



THE BOSS'S BOSS

What Kind of Leader is Your Leader?



LIKE A BOSS

1

Good Bosses maintain control and get things done.

Great Leaders know efficiency can be the enemy of efficacy in the long run and so they work to create an atmosphere of expansive thinking. They empower their team with time, resources and techniques, to solve big issues with big ideas instead of Band-Aids and checklists.

BOSS



- Drives employee
- Depends on authority
- Inspires fear
- Says, "I"
- Places blame for the breakdown
- Knows how it is done
- Uses people
- Take credit
- Commands
- Says, "Go"

DIFFERENCE BETWEEN

VS.

LEADER



- Coaches them
- On goodwill
- Generates enthusiasm
- Says, "We"
- Fixes the breakdowns
- Shows how it is done
- Develops people
- Gives credit
- Asks
- Says, "Let's go"



LIKE A BOSS

- Kids on the playground and military generals both know that there are two ways to hold onto power.
- You either dominate everyone and demand their support, or you get them to like you and offer up their fealty freely.

(<https://insight.kellogg.northwestern.edu/article/understanding-your-leadership-style>)



Projects

THE LAST TIME THAT YOU WERE
PRESENTED WITH A NEW PROJECT, DID
YOUR ADMIN USE AUTHORITY & INSIST THAT
YOU FOLLOW ALONG? OR LEAD BY
EXPLAINING & ALLOWING YOU GET ON
BOARD?



Top Down
Initiatives

2 TYPES OF LEADERS:

DOMINANCE vs PRESTIGE



2 TYPES OF LEADERS

- Leading through **dominance** means influencing others by being assertive and leveraging one's power and formal authority. Fear and coercion.
 - *Micromanaging*
- Leading through **prestige** means displaying one's knowledge and expertise and encouraging others to follow.
 - *Buy-in*
 - *Sustainable Momentum*





2 TYPES OF LEADERS

Dominant leaders achieve their goals by:

- asserting their role as the boss
- incentivizing people with bonuses and promotions
- coercing people with the threat of punishment
- Knowing who to blame
- Often supporting individualism

2 TYPES OF LEADERS

Dominant leaders are swift, decisive decision makers and are good at uniting an organization behind a single vision.

Great for non-multitasking projects.





2 TYPES OF LEADERS

Prestige-oriented leaders achieve their status by:

- displaying their knowledge and skills
- convincing people they are worth following through example
- fostering creativity
- getting their teams to innovate

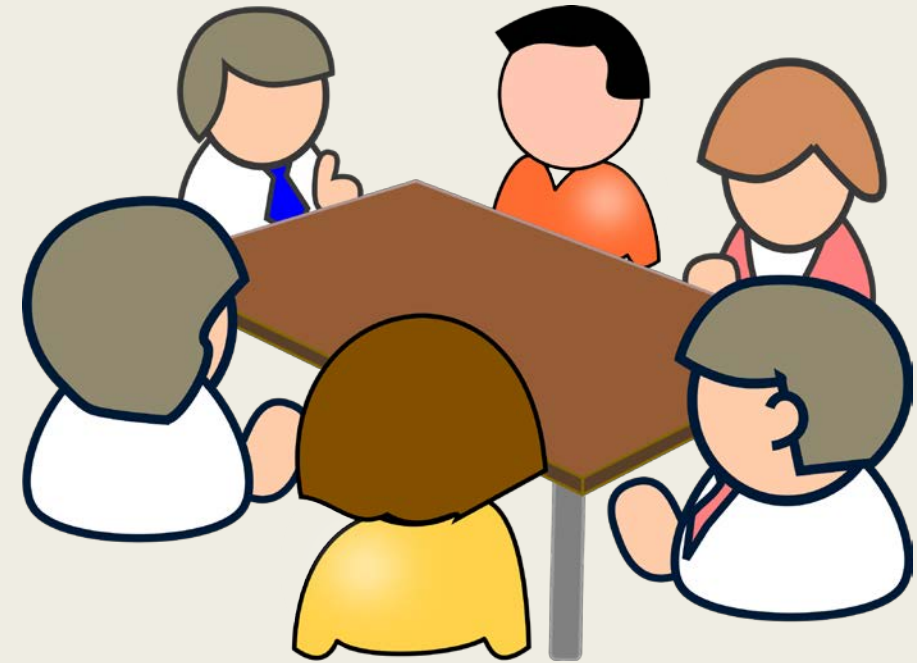
2 TYPES OF LEADERS

The power for prestige leaders comes from being liked, so they can sometimes forgo making the right decision in favor of a popular decision.



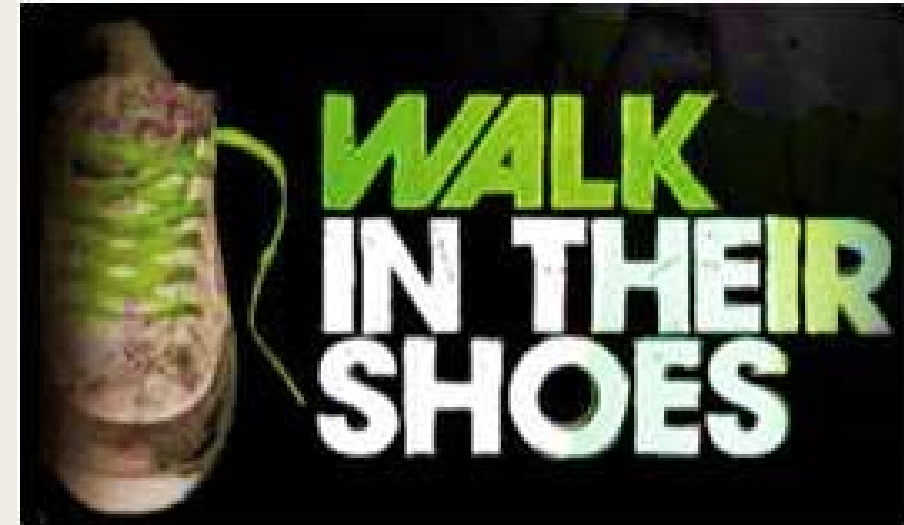
IDENTIFYING YOUR LEADERSHIP STYLE

- Do you find your superior doing most of the talking in meetings?
- If so, he/she is most likely a dominance-motivated leader.



IDENTIFYING YOUR LEADERSHIP STYLE

- Does your manager often mentally step into the shoes of the frontline employees?
- If so, he/she is likely a prestige-motivated leader.



WHICH ONE IS BETTER?

It really depends on your
organization's goals

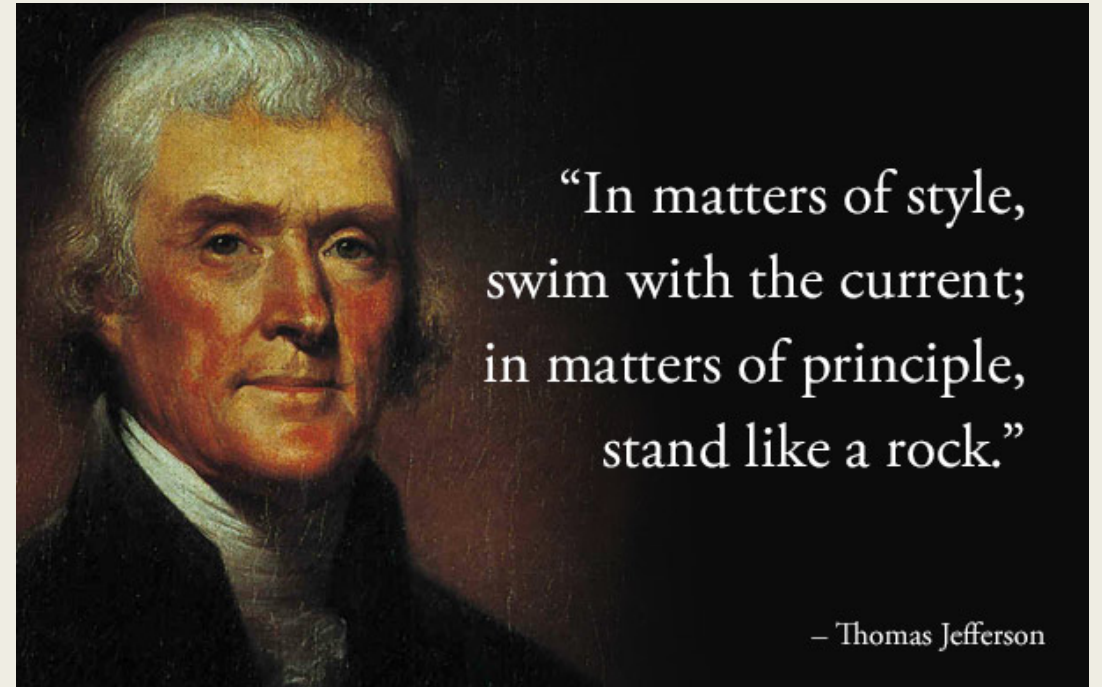
AND

what is tolerated.



Questions

- When faced with a challenge, they enlist others to help
- Give credit or take credit
- When decision is made, consideration of impact on team is made
- Give more than my team to accomplish the team's vision
- Go out of the way to show respect
- Provide clarity and keep team unified
- Train people, share knowledge
- Time
 - *Chasing meetings or*
 - *Investing in people and solutions*



BOTH KINDS OF LEADERS

“WHEN YOU NEED ALL THE PEOPLE ON YOUR TEAM TO PRESENT A UNIFIED FRONT AND MOVE QUICKLY IN A COMMON DIRECTION, WHEN YOU DON’T HAVE TIME TO HAVE PEOPLE THINKING OUTSIDE THE BOX, THAT SITUATION REALLY CALLS FOR A DOMINANT LEADER.”

(MANER)

BOTH KINDS OF LEADERS

“CONVERSELY, IF YOU’RE TRYING TO GET YOUR TEAM TO INNOVATE OR PRODUCE CREATIVE SOLUTIONS, THAT CALLS FOR MORE OF A PRESTIGE-ORIENTED STRATEGY.”

(MANER)

BOTH KINDS OF LEADERS

MOST LEADERS HAVE QUALITIES OF BOTH STYLES; ITS KNOWING WHICH TO USE AT APPROPRIATE TIMES THAT PROVES ESSENTIAL.

Take Away

- Break the cycle
- Mentorship
- Action is what people buy into

Future Topics in this On-Going Leadership Series

- WORKPLACE CULTURE
- HIRING AND RETAINING
- ACCOUNTABILITY AND TOLERANCE
- INCREASING TRANSPARENCY
- COACH UP OR COACH OUT
- BULLYING
- STRESS AND MANAGEMENT
- POSITIVE ENVIRONMENT AND WELL-BEING
- CHARACTERISTICS OF SUSTAINABLE LEADER

Services and Solutions



- Leadership Assessment
- Culture Assessment
 - *Safety*
 - *Communication*
 - *Well-Being*
- Education-specific to target position
 - *Executive Leadership Team*
 - *Managers/Directors*
 - *Staff*
 - *Human Resources*
- Engagement and Buy-In Solutions
- Performance Pillars and Benchmarking