

IS A CONSULTANT A LEADER?



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Why Do You Care?



Advantages

- ✓ More impact
- ✓ Higher earnings (billing rate)



Disadvantages

- ✓ More responsibility/risk
- ✓ Requires longer engagement




“Only three things happen naturally in organizations: friction, confusion, and underperformance. Everything else requires leadership.”

Peter Drucker





Definition of **Leadership**?



“Leadership is a process that involves setting a purpose and direction which inspires people to combine and work towards willingly; paying attention to the means, pace and quality of progress towards the aim, and upholding group unity and individual effectiveness throughout.”

***“Four Levels of Leadership”,
James Scoulier***



How Can You Identify a **Leader**?





“The only definition of a leader is someone who has followers.”

Peter Drucker



LEADERSHIP



MANAGEMENT



“Leadership is the capacity to translate vision into reality.”

Warren Bennis





Mission Purpose

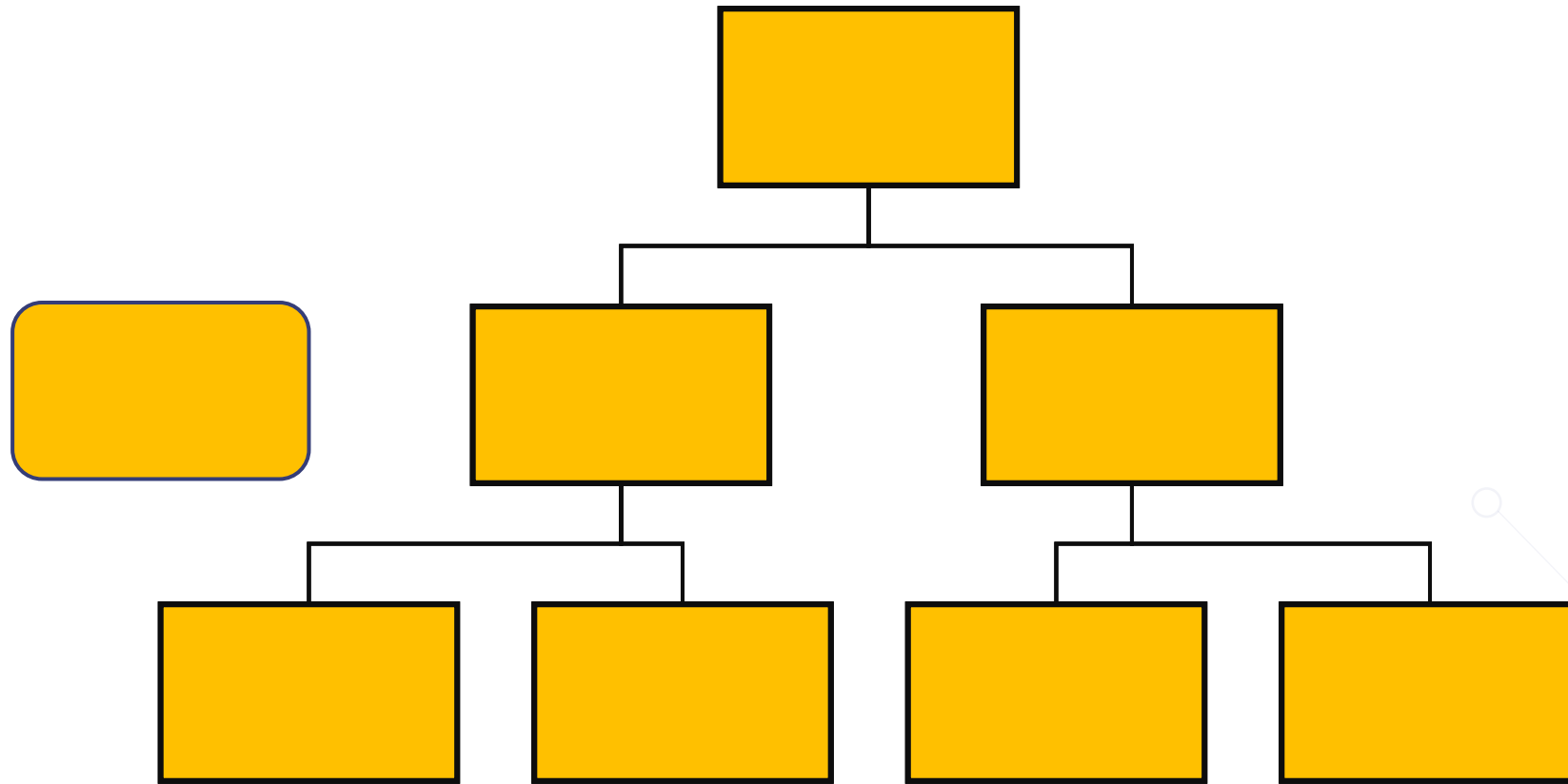
Vision

A Better Future





Who Owns the **Vision or Purpose**





Styles of **Leadership**



Command and control

Authority Leader
takes charge



Facilitatory

Manage the
process/activity
Servant leader



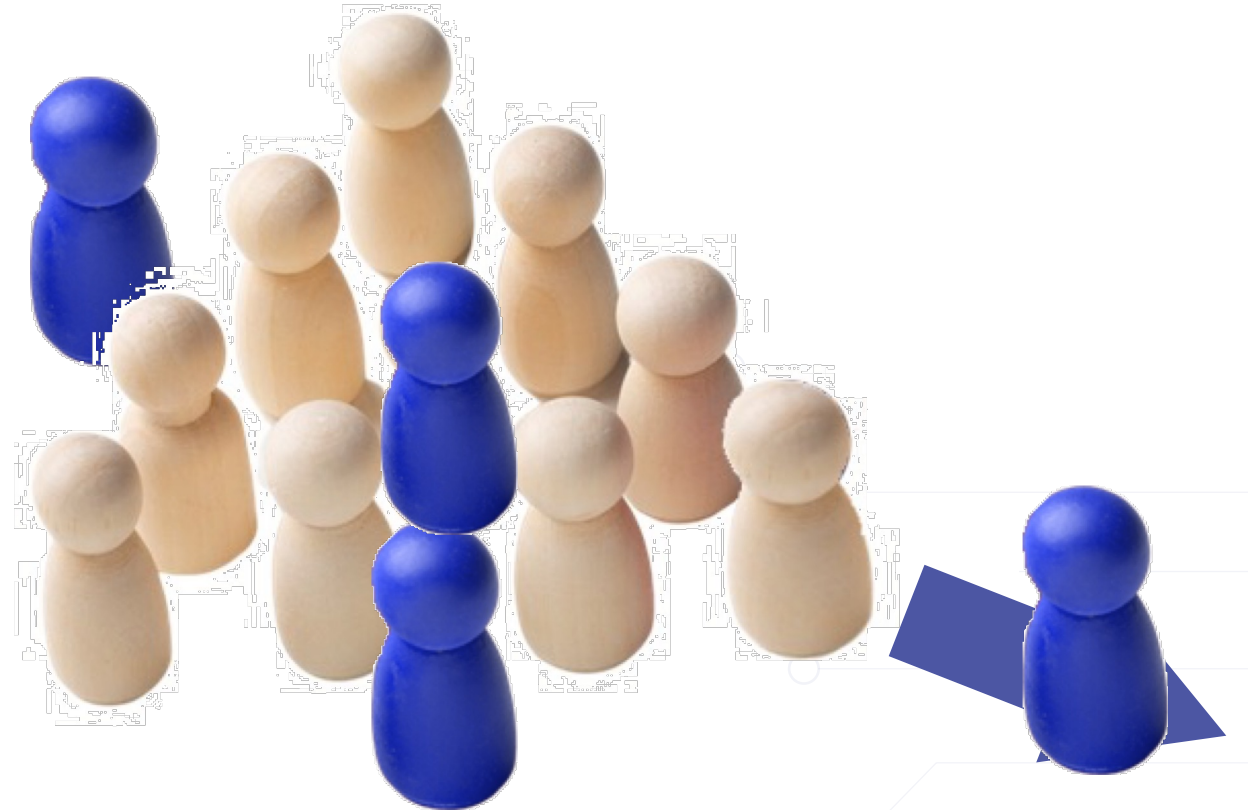
Motivational

Inspire/excite



Where is a **Leader Positioned in the Group?**

- ? Behind the group
(command and control)
- ? By the side of the group
(servant leader)
- ? Embedded inside the group
(colleague)
- ? Out in front of the group
(metaphorically speaking)





“A good leader inspires people to have confidence in them. A great leader inspires people to have confidence in themselves.”

Eleanor Roosevelt



Why Do People Follow?



- ✓ Because they have to
- ✓ Because they like you
- ✓ You deliver
- ✓ You help them grow
- ✓ Because of who you are and what you represent

John Maxwell



What do Followers Expect from a **Leader?**

- ✓ A vision or purpose they will support
- ✓ Perceived ability to succeed
- ✓ Exercise influence when you don't have formal authority





Motivating Purpose

Leadership's Four Dimensions

Task Progress and Results

Upholding Group Unity

Attention to Individuals





Leadership Progression

**Lead
yourself**

**Lead one
other person**

**Lead a
group/team/
department/
enterprise**



Leading Yourself



Self-awareness

Character traits
check



Self- reflection



Self-regulation

Reframing



Some **Concepts**

✘ Take responsibility for the work

Take responsibility for the outcome ✓

✘ Hustle for your worth

Know your value ✓

✘ Lead for compliance and control

Cultivate commitment and shared purpose ✓

✘ Collect gold stars

Give gold stars ✓



It's not about you.

It's about the outcomes and the people you lead.



It's all about you.

Your abilities as a leader to achieve the best outcomes.



Qualities of a **Leader**

- ✓ Analytical thinking
- ✓ Appearance
- ✓ Approachability
- ✓ Assertiveness
- ✓ Authenticity
- ✓ Belief in yourself
- ✓ Bias free
- ✓ Boldness
- ✓ Charisma
- ✓ Commitment
- ✓ Communication skills
 - Listening
 - Simplifying to core message/clarity
 - Use of stories

- ✓ Confidence
- ✓ Consistency
- ✓ Constructive depolarization – ability to calm tense situations
- ✓ Delegate
- ✓ Empathy
- ✓ Empower
- ✓ Energy; urgency
- ✓ Failure tolerance

- ✓ Integrity
- ✓ Learning, thirst for
- ✓ Motivating
- ✓ Openness to new ideas
- ✓ Perfection rejection
- ✓ Presence
- ✓ Respect
- ✓ Responsibility
- ✓ Self-knowledge
- ✓ Styles of leadership



- ✓ The official leader does not have to provide all the leadership personally.
- ✓ There are as many as 34 leadership behaviors.
- ✓ The purpose of a leader is to make sure there is leadership.





Leaders don't create followers that need them. They create followers that want them. And still, they create followers who themselves are leaders.





Things that Can **Defeat a Leader**



- Culture
- Character traits
- Inflated ego
- Unrealistic expectations
- Blind faith in knowledge
- Exceed available power

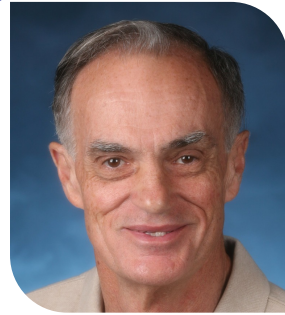


Leadership **Tactics**

- ✓ Go for the small “yes”
- ✓ Genuine praise
- ✓ Communicate with logic (10%), emotion (40%) , and intuition (50%)
- ✓ Choose the right seat at the table
- ✓ Avoid empty calorie time
- ✓ Ask behavioral questions
- ✓ Be scared – a little (60% expectation of success)
- ✓ Abandon revenge
- ✓ Body language
- ✓ Communication skills



Discussion



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