

Core Concepts

What makes a leader?

When we hear the words leader or leadership, a variety of images pass through our minds. Perhaps the faces of political, educational, spiritual, sports and community leaders come to mind or even leaders in our work place. We have those we look up to and those we question. Those that inspire and those that bring us down. What makes a good leader? What leadership skills does a person need to be successful in their role?

Leaders are individuals who have a vision and set the direction. They motivate, inspire and leave people wanting to follow them. They focus not on themselves, but rather their vision and the people or organization they are leading. Given the list of leaders above, we know that not every leader is the same or leads the same. Each has their own style or approach. Really effective leaders can recognize the need to use different leadership styles for different people or situations. Rhea Blanken, president of Results Technology, Inc., discusses in an article for *Association Now* eight common leadership styles and the importance to know how and when to use each style to create a winning team. Lets consider each below:

- 1. Charismatic:** Charismatic leaders have a magnetic or charming personality that draws people to them. They use this to inspire passion within those they are leading to successfully complete their vision. Their energy is contagious and moves people forward.
- 2. Innovative:** An innovative leader can look at a situation and sees the next level of what needs to be done. They encourage creativity and thinking outside of the box. They don't let failures get the team down, but keeps the team moving.
- 3. Command and Control:** A leader that uses command and control is usually rigid and inflexible, which sometimes a situation calls for. They are rule followers and expect others to do the same. This type of leader usually makes the decisions on their own and does not include those they are leading.
- 4. Laissez-Faire:** A laissez-faire leader usually knows what is going on, but isn't there with their sleeves rolled-up participating. They check in with progress and provide feedback as necessary.
- 5. Pace Setter:** A pace setter typically creates high standards for themselves and in turn, expects the same from others. These leaders are highly motivated and skilled individuals and they build their team with the same type of people.
- 6. Servant:** A servant leaders puts others before themselves. They include the entire team in the decision making process and usually stays out of the spotlight. The are helpful in providing the tools to get the job done.
- 7. Situational:** Situational leaders has a good feel for where a team or group is at and moves forward from there. They provide both direction and support, while also being encouraging coaching the team through the process.
- 8. Transformational:** Transformational leaders bring together the skills needed to get something done and count on everyone giving their best. They not only create and inspire, but are also willing to bring the team in a new direction, even if it means leaving their comfort zone.

No matter what type of style a leader may use, they will not be succeed unless they use effective communication. Please refer to the February 2015 issue of the Core Concept for more information on effective communication.



9 Leadership Myths

Brian Evje, a Management Consultant with Slalom Consulting shares 9 leadership myths that individuals shouldn't get caught up in or should learn to overcome:

1. *I am a leader because I have been a leader before.*
2. *I am so busy/important/able-to-focus-on-many-things-at-once that I often multi-task.*
3. *I don't have time to develop my leadership skills.*
4. *Leaders are born, not made. I don't think leadership can be learned.*
5. *My people tell me the truth about what's going on in the organization.*
6. *As a leader, I must always be 'on.'*
7. *I started the company/organization/team/office; therefore I have the right to lead it.*
8. *I have to roll up my sleeves, get my hands dirty, lead by example, etc. (this is true if you are engaged in the right activities)*
9. *Leaders are fearless.*



When leaders get caught up in these myths, they miss the opportunity to lead great people down a road of success. People are more willing to follow and work with a person who strives to be an effective leader.

Leadership Versus Management

Sometimes people confuse the terms leadership and management or use them interchangeably, but really, they are two different positions and styles.

Leadership is getting people to understand and believe your vision and to work with you to achieve the goals set in that vision while management is more focused on administration and making sure the day to day tasks are getting done. Although leaders and managers can share some of the same personality traits, they also have many that are different. Let's look at some differences here:

Leadership

1. Focused on the big picture
2. Has vision, strategy and execution
3. Right brain, lateral thinking
4. Interested in the progress
5. Seeks internal guidance

Management

1. Detail oriented
2. Creates goals, projects and tasks
3. Left brain, linear thinking
4. Interested in the process and results
5. Seeks external data

Did you know...?

The WI DOC offers several online courses on leadership skills through their Training Center including: Leadership Essentials: Motivating Employees, Leadership Essentials: Building Your Influence as a Leader, and Giving Feedback.

References and resources:

Skills You Need. <http://www.skillsyouneed.com/leadership-skills.html>

Blanken, A. (2013, January). 8 Common Leadership Styles. *Associations Now Newsletter*.

Evje, B. (2012, November 14). 9 Leadership Myths & How to Overcome Them. *Inc. Magazine*.

Naik, B. *Leader vs Manager: Traits, Qualities, and Characteristics*. <http://www.inc.com/brian-evje/nine-leadership-myths-and-how-to-overcome-them.html>

For more information...

Katie Herrem, Juvenile Program Services Supervisor

Program Services Unit
Division of Juvenile Corrections
608-240-5934
katie.herrem@wi.gov