Lincoln on Leadership

TCMA LEADERSHIP WORKSHOP
SPRING CONFERENCE 2014
Session Outcomes

(1) Assess your own leadership style
(2) Understand the difference and importance of task and people orientations
(3) Understand Lincoln’s model of leadership and how it is applied
(4) Learn the Situational Model of leadership and how to use it.
“It could be that your purpose in life is only to serve as a warning to others”
Leadership behaviors in the Tri-Cities
Leadership Roles

- What leadership roles do you play?
  - At home
  - At work
  - In the community
Exceptional

When you think of an exceptional leader – what name comes to mind?
How about these?

- Winston Churchill
- Mother Teresa
- Mahatma Gandhi
- Martin Luther King
- George Washington
- Pope John Paul II
- Eleanor Roosevelt
- Peyton Manning
- Warren Buffett

- Attila the Hun
- Adolph Hitler
- Pol Pot
- Ivan the Terrible
- Genghis Khan
- Bill Hammon
- George S. Custer
Custer
Leadership Continuum

People

Task
Leadership Continuum

People

Task
**TCMA Leadership Workshop 2014: The Applied Leadership Questionnaire**

**Instructions:** The following statements will help you assess your leadership style. As you read each one, try to think of typical situations and how you usually respond. Where you have several employees or team members with whom you would act differently, try to think of your most frequent response.

<table>
<thead>
<tr>
<th></th>
<th>To almost no extent</th>
<th>To a slight extent</th>
<th>To a moderate extent</th>
<th>To a great extent</th>
<th>To a very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I check the work of members of my team on a regular basis to assess their progress and learning.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. I hold periodic meetings to show support for group efforts.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. I appoint task forces to recommend actions on policies affecting task force members.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>25</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Applied Leadership Behavior Grid**

![Diagram showing the leadership behavior grid with scores for different leadership styles.](image)

- **Supporting**: 13
- **Guiding**: 15
- **Delegating**: 25
- **Directing**: 11

- Add together your scores for Supporting and Guiding – this is an approximation of your “People” score: 28
- Add together your scores for Directing and Delegating – this is an approximation of your “Task” score: 46
Leadership Continuum
Leadership

What is leadership?
Definitions of Leadership

Leadership is the process of persuasion or example by which an individual or team induces a group to pursue objectives held by the leader or shared by the leader and followers.

John Gardner
Leadership is the art of getting someone else to do something you want done because they want to do it.

Dwight D. Eisenhower
Lincoln’s Life

- 1831: Failed in business.
- 1832: Defeated for legislature.
- 1838: Defeated for elector.
- 1843: Defeated for Congress.
- 1848: Defeated for Senate.
- 1855: Defeated for Vice President.
- 1860: Elected President of the United States.
Values are the essence of leadership… the real role of the chief executive officer is to manage the values of the organization

Tom Peters and Robert Waterman

In Search of Excellence
Lincoln’s Model of Leadership

**People Orientation**

- People
- Character

**Task Orientation**

- Endeavor
- Communication
Component 1: People

- Get out of the Office and Circulate (time for a break)
- Build Strong Alliances
- Persuade Rather Than Coerce
Persuade Rather Than Coerce

- To Banks “frame orders... according to your own judgment.’
- To McClellan “This letter is in no sense an order.”
- To Halleck “I hope you will consider it...”
- To Burnside “It was suggested to you, not ordered...”
Component 2: Character

- Honesty and Integrity are the Best Policies
- Never act out of Vengeance or Spite
- Have the Courage to Handle Unjust Criticism
- Be a Master of Paradox
Honesty and Integrity Are the Best Policies

“The quality of a leader is reflected in the standards they set for themselves” (Ray Kroc, founder of McDonalds)
Never Act Out of Vengeance or Spite

“Maturity” is being able to bear an injustice without wanting to get even.
Have the courage to handle unjust criticism

Strategies for doing so…

Credit: National Archives
Being a Master of Paradox

- Means that leadership is situational.
Situational Model of a Leader’s Behavior
Directing Behavior

- Best for inexperienced or unmotivated employee
- Structure and direction are provided
- Close supervision and control
Guiding Behavior

- Works best when employee is motivated to learn and achieve
- Leader provides structure
- Leader coaches and mentors
Supporting Behavior

- Use when employee can benefit from others involvement in task
- Minimal direction is required
- Collaborative process in setting objectives
Delegating Behavior

- Employee is ready to successfully complete the task on their own
- Minimal direction
- Authority and responsibility given
- Some risk to leader

Delegating

Low Relationship & Low Task
Component 3: Endeavor

- Lead by Being Led
- Encourage Innovation
Component 4: Communication

- Master the art of public speaking
- Preach a vision and continually reaffirm it
- Influence people through conversation and storytelling
Leadership Poker
Gettysburg
Thanks