

# Leadership and the SWE Leadership Competency Model

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## Objective



Leadership begins... and ends... with you!

- Recognize what leadership is, the attributes of effective leaders, and identify the skills and knowledge needed to lead.
- Assess your own leadership style and development opportunities.
- Identify best practices for SWE leaders to promote section vitality.




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## Activity – The “5-Minute Personality Test”

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## Think of Leaders You've Worked With ...

Think of a leader you admire.

- Why do you believe this person is a good leader?

Think of a leader that falls short.

- Why do you believe this person is not a good leader?



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## What is Leadership?



## What is Leadership?

*Leadership is the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by his or her followers.*


*John W. Gardner, founder Common Cause*



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### Five Practices of Exemplary Leadership Model

<b>1. Model the way</b>	Find your voice by clarifying your personal values. Set the example by aligning actions with shared values.
<b>2. Inspire a shared vision</b>	Envision the future by imagining exciting and enabling possibilities.
<b>3. Challenge the process</b>	Search for opportunities by seeking innovative ways to change, grow, and improve (process, not just content).
<b>4. Enables others to act</b>	Foster collaboration by promoting cooperative goals and building trust. Strengthen others by sharing power.
<b>5. Encourage the heart</b>	Recognize contributions by showing appreciation for individual excellence. Celebrate the values and victories by creating a spirit of community.

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### Examples of Effective & Ineffective Leadership


Ineffective Leadership	Effective Leadership
<ul style="list-style-type: none"> <li>• Ever changing priorities.</li> <li>• Inconsistent.</li> <li>• Not fair, lacks integrity.</li> <li>• Won't take changes.</li> <li>• Looks to assign blame.</li> <li>• Wants all the credit.</li> <li>• Doesn't want the job, and lets you know it.</li> <li>• Crisis management.</li> </ul>	<ul style="list-style-type: none"> <li>• Knows where he/she is going.</li> <li>• Integrity and honesty.</li> <li>• Courage to take chances or stand up for what is right.</li> <li>• Strength to say no.</li> <li>• Willingness to give credit/praise.</li> <li>• Enthusiasm for the job .</li> <li>• Makes you want to share in the excitement.</li> <li>• Supports you when needed.</li> <li>• Believes team can get it done.</li> <li>• Hears your opinions.</li> <li>• Holds you accountable.</li> <li>• Makes and owns the final decision.</li> </ul>

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### Managers vs. Leaders

What are the differences?

Managers	Leaders
<ul style="list-style-type: none"> <li>- Emphasize rationality and control.</li> <li>- Are problem-solvers.</li> <li>- Are persistent, tough-minded, hard working, intelligent, analytical, tolerant and have goodwill toward others.</li> <li>- Adopt impersonal, almost passive, attitudes toward goals.</li> <li>- Tend to be reactive since they focus on current information.</li> <li>- Prefer working with others.</li> </ul>	<ul style="list-style-type: none"> <li>- Can visualize a purpose and generate value in work.</li> <li>- Are imaginative, passionate, non-conforming risk-takers.</li> <li>- Tend to be active since they envision and promote their ideas instead of reacting to current situations.</li> <li>- Provide a vision that alters the way people think about what is desirable, possible, and necessary.</li> <li>- Maintain inner perceptiveness that they can use in their relationships with others.</li> </ul>

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### Leadership Development & The SWE Leadership Competency Model


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### We All Lead

**!** Many equate leadership with a particular position; however, everyone can lead!

There are certain leadership behaviors that have been attributed to leadership success. These behaviors can be studied, taught, and learned. Examples include:


- Working with a team in the office or at school.
- An engineering student running a study group.
- An engineering consulting on a clean water project.
- Organizing a K-12 outreach event.
- SWE section officer.

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### Learning to Lead

The prevailing notion of most people regarding leadership is that **someone else is doing it!**

Good leaders pay just as much attention to those who are following as they do to their own concerns.



**Good leaders simply lead by example.**


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### Leadership Development ...

...is a Process

If you don't naturally possess some of the qualities commonly ascribed to leaders, **you can develop them.**


To begin, it is important for you to reflect upon your personal vision and mission around how to empower others.



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### Learning to Lead

**As long as a person doesn't know what she doesn't know, she doesn't GROW.**



- If your strength is in managing the details necessary for bringing the vision into practice—a potential weakness to guard against is the tendency to proliferate non essential procedures.
- As a result, a catalyst for growth is usually required, usually in the form of a meaningful relationship with a mentor.

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### How Can You Lead In All These Roles?

As a leader, you need to:

1. Know your leadership strengths & weakness.
2. Change hats/adapt to the situation.
3. Know your followers.

In short, you need to change your style to match the environment in which you are leading.

How can you possibly do all this?


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### 1. Know Your Leadership Strengths & Weaknesses

SWE's Leadership Competency Model

The model was developed to:

1. Identify the skills and abilities to be an effective SWE leader.
2. Help members reflect and access where they may need to hone their leadership skills.
3. With the intention of guiding our professional development of future and current leaders.



The leadership model consists of the following 5 competencies that were identified as needed for SWE leaders.

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### 1. Know Your Leadership Strengths & Weaknesses

#### Leadership Competency Assessment

- The assessment consists of a series of questionnaires for the each competency within the Leadership Competencies Model.
- Each questionnaire consists of 3 sections you can identify your proficiency level from 1 (Novice) to 5 (Proficient).
- Below are the topics measured in the assessment.

SWE Core Competencies	Section 1	Section 2	Section 3
Communication	Listening	Feedback	Team Communication
Business Acumen	Financial Acumen	Strategic Planning	Management
Leadership Abilities	Professional Acumen	Visioning	Relationship Management
Mentoring, Coaching & Sponsorship	Coaching	Mentoring	Sponsorship
Self-Management & Development	Self-Reflection	Self-Management	Personal Management


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### 1. Know Your Leadership Strengths & Weaknesses

#### Leadership Assessment Dashboard

After you complete each questionnaire, your results will be compiled on the dashboard where you can see:

1. Total score for each competency,
2. Proficiency level for each competency,
3. Top priorities for your leadership development.



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### Where to Locate SWE's Leadership Competency Model

**All Together Blog**

- Learn leadership skills using SWE's leadership competency model.
- Become a better leader using SWE's leadership competency model.

**Resources**

- Overview of Leadership Competency Model
- Goals and Leadership Vision and Mission Statement
- Engineering Competency Model
- Leadership Competency Assessment and Development Plan - Complete the assessment and receive a score and a corresponding proficiency level rating for each leadership competency
- After you have completed the Leadership Competency Assessment, refer to the Leadership Fundamentals Series for additional professional development opportunities. You can also learn more about the series by viewing the Leadership Fundamentals Series - Contact Us

## 2. Change Hats/Adapt to the Situation

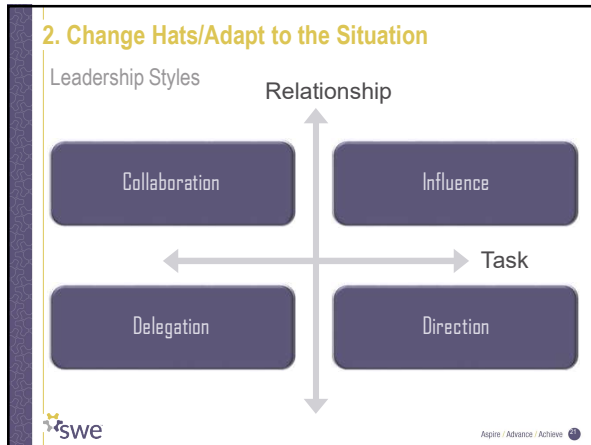
### Situational Leadership

Effective leadership is task-relevant.

A situational leader is one who can adopt different leadership styles depending on the situation

What is the situation?

- Is it an emergency?
- How skilled are you as a leader?
- How skilled and motivated is your team?



## Situational Leadership

**Directing Leaders**

- Define the roles and tasks of the 'follower', and supervise them closely. Decisions are made by the leader and announced, so communication is largely one-way.

**Coaching Leaders**

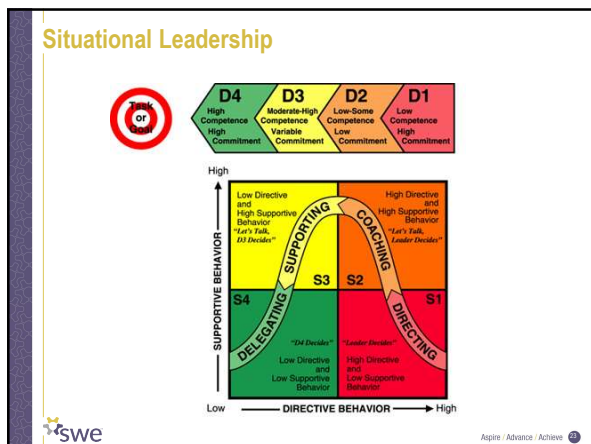
- Still define roles and tasks, but seeks ideas and suggestions from the follower. Decisions remain the leader's prerogative, but communication is more two-way.

**Supporting Leaders**

- Pass day-to-day decisions, such as task allocation and processes, to the follower. The leader facilitates and takes part in decisions, but control is with the follower.

**Delegating Leaders**

- Are still involved in decisions and problem-solving, but control is with the follower. The follower decides when and how the leader will be involved.



## 2. Change Hats/Adapt to the Situation



- Most people have a favored leadership style and use it most of the time.
- If instead, you match your style to the environment and the follower, you can lead in almost any situation
- Four key styles will cover just about any situation, even a crisis.

Hersey, P. and Blanchard, K. H., Management of Organizational Behavior, Prentice Hall, 1972

### 3. Know Your Followers

Which style should you use?


- The style you use depends on the person **IN** the situation. In some cases a person to whom you can delegate one task completely might be a person who needs selling for another task.
- It means you need to understand the skills and interests of the person you are leading! This takes time.

### 3. Know Your Followers Exercise – Modifying Style


Discuss how you would modify your style these situations.

1. New officers and committee chairs
2. Older, experienced members
3. Crisis mode – Treasurer is moving away
4. New program the Section has never done
5. Routine task the Section is used to doing






### SWE Leadership Examples

- Struggling Section
  - Inexperienced officers




- **INFLUENCE** Style of Leadership
  - High Task
    - Structure
    - Specific goals
    - Deadlines
  - High Relationship
    - Officers are ambitious, with encouragement will succeed






### SWE Leadership Examples

- Flourishing Section
  - Experienced officers
  - Highly motivated




- **DELEGATION** Style of Leadership
  - Low Task
    - Establish goals
    - General starting point
    - Let the committee or officers take the lead
  - Low Relationship
    - Experienced and motivated officers will work well independently






### SWE Leadership Examples

- Crisis Mode
  - Low Membership




- **DIRECTION** Style of Leadership
  - High Task
    - Take control of situation
    - Determine solution
    - Give specific tasks to implement solution
  - Low Relationship
    - Group will need to stay focused and unified






### SWE Leadership Examples

- New Program
  - Desire for new event




- **COLLABORATION** Style of Leadership
  - Low Task
    - Empower the group to explore the options
    - Encourage people to share ideas
  - High Relationship
    - Group should have confidence in their abilities




## Best Practices for SWE Sections



### Recruiting & Training Volunteers

- People need volunteering “on ramps”.
  - Ask someone new
  - Change roles to grow skills
- Gather materials for each position to pass along.
- Have a formal training with past and present people holding the positions.
- Maintain job descriptions.


For more information, LCC has modules on officer training and succession planning!



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### Communication: Making Clear Requests

- Important when asking for help or delegating a task.
- What do you want completed?
- Have you provided enough information for the person to complete it? (Who/What/When/Where/How)
- Ask for feedback from the person who will complete the task
- Do you have any questions?
- Are you clear about the task?
- If the task is not completed properly, look first at the direction that was provided.



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### Good Leaders Recognize A Job Well Done

- Another critical leadership skill:
  - Saying thank you
  - Appropriate timely recognition for job well done
  - Loyalty is a function of being appreciated







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### Remember These Important Words

- The 6 most important words: **I admit I made a mistake.**
- The 5 most important words: **You did a good job.**
- The 4 most important words: **What is your opinion.**
- The 3 most important words: **If you please.**
- The 2 most important words: **Thank you.**
- The 1 most important word: **We.**


~ Author unknown ~






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### Congratulation on being a leader in SWE!





**Session Evaluations**

Please fill out the evaluation form!

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**SWE LCC is Here to Support Section Vitality!**

Consulting Sessions and Presentations Available to Empower Your Section



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