

WOMEN LEADERSHIP CONFERENCE – APRIL 10TH, 2010.
CITY OF WEST HOLLYWOOD

Sahar Consulting
Leadership workshop
Sahar Andrade

2010



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2010

Women Leadership Conference

City of West Hollywood

**THE INDEPENDENT LEADER & THE "TEAM PLAYER"—
HOW TO BE BOTH WITH GRACE & STYLE**

What being a Leader means?

A leader is someone whom others trust and consistently look to for guidance. Age or status within a group may create assumptions about who will lead, but a true leader inspires steadfast loyalty, earning the trust of others. Leadership is a responsibility but also an honor. Leaders can be managers, but managers cannot necessarily be leaders. A manager does things right, while a leader do the right things. A leader inspires, and a manager coordinates.

What is a Team?

A group of people working for the same purpose or to achieve a common goal, they share the same principles and ideas.

Leadership principles

1. Creating Positive Influence, positive change, Having The Right Positive Attitude.
2. Setting the Right Priorities.
3. Modeling Integrity.
4. Problem Solving.
5. Developing people and Staff.
6. Charting the Vision.
7. Practicing Self-Discipline.

Motivation and Leadership

Many theories on motivation and leadership exist in both the academic and business worlds. The most prevalent of these theories are briefly described below:

The X/Y Theory: Developed by **Frederick Herzberg**, an influential psychologist who became well known for his work in the 1970's. The X/Y theory states that:

X:

- People inherently dislike work and incapable of accepting responsibility
- They must be coerced or controlled to do work to achieve goals
- They require authoritarian management s they are lazy

Y:

- People view work as being natural as play and rest
- They will exercise self-direction and control towards achieving goals they are committed too
- They learn to accept and seek responsibility, require less management

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Empowerment Theory: Developed by **Elizabeth Moss Kanter**, an education expert who suggests that authority should be decentralized and made up of autonomous groups, thus motivation is produced by their combined efforts. She also saw that selecting leaders from women and minorities will empower them and will inspire workers from those groups to excel.

Action Centered Leadership Theory. **John Adair**, whom wrote a book *Effective Leadership* developed the idea that leaders inspire by communicating their own enthusiasm and commitment to their employees. He believes in three approaches to leadership, namely: Task, Group and Individual.

Contingency Theory: This theory expresses that effective leadership will vary according to the way it is applied and to whom it is applied. The type of leadership style one chooses is "contingent" upon the environment in which one leads.

Informal Leadership Theory: Is against management and appointed leaders. It stresses that all members of a group share responsibility and take turns by assuming leadership roles when they are able to or as they are asked to do so by their peers. Rotating responsibility wherein leaders are voted into positions for a six month or yearly term until the next election when another group takes over responsibility for certain leadership tasks.

Leadership Styles

There are three main styles from which all others are built, they are:

1. Authoritarian
2. Participative
3. Delegative

A combination of all three of these basic styles will yield the best results. Here are the basic elements of the three leadership styles.

1. The **Authoritarian (or autocratic)** Where the leader makes decisions by himself with no input from his team. It should be used as infrequently as possible and only in situations where there is a strict deadline. It is not meant to encourage managers to dictate and demand or to berate their employees. The sole responsibility for vital decisions is placed upon the leader when the situation warrants quick action and results.
2. The **Participative (or democratic)** Leaders tend to seek the input and opinions of their staff on matters that are not of immediate urgency, based on the information they have received. The final decision ultimately lies with the leader.
3. The **Delegative (or free reign)** allows qualified employees to make decisions on their day to day work without the help of the leader or manager. This style lets the manager focus on more important problems or issues. This style requires the leader to have trust in his staff and their ability to make smart and wise decisions. However, if an employee makes a bad decision, a good leader will take responsibility for the action rather than placing blame on his or her staff member.

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Laws of Teamwork- Trust – Respect – embrace differences

- The Law of **Significance& Chain**: One Is Too Small a Number to Achieve Greatness, and you are as strong as your weakest link
- The Law of the **Big Picture& vision**: The Goal is More Important Than the Role and the vision gives clarity, direction and confidence
- The Law of the **Niche& Price tag**: All Players Have a Place Where They Add the Most Value, and need to pay their dues to reach their potential
- The Law of the **Great Challenge& Edge**: As the Challenge increases, the Need for Teamwork increases, the edge is in the leadership
- The Law of the **Catalyst**: Team Players Who Make Things Happen
- The Law of the Identity & **Bad Apple**: Where shared values define the team, and Rotten Attitudes Ruin a Team
- The Law of **Countability& Communication**: Teammates Must Be Able to Count on Each Other When It Counts and interact properly
- The Law of the **Scoreboard**: The Team Can Make Adjustments
- The Law of **High Morale**: When You're Winning, Nothing Hurts

Effective Listening: 10 Rules of Effective Listening

1. Stop Talking! If you talk you don't listen
2. Create a physical space and in your mind for what the speaker has to say
3. Hold Your Judgments till you have the whole story
4. Don't Be a Label Reader: Each one is unique hold to labels like: liberal, wise guy etc...
5. Open Your Mind: The only way to learn new things without feeling threatened
6. Focus: as making eye contact – without thinking about it at all. Below are some of the ways we show we're listening:
 - ✓ Maintain eye contact. In the US, it is imperative, in some cultures is impolite or aggressive.
 - ✓ Give non-verbal clues. Nod, lean toward the speaker, show interest
 - ✓ Encourage the speaker to go on. Especially over the phone
 - ✓ Don't be a verbal trespasser. Don't interrupt the speaker's sentences.
 - ✓ Ask open questions. Open questions encourage the speaker.
 - ✓ Summarize. To avoid misunderstandings, are unsure of expectations
7. Visualize as it can enhance listening by visualizing what you are told
8. Remember Names
9. Question: Observe, listen and ask.
10. Be Aware of the speaker verbal and non-verbal cues

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Books on Leadership

The 5 Essential People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts -) How to Win Friends and Influence People

By Dale Carnegie

The Dale Carnegie Leadership Mastery Course: How to Challenge Yourself and Others to Greatness

By Dale Carnegie

CEO Material: How to Be a Leader in Any Organization

By D.A. Benton

Leadership and self Deception: Getting out of the box

By the Arbinger Institute

Strengths-based Leadership

By Tom Rath, Barry Conchie

The 21 Irrefutable laws of Leadership: Follow them and People will follow you

By John C. Maxwell

The 360 Degree Leader Workbook: Developing your influence from anywhere

By John C. Maxwell

Why the Best man for the job is a Woman- Unique Female qualities of Leadership

By Esther Wachs

Articles to read about women leadership issues

- Worldwide guide to women leaders:

<http://www.guide2womenleaders.com>

http://womensissues.about.com/lr/women_s_leadership_styles/225671/1/

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