Do you like to set up a schedule to meet deadlines, make lists, make quick decisions in order to get onto the next job? That's Judging behavior.
- Or are you really adaptable, you like collecting more information so your decision will be really informed. That's Perceptive.

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