



The
Science
of
EDGE

THE KNOWLEDGE TO MASTER THE NEW SUPPLY CHAIN

Leadership High Wire: Essential Characteristics that Every Leader Must Balance

Track 1 Session 7

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Abstract

There is no safety net in leadership. Guiding others well requires a delicate balance of influence and action, conducting tough conversations with both care and candor, being firm and rigid. Taking the wrong extreme at the wrong time can open up leaders and their teams to a wealth of issues that can be avoided. This hour is about reaching new heights. It is focused on helping leaders finding their balance of the vital characteristics that are essential to high performance. Attendees will learn to identify the essential characteristics that matter to them, assess their personal ability to balance them, and identify areas for improvement to prevent a fall.

Agenda

- **Interactive presentation and discussion**
- **Learning with a mindset to “live it out”**
- **Be open and vulnerable to share – *it’s about learning moments.***
- **Q&A throughout**
(additional dedicated Q&A time at the end)
- **Key Takeaways**
- **Conference Cloud**
- **Questions**

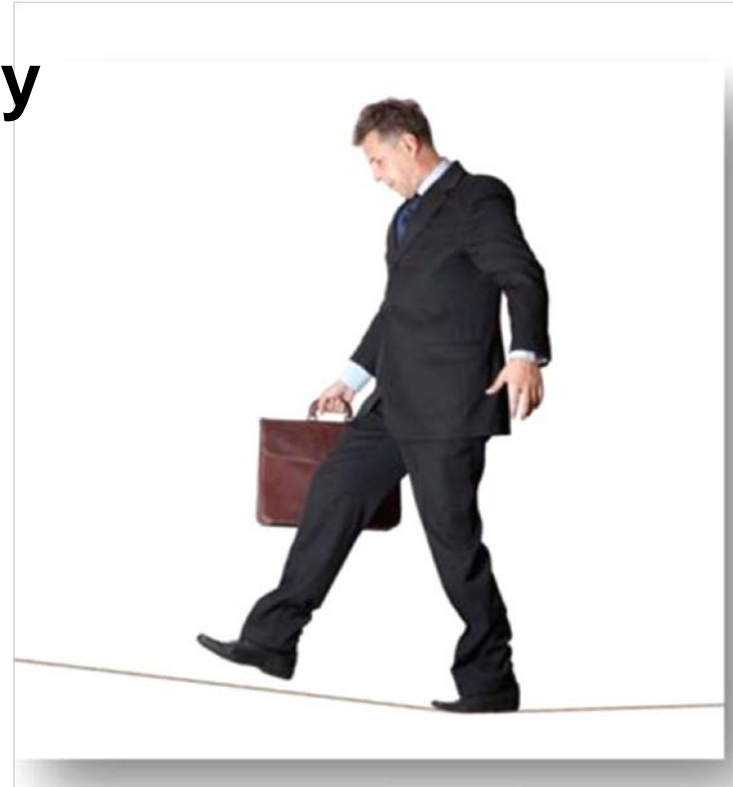
A Leader's Balancing Act

The best leaders know how and when to balance different leader qualities pending the conditions of the people and the business climate.



4 Essential Characteristics Leaders Must Balance

1. Head and Heart
2. Independence and Inclusiveness
3. Respectability and Likability
4. Masking and Transparency



1. Balancing Leading with your Head and Heart

Heart

Relationship-Minded

- People and Care
- Connect through “getting to know” each other
- Conversations are more expressive, fun, and charismatic
- Leading with emotion is common

Head

Production-Minded

- Strategy, Structure and Process
- Connect through being productive together
- Conversation is more project and task-centered
- Emotions have no place in production

1. Balancing the Head and the Heart

Based on the current conditions in your facility and with your team, how do you need to balance your head and heart leadership style?



2. Independence and Inclusiveness

Balancing when to include or not include?

Independent Positives:

- Urgent decision making
- Confidence during crisis
- People follow in uncertainty
- Vision
- Employees want to feel in on things

Independent Negatives:

- Unapproachable
- Tell mode
- People don't follow in certainty
- People buy in when they are let in
- Information is not power

2. Independence and Inclusiveness

Inclusiveness Positives:

- Creating buy-in; get the floor's involvement
- Validating decisions
- Creative thinking to gain the best idea

Inclusiveness Cautions:

- Leading is not about popularity. No voting!
- Be aware of your insecurities
- Deliberating, committees and procrastination can lead to loss of production

Should it really be lonely at the top?

3. Respectability and Likability

Consider this...

If we are respected and not liked, then our influence will be limited and short-lived.

If we are liked and not respected, our influence will also be limited and short-lived.



Results of not having balance

RESPECTABILITY →

LIKABILITY →

4. Masking and Transparency

Masking

- During times of personal / business trial
- Filtering top to bottom
- Understand when it's your burden

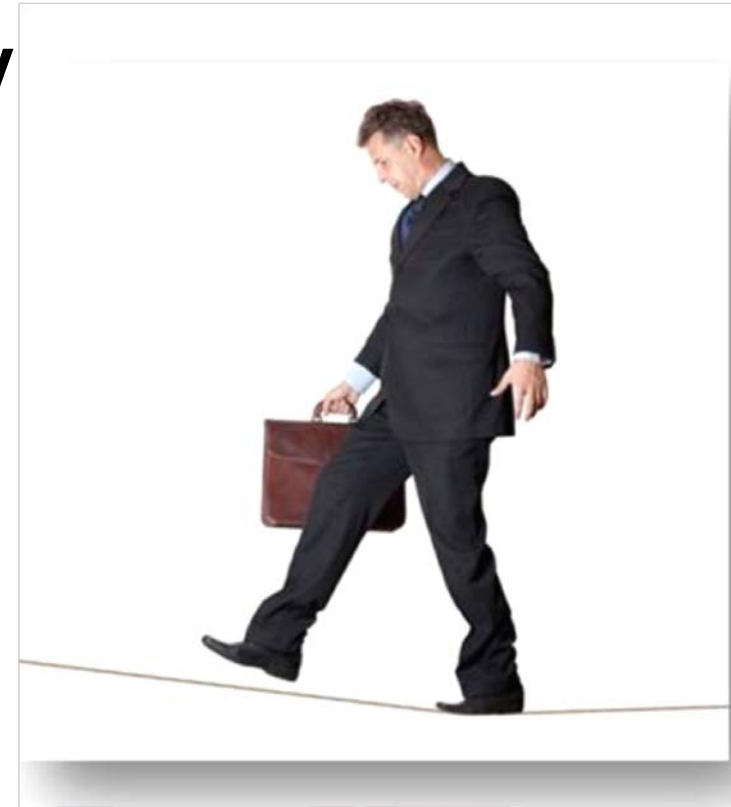
Transparency

- Pride in team
- Disappointment in a direct report's actions
- Owning a poor decision
- Sharing learning moments

*What does it look like to be transparent?
How do you mask without appearing
insincere or untrustworthy?*

4 Essential Characteristics Leaders Must Balance – Key Takeaways

1. Head and Heart
2. Independence and Inclusiveness
3. Respectability and Likability
4. Masking and Transparency



A Leader's Balancing Act

“The best leaders know how and when to balance different leader qualities pending the conditions of the people and the business climate.”

Reflection:

1. What are your current conditions? What kind of leader do you need to be now?
2. What does the forecast look like? How will you need to be?
3. Do you know your people? What do they need from you?

Conference Cloud Additional Resources

Blog posts:

- On leading with the head and the heart:
<http://www.leadershipwithsass.com/2012/04/balancing-your-head-and-heart-to-connect-with-your-people/>
- On balancing independence and inclusiveness:
<http://www.leadershipwithsass.com/2014/06/how-to-balance-independence-and-inclusiveness/>

- On masking and transparency:

- <http://www.leadershipwithsass.com/2015/02/put-away-the-poker-face/>
- <http://www.leadershipwithsass.com/2011/10/a-leaders-mask/>

Recommended Books:

- The 5 Levels of Leadership (John C. Maxwell)

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Questions



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