Leadership in the Practice of Civil and Environmental Engineering

Topics
• Leadership
• Motivation

Reading Assignment
• Textbook Ch. 10 (Leadership)
Four Quadrants of Leadership

- Business Strategy
- Business Economics and Financing
- Marketing
- Technology
Managers Versus Leaders

“Not all leaders are managers, nor are all managers leaders”

• Managers
  – Persons whose influence on others is limited to the appointed managerial authority of their positions

• Leaders
  – Persons with managerial and personal power who can influence others to perform actions beyond those that could be dictated by those persons’ formal (position) authority alone
Leadership Behaviors or Styles

• Autocratic style of leadership
  – A leader who centralizes authority, dictates work methods, makes unilateral decisions, and limits employee participation

• Democratic style of leadership
  – A leader who involves employees in decision making, delegates authority, encourages participation in deciding work methods and goals, and uses feedback to coach employees
  – A democratic-consultative leader seeks input and hears the concerns and issues of employees but makes the final decision him or herself
  – A democratic-participative leader often allows employees to have a say in what’s decided
Power and Leadership

- **Sources of Power**
  - Position in the organization (formal authority)
  - Reward
  - Coerce or punish
  - Expertise
  - Referent power (charisma)
  - Control over information or access to resources (gatekeeper)
Motivation In Action: Ten Methods For Motivating Employees

1. Set Goals
2. Use Pay for Performance
3. Improve Merit Pay
4. Use Recognition
5. Use Positive Reinforcement
6. Use Behavior Management
7. Empower Employees
8. Enrich the Jobs
9. Use Skill-Based Pay
10. Provide Lifelong Learning

G. Dessler, 2003
Continuum of Leader Behavior

- **Autocratic**: Use of authority by the manager, Manager makes decision and announces it.
- **Participative**: Manager presents tentative decision subject to change.
- **Laissez-faire**: Manager permits employees to function within defined limits.

Employee-centered leadership vs. Boss-centered leadership.
The Main Behaviors Leaders

Personal Humility
- Demonstrates a compelling *modesty*, shunning public adulation, acts with quiet, calm determination; *relies principally on inspired standards*, not inspiring charisma, to motivate.
- Never boastful.
- *Channels ambition into the company not the self*; sets up successors for even more greatness in the next generation.
- Looks in the mirror, not out the window, to *apportion responsibility for poor results*, never blaming other people, external factors, or bad luck.

Professional Will
- *Creates superb results*, a clear catalyst in the transition from good to great.
- Demonstrates an unwavering resolve to do whatever must be done to *produce the best long-term results*, no matter how difficult.
- Sets the *standard of building an enduring great company*; will settle for nothing less.
- Looks out the window, not in the mirror, to apportion credit for the success of the company—to other people, external factors, and good luck.

Summary of the Situational Leadership Model

How To Improve Your Leadership Skills

• Skill 1: Think Like a Leader
  – Identify what is happening
  – Explain why it is happening
  – Decide what you are going to do about it.

• Skill 2: Use an Appropriate Leadership Style
  – Leaders usually fit their style to the situation.
  – Different leadership styles are appropriate to different situations.

• Skill 3: Pick the Right Leadership Situation
  – Gravitate toward leadership situations that fit your favored leadership style.
How To Improve Your Leadership Skills

• **Skill 4: Build Your Power Base**
  – Bolster your leadership potential by enhancing your authority (increasing your power).

• **Skill 5: Exercise Better Judgment**
  – Decisiveness and good judgment (“cognitive ability”) are important leadership traits.

• **Skill 6: Improve Leadership Traits and Skills**
  – Exhibit self-confidence.
  – Display honesty and integrity.
  – Increase your knowledge of the business.

G.Dessler, 2003
Assignment

• One page memo to file (single-spaced)
• Topics (Headings)
  – Leadership Style
    • Which type of leadership style will you emulate?
    • Preparation steps to achieve that style (give examples or goals)
  – Engagement
    • What personal attributes do you have that will improve your ability to engage others in a common cause?
    • How can you improve your ability to engage and inspire others in participating with you in achieving common goals or aspirations?

G. Dessler, 2003