

LEADERSHIP STARTERS

- True or false: We have a long-standing crisis of leadership
- Definition: Influencing and working effectively with others to create constructive change
- Leaders are born, not made. Or vice versa?
- For successful leadership, the highest leverage personality trait is charisma. How should we qualify this arguable statement?
- Pet peeves about what you read and hear about “leadership effectiveness”?
- Please discuss

LAUNCHING THE WAR ON TERRORISM



COMPETENT LEADERSHIP: LEADERSHIP AS PROBLEM-SOLVING

- Define the problem/identify your goals
- Generate alternative courses of action
- Evaluate the consequences of each
- Make decision
- Plan implementation, and implement
- Monitor results/follow-up/adjust/adapt



IRAQ

and the problem-solving model



COMPETENT LEADERSHIP

- It's very much about how you solve problems and capture opportunities
- What problems (and opportunities) does the leader tackle, and ignore? Consider presidents...
- When possible, do it with helpful others
- also important: communicating with outside stakeholders
- The core of leadership: How you make decisions (the processes you use: how to think, whom to involve and how).
- Autocratic vs participative and everything in between
- If there's time, do it together; this aids understanding, commitment, and goodwill both inside and outside (all relevant stakeholders)
- For important issues, consciously and thoroughly execute the problem-solving model



PROACTIVITY IS...

- Forward looking, future-focused
- Self-chosen, self-initiated
 - As opposed to being determined by others and by circumstance
- Strategic, thoughtful
 - As opposed to mindless biases and defaults
- Action-oriented
 - As opposed to passive, reactive only
- Change-oriented
 - initiate a new trajectory, as opposed to status-quo business-as-usual
- Future-creating
 - Better outcomes for oneself and ideally beyond self



Larson

