

PERSONALIZED LEADERSHIP DEVELOPMENT

FINDING ENTREPRENEURIAL ENERGY

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Northwestern

**PERSONALITY ACROSS
DEVELOPMENT LAB**

HOW DO YOU DEVELOP
LEADERSHIP?

5 SIMPLE QUALITIES YOU CAN DEVELOP TO BECOME A LEADER



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Become a Better
Leader in 5
Easy-to-Follow Steps

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Optimism

Pragmatism

Become a Better Leader in 5 Easy-to-Follow Steps



The Problem with Leadership Development

- One-size-fits-all approaches

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- Not scientifically grounded

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- Static
 - (Not contextual or dynamic)

The Problem with Leadership Development

- One-size-fits-all approaches
- Not scientifically grounded
- Static
 - (Not contextual or dynamic)
- An individualized, scientifically grounded alternative...

MY LEADERSHIP PHILOSOPHY

But first... what *is* leadership?

What *is* leadership?

- Science says:
 - Exertion of social influence
 - Maximizing and coordinating the efforts of others
 - Moving others toward achievement of a goal

What *is* leadership?

- Flexible approach to “leadership”
 - Lead others
 - Lead yourself
 - Lead your life
 - Lead and follow

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- Leadership versatility



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Change Management

The Best Leaders Are Versatile Ones

by Robert B. (Rob) Kaiser

What *is* leadership?

- Flexible approach to “leadership”
 - Lead others
 - Lead yourself
 - Lead your life
 - Lead and follow
- Leadership versatility
- Leadership emergence vs effectiveness

My Leadership Philosophy

- (Increasing) self-awareness is KEY
- Using yourself as a tool in your toolbox
- There are no “bad” traits

Roadmap: Leadership in Action

- Playing to Your Strengths
 - Leveraging Your Everyday Leadership Style
 - Entrepreneurs vs CEOs
- From Values to Execution
 - Implementing Your Leadership Vision

WHAT ARE YOUR
LEADERSHIP STRENGTHS?



The OCEAN of personality

Big 5

Openness to Experience

- Energy and reward - internal

Conscientiousness

- Intrapersonal self-regulation

Extraversion

- Energy and reward - external

Agreeableness

- Interpersonal self-regulation

Neuroticism

- Threat detection system

Personality is Associated with Leadership

- The “CEO” personality
 - High Conscientiousness, Extraversion, and Openness to Experience
 - Smaller effects for low Neuroticism
 - No effect for Agreeableness

Personality is Associated with Leadership

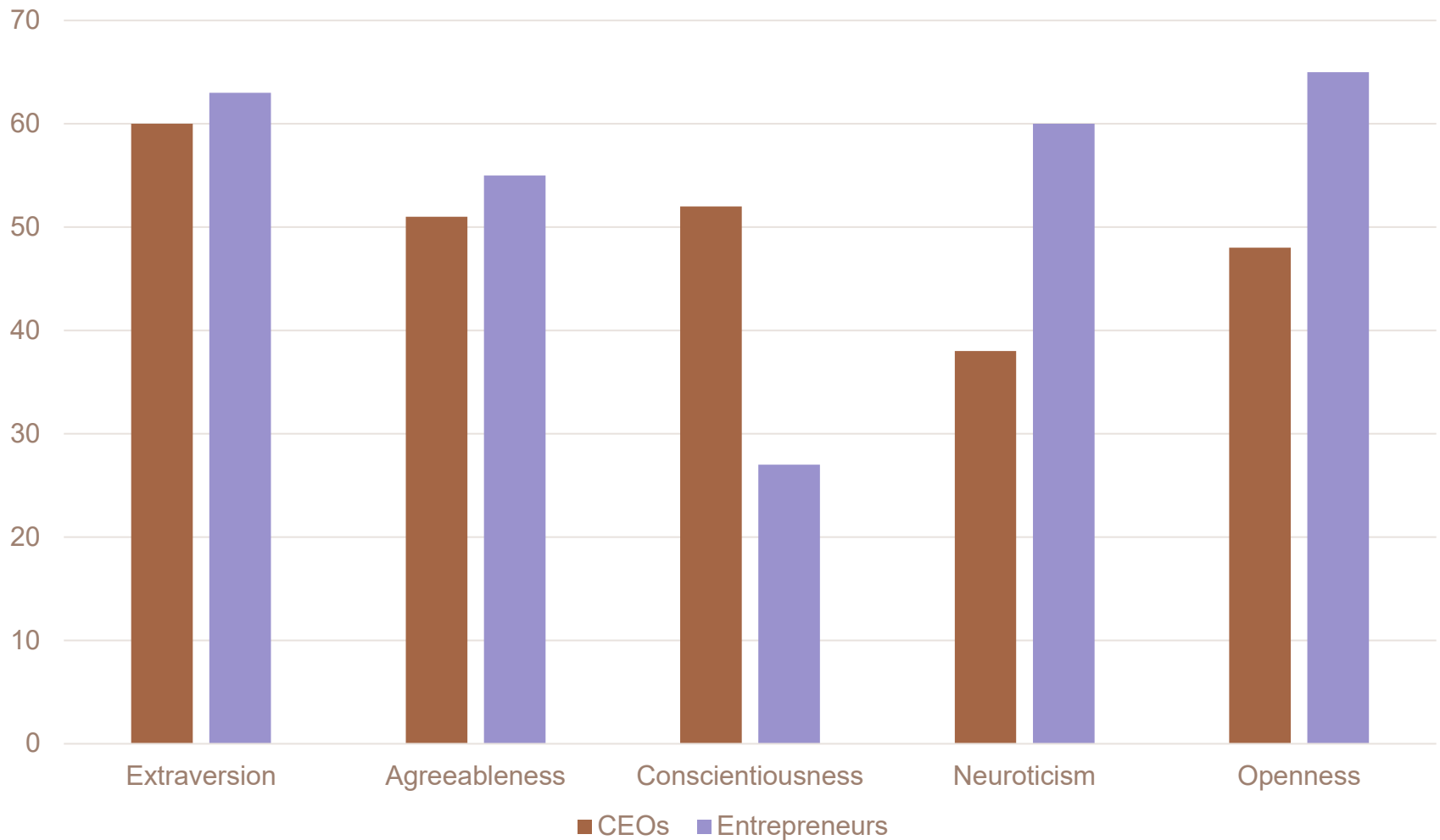
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Table 5
*Relationship Between Big Five Traits and Leadership,
by Study Setting*

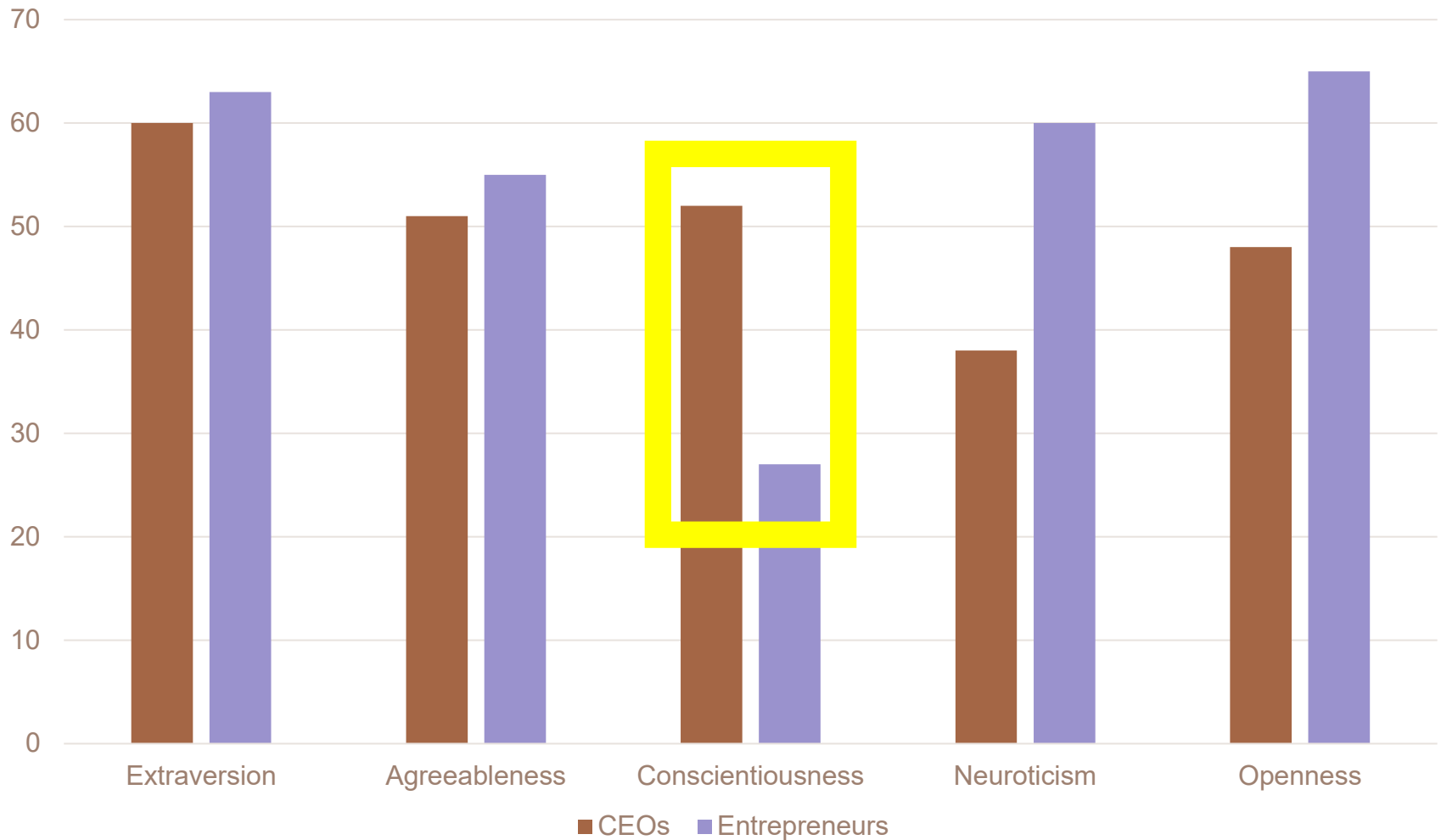
Trait	Business		Government/ military		Students	
	<i>k</i>	ρ	<i>k</i>	ρ	<i>k</i>	ρ
Neuroticism	9	-.15 ^{a,b}	12	-.23 ^a	27	-.27 ^{a,b}
Extraversion	13	.25 ^{a,b}	10	.16 ^{a,b}	37	.40 ^{a,b}
Openness	9	.23 ^{a,b}	6	.06	22	.28 ^{a,b}
Agreeableness	10	-.04	11	-.04	21	.18 ^a
Conscientiousness	8	.05	6	.17 ^{a,b}	21	.36 ^{a,b}

Note. *k* = Number of correlations; ρ = estimated corrected correlation.
^a 95% confidence interval excluding zero. ^b 80% credibility interval excluding zero.

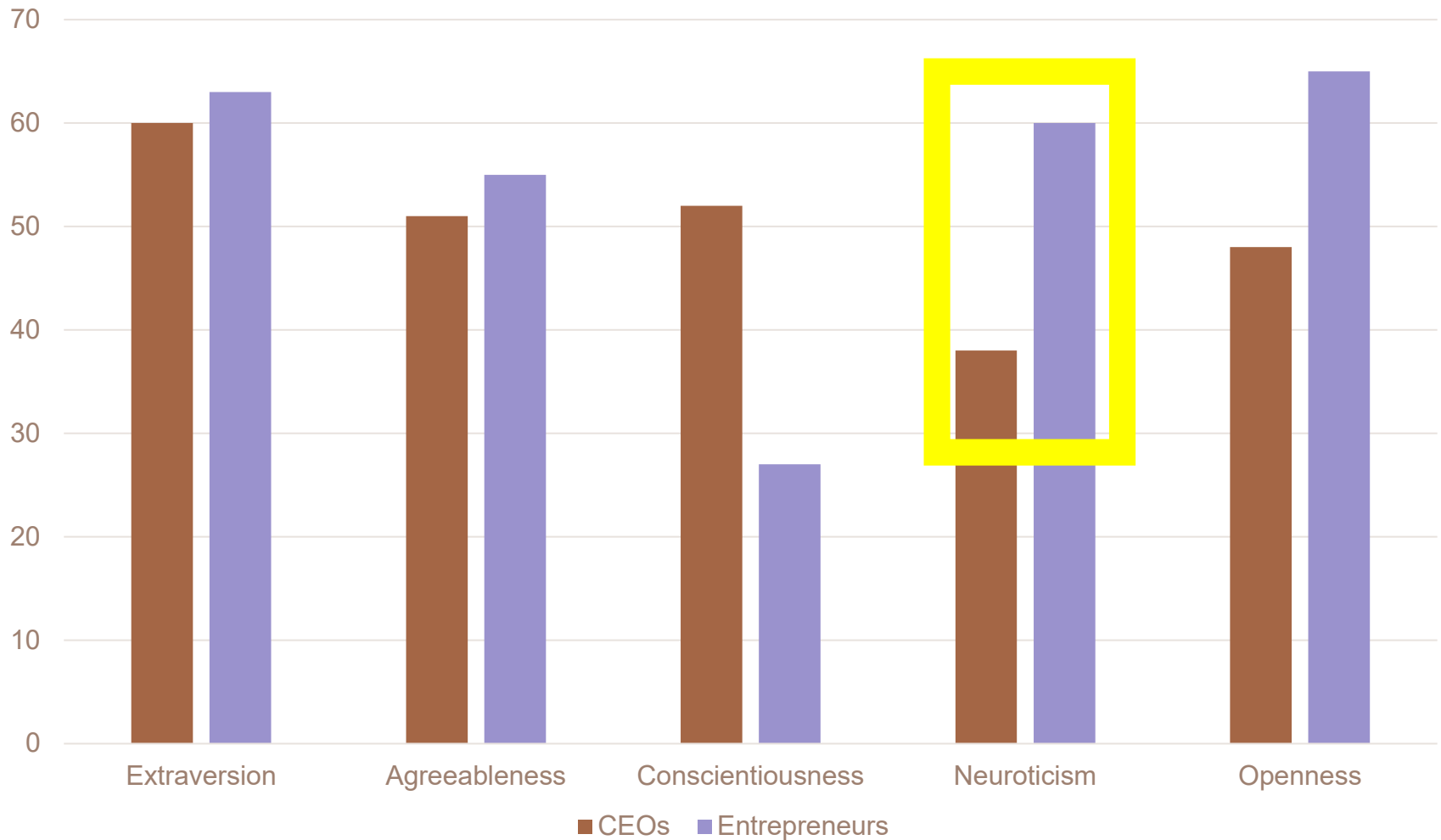
Entrepreneurs vs Global 2000 CEOs



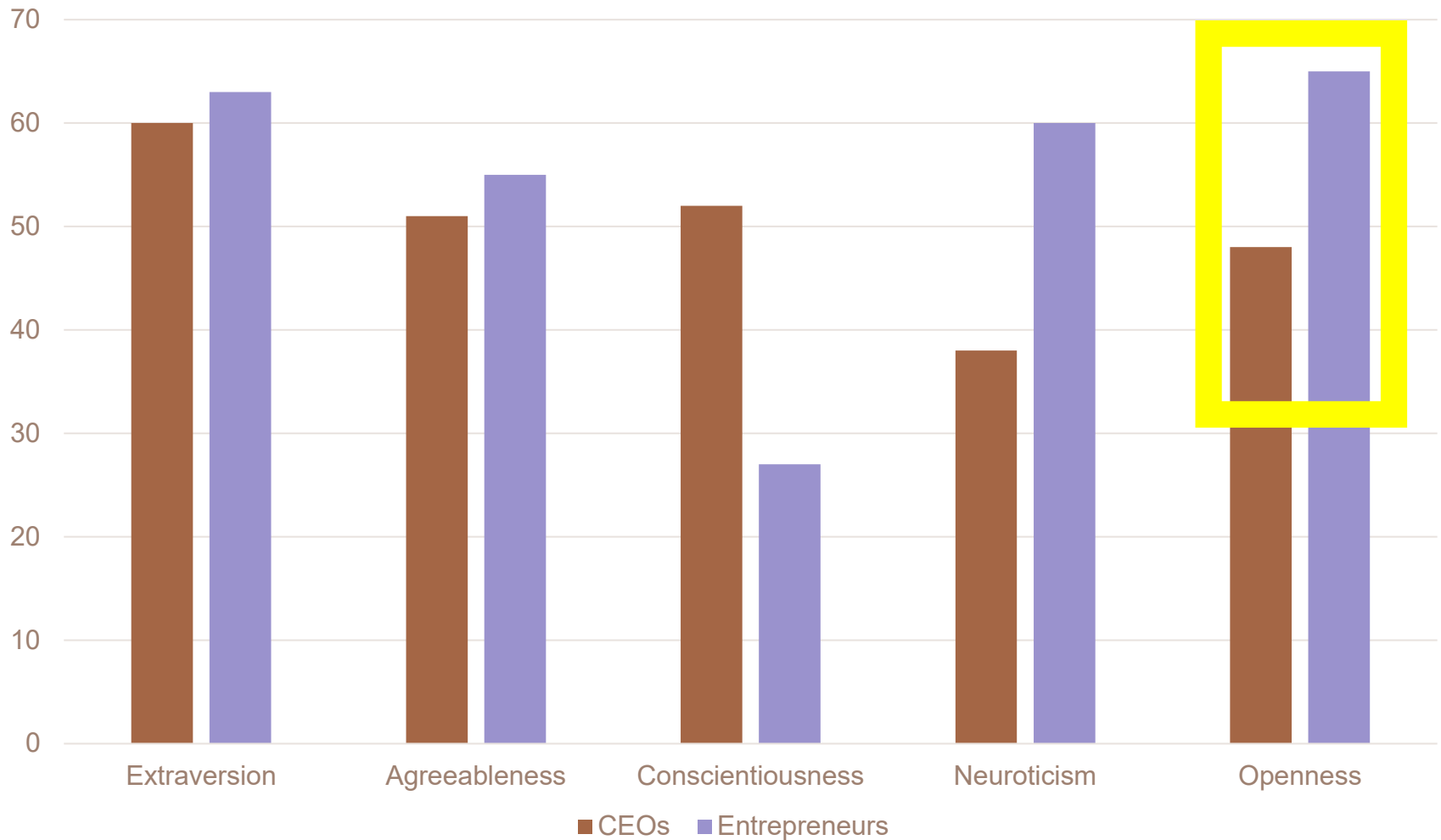
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Points for Self-Reflection

- Which of your traits is your strongest everyday leadership strength?
 - How might you better leverage it in pursuing your current leadership goals?

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 - How might you better leverage it in pursuing your current leadership goals?
- Which of your traits might challenge your everyday leadership style?
 - What creative strategies could you use to make sure it doesn't stand in your way?
- Think about your current leadership goals/tasks/challenges:
 - Do you want to draw more CEO or entrepreneurial energy?

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Motivations

- How does personality manifest?
 - Values
 - Concepts or beliefs
 - Pertain to desirable end states or behaviors
 - Transcend specific situations
 - Guide selection or evaluation of behavior and events
 - Ordered by relative importance

Leadership Values

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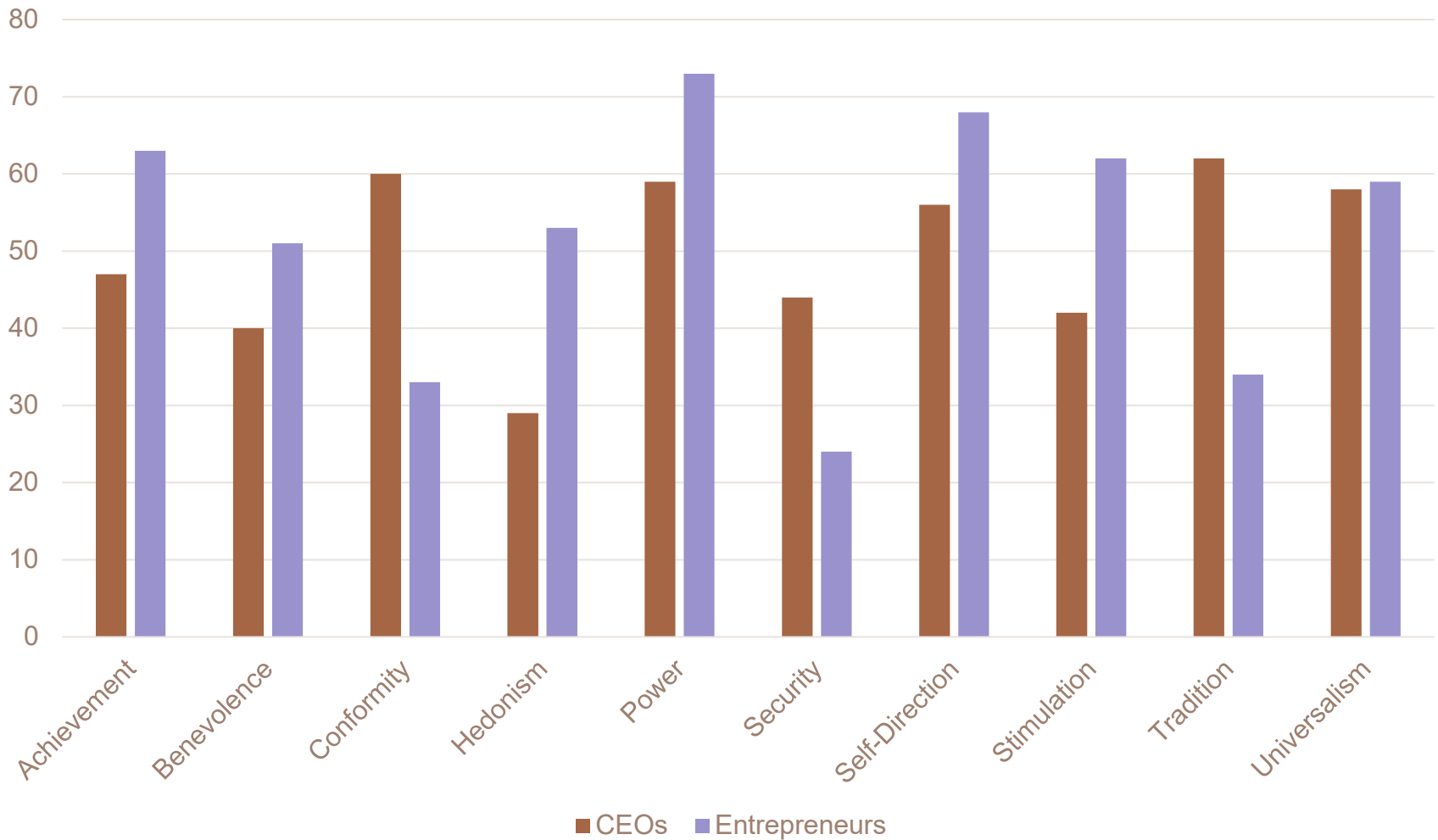
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- Communication and products that match audience values
- Can offer insights into potential conflict or tension on teams
- Identify what YOU will reward (and not)

Entrepreneurs vs Global 2000 CEOs



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 - How do you leverage team members values to advance your mission?
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Points for Self-Reflection

- What is your primary driver?
 - How do you see this emerge in your leadership style?
- Think about a values profile for your team
 - How do you leverage team members values to advance your mission?
 - How do the team members differentially facilitate implementation?
- Consider leadership blind spots (low values)
 - Which might affect your leadership goals?
 - Which might affect resonance with stakeholders?

WRAP-UP

How to Be a Successful Leader

- There is no ONE pathway to success
- Key is to know yourself, understand what works
 - Leverage your strengths
 - Overcome your barriers
 - Be strategic, planful, intentional

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- Key is to know yourself, understand what works
 - Leverage your strengths
 - Overcome your barriers
 - Be strategic, planful, intentional
- Focus on changing your *behavior*
 - In alignment with your goals and values
 - Harness your entrepreneurial leadership energy when you need it

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Thank you!

Discussion and Questions

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Schwartz's Basic Universal Values

Value	Motivational Goal
Self-Direction	Independent thought and action
Stimulation	Excitement, novelty, and challenge
Hedonism	Pleasure and sensuous gratification
Achievement	Personal success via competence
Power	Social status and control over resources
Security	Safety and stability of society and relationships
Conformity	Desire to uphold social norms
Tradition	Respect for societal and cultural customs
Benevolence	Concern for welfare of close others
Universalism	Concern of welfare of all people and nature