

Leadership?

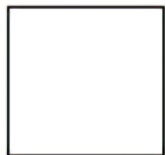
Getting to know yourself, those around you, and working together
(A light introduction!)

Overview

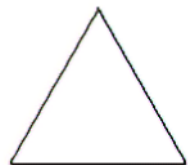
- Pre-work: how to understand myself and others?
- Discussion: what can we really know and understand?
- Pre-work: what makes a “good” or “bad” leader?
- Discussion: what are some key leadership traits?
- Discussion: what is leadership meant to achieve?
- Discussion: what is leadership like in practice?
- Wrap-up: how to “be” and “work” best for myself and others

How to understand myself and others?

Which do you like best and why?



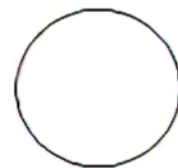
BOX



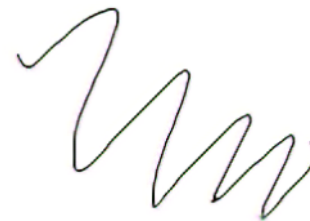
TRIANGLE



RECTANGLE



CIRCLE

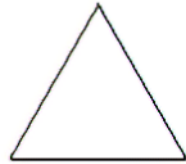


SQUIGGLE

Which do you like best and why?



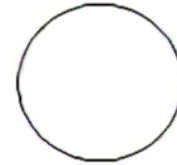
BOX



TRIANGLE



RECTANGLE



CIRCLE



SQUIGGLE

Do the indicators correlate with your personal style?

BOX

Organized
Detailed
Knowledgeable
Analytical
Patient
Persevering

TRIANGLE

Leader
Focused
Decisive
Ambitious
Competitive
Bottom-line

RECTANGLE

In Transition
Courageous
Searching
Inquisitive
Growing

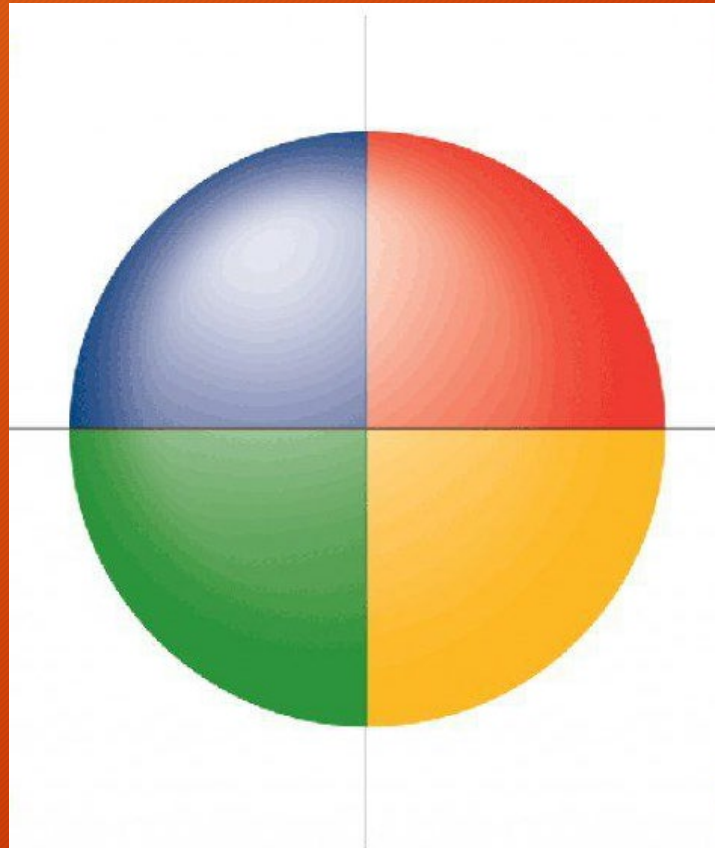
CIRCLE

Friendly
Nurturing
Persuasive
Empathetic
Generous
Stabilizing

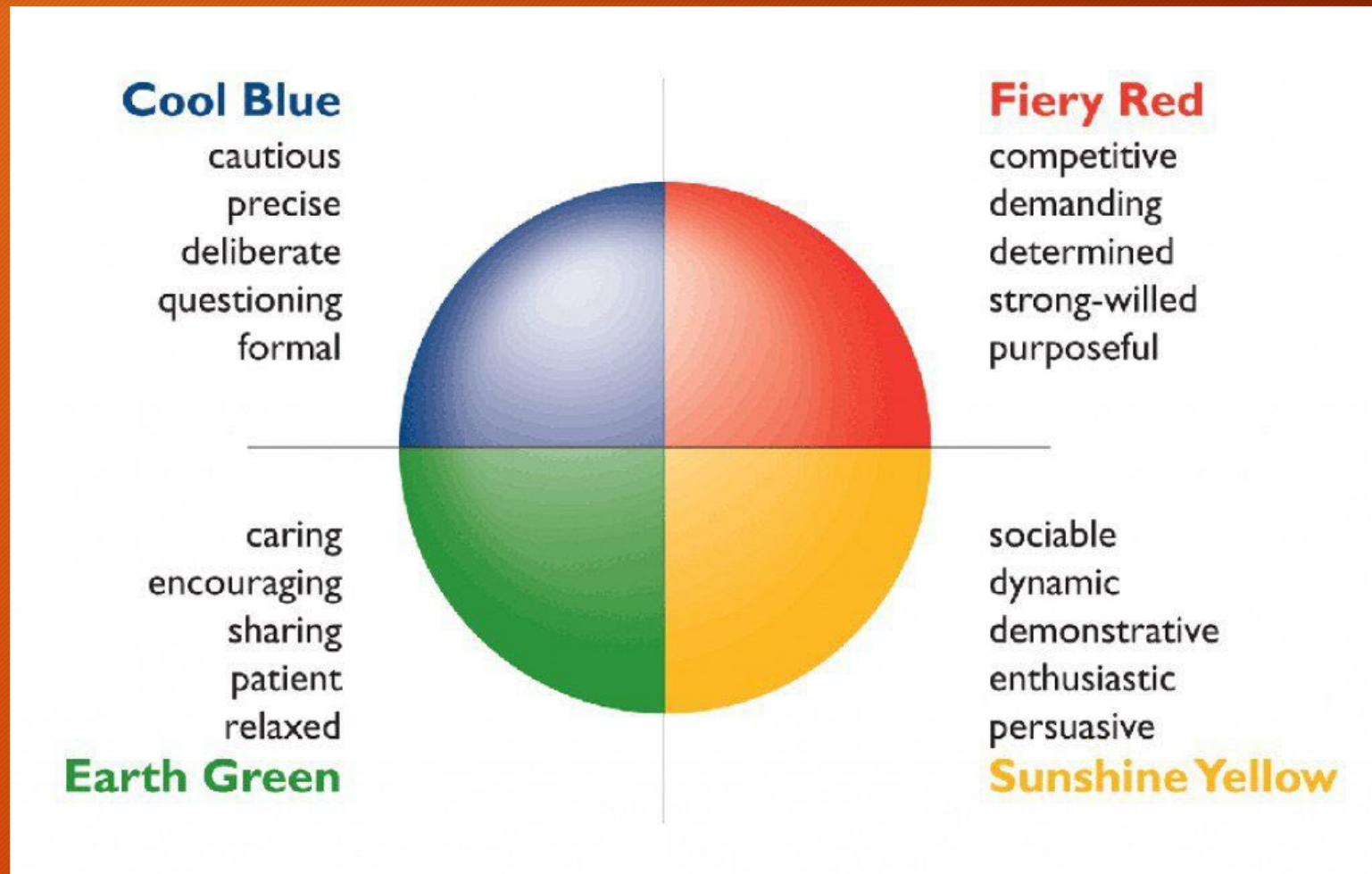
SQUIGGLE

Creative
Motivating
Futuristic
Intuitive
Expressive
Witty

Which do you like best and why?



Which do you like best and why?



Which do you like best and why?

- What do you think about the shapes and colours tests?
- Is all this bull-shit? If so, why?
- Why might it be useful?

TypeFinder (introductory Myers-Briggs)

TypeFinder (introductory Myers-Briggs)

- Can we actually classify personalities?
- What do you think the key “features” of personality are?
- Why might it be useful?
- [Personality Test of Myers & Briggs' 16 Types | TypeFinder® \(truity.com\)](https://www.truity.com/personality-test/myers-briggs-16-types/)

TypeFinder (introductory Myers-Briggs)



EXTROVERTS

are energized by people, enjoy a variety of tasks, a quick pace and are good at multitasking



INTROVERTS

often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time



THINKERS

tend to make decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency and fairness



FEELERS

tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions



SENSORS

are realistic people who like to focus on the facts and details, and apply commonsense and past experience to come up with practical solutions



INTUITIVES

are energized by people, enjoy a variety of tasks, a quick pace and are good at multitasking



JUDGERS

tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules



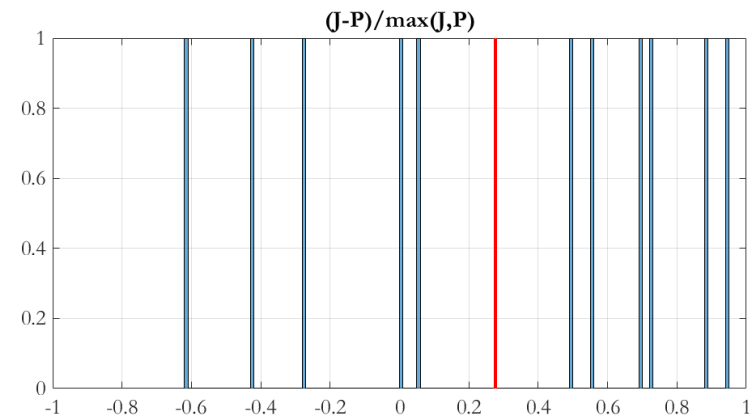
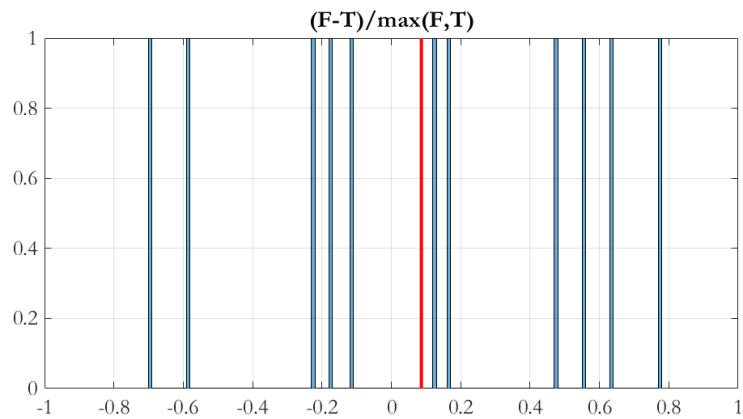
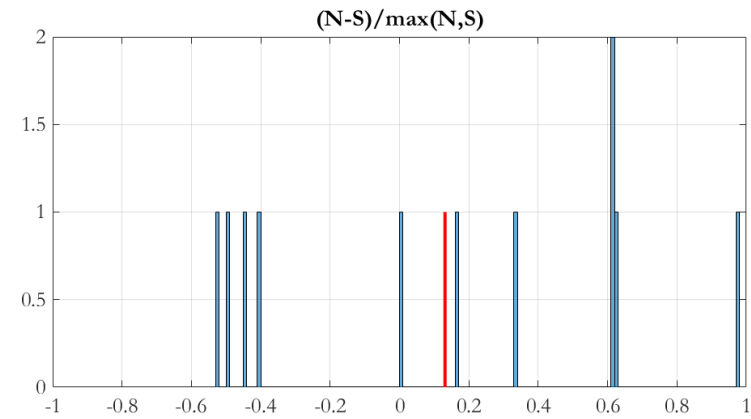
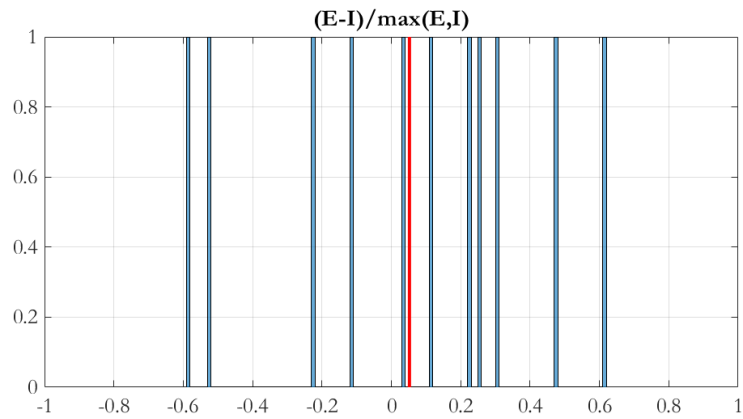
PERCEIVERS

prefer to keep their options open, like to be able to act spontaneously and like to be flexible with making plans

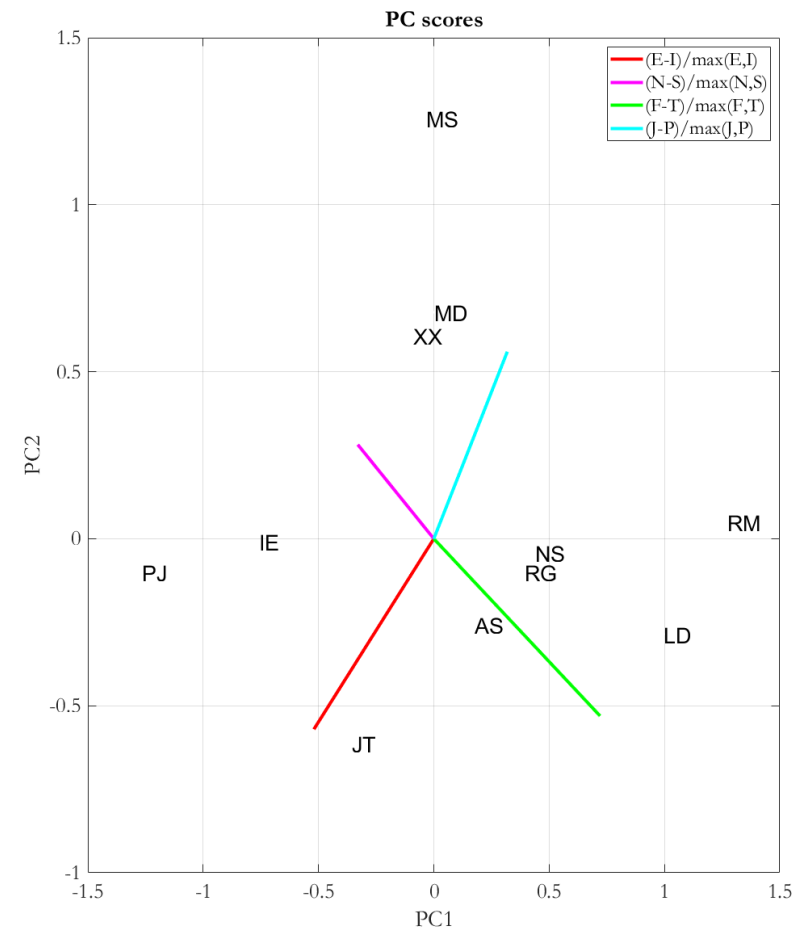
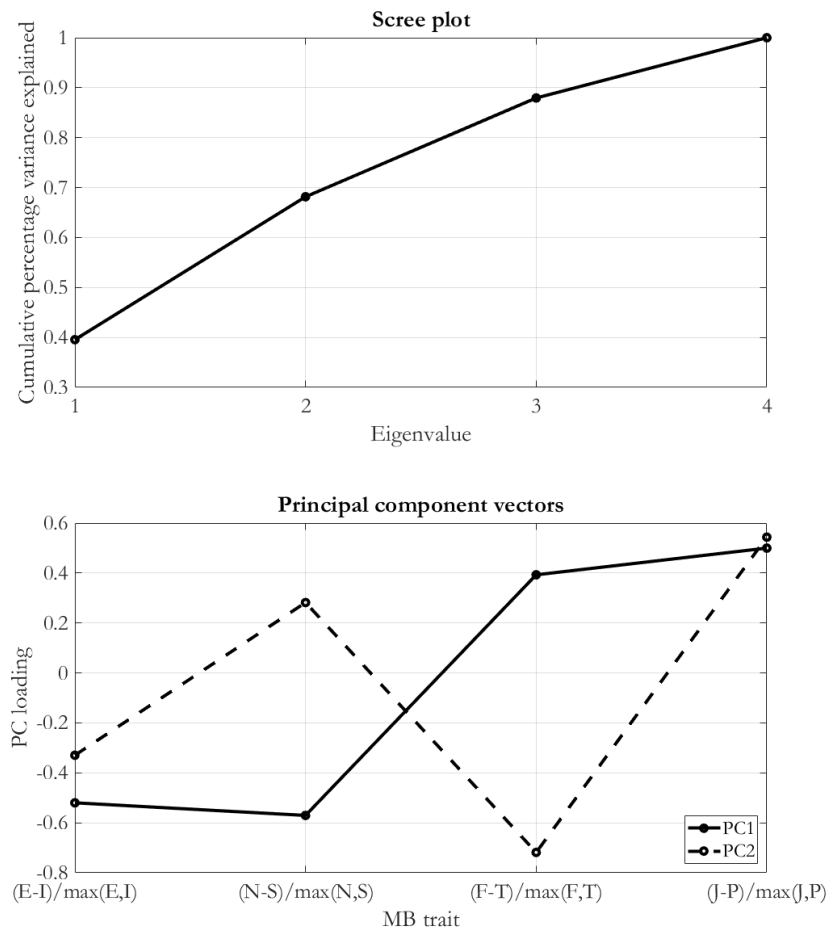
TypeFinder (introductory Myers-Briggs)

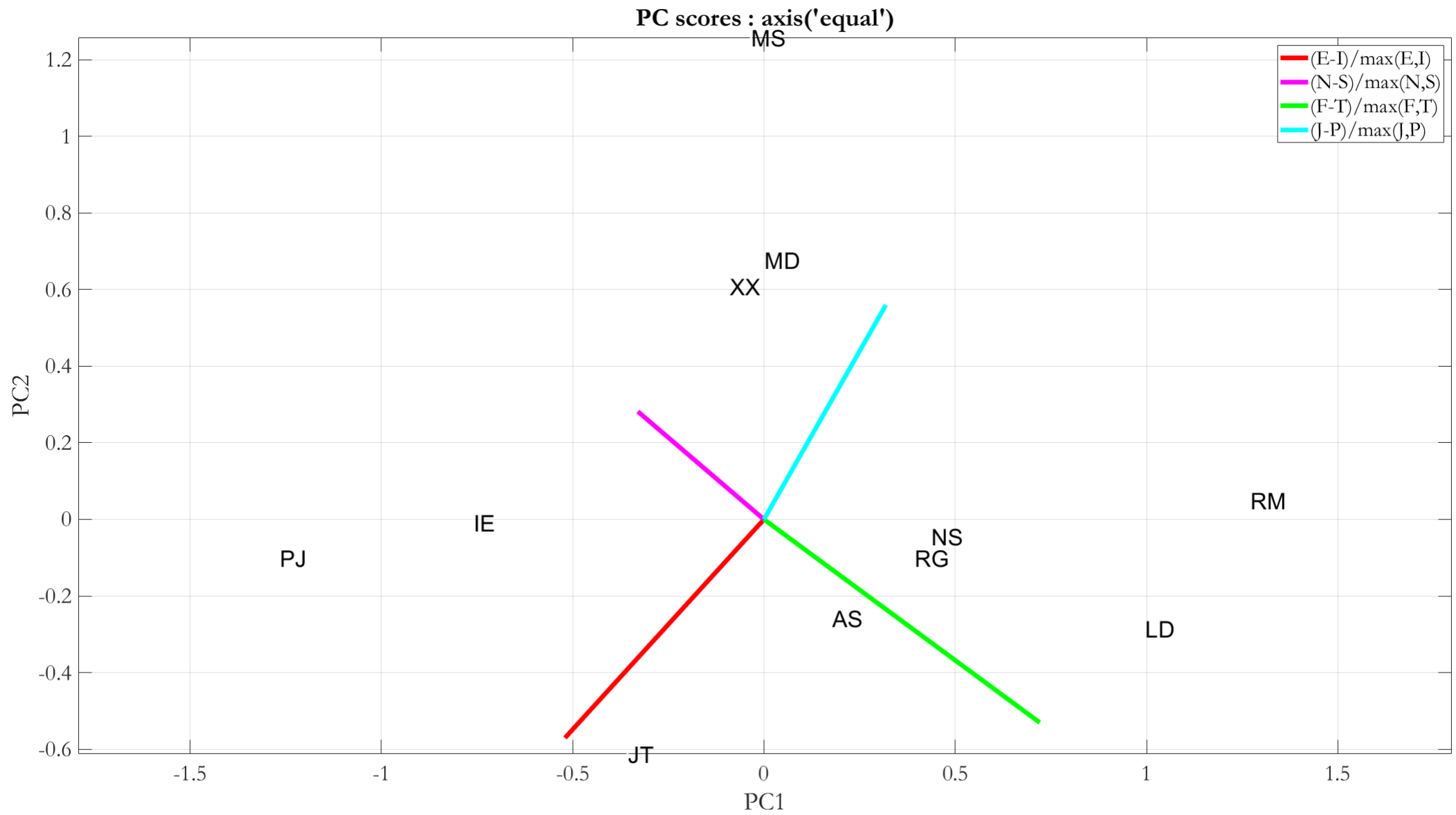
- 11 respondents
 - 6 students (one anonymous)
 - 5 academic and admin staff
- Scaled difference for each trait
 - $(A-B)/\max(A,B)$
 - For each of (A,B) pairs (E,I), (N,S), (F,T) and (J,P)
- What do you think the answers will look like?
 - Do you think you're more like some folks than others?
- Remember this is a bit of fun, but there's logic behind it!

TypeFinder (introductory Myers-Briggs)



TypeFinder (introductory Myers-Briggs)





TypeFinder (introductory Myers-Briggs)

- Isabel Briggs Myers and her mother Katharine Briggs (US, in WW2)
- Over 50,000,000 official tests done
- What do you think?
- What does the analysis tell you about working with others?
 - Who is like you?
 - Who is different to you?
- Will you behave differently in future?

Hierarchy of needs (Maslow)

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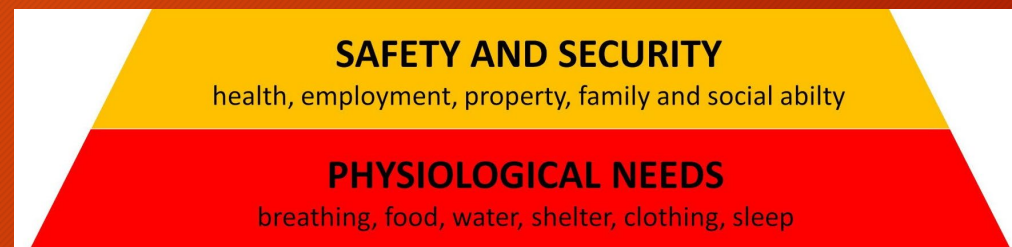
- Can we order our needs?
- Maslow's hierarchy goes from the most basic to the most advanced needs.
- Higher needs in the hierarchy begin to emerge when people feel they have sufficiently satisfied the previous need.
- What do you think the ordered components might be, from the most fundamental?

Hierarchy of needs (Maslow)

PHYSIOLOGICAL NEEDS

breathing, food, water, shelter, clothing, sleep

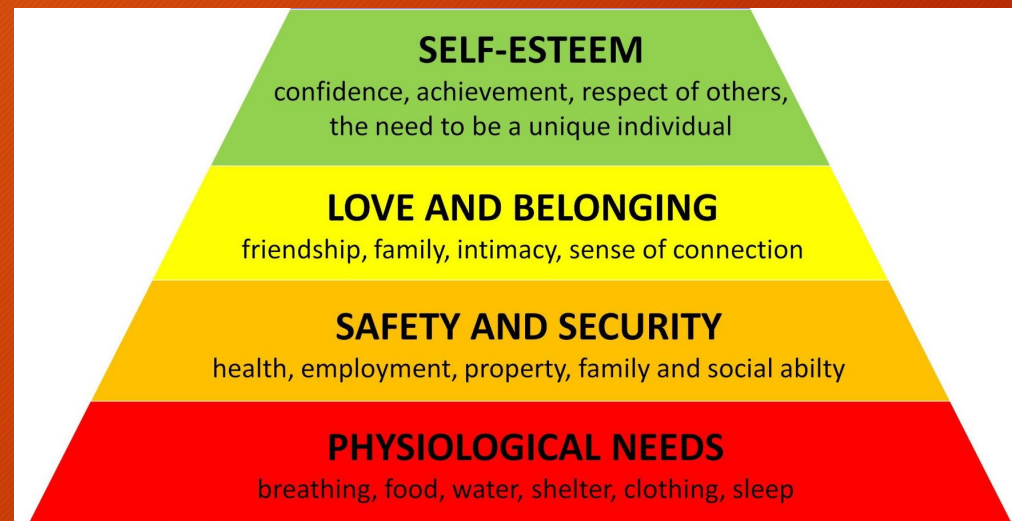
Hierarchy of needs (Maslow)



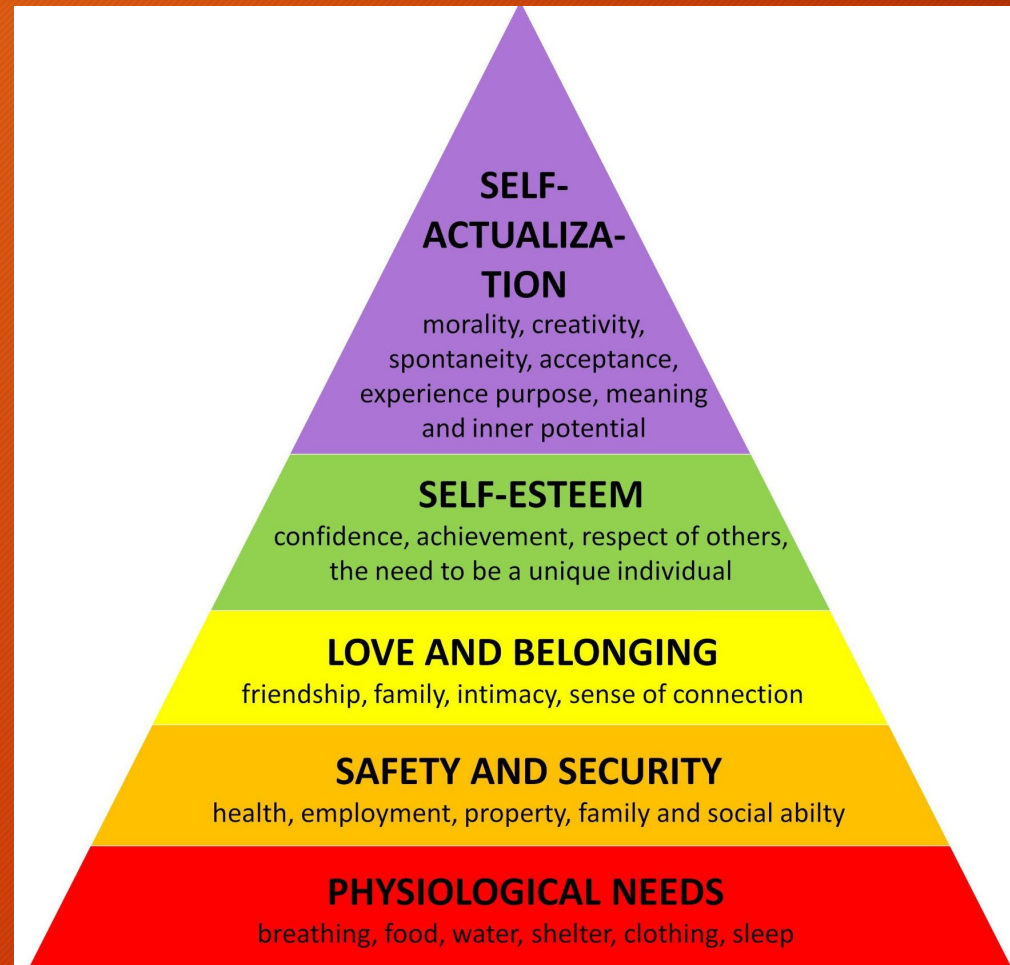
Hierarchy of needs (Maslow)



Hierarchy of needs (Maslow)



Hierarchy of needs (Maslow)



Hierarchy of needs (Maslow)

- Abraham Maslow (US, 1943)
- Comments?

What can we really know and understand?

What can we really know and understand?

- How do you know you exist?

What can we really know and understand?

- How do you know you'll wake up tomorrow morning?

What can we really know and understand?

- Is there a God?

What can we really know and understand?

- Does the central limit theorem work everywhere in the universe?

What can we really know and understand?

- What happened before the Big Bang? Was there a Big Bang?

What can we really know and understand?

- Can you ever prove causality?

What can we really know and understand?

- What is free will?

What can we really know and understand?

- Is it OK to kill one person, if by doing so you avoid 10 people being killed?

What can we really know and understand?

- Is it OK to eat meat?

What can we really know and understand?

- Is it OK to work for an “oil company”, or a bank, or for the Conservative Party?

What can we really know and understand?

- Why do so many people in the US support Donald Trump II for President?

What can we really know and understand?

- Is it OK to be spending your days studying for a PhD at Lancaster when you could be helping “save lives in Africa”?

What can we really know and understand?

- Many things are beyond our comprehension
- Many things are unanswerable
- Any estimates we make lean strongly on “our priors”

- Our different “nature” and “nurture” mean we can have quite different views on many topics to others
- No “right” or “wrong”, just “different”

- What does this mean for leadership?

What makes a “good” or “bad” leader?

What makes a “good” leader?

Malala Yousafzai	Showed great determination and courage in fighting for women’s education. Her passion for her cause, knowledge and incredibly eloquent speeches and writing make her an influential leader.
Malala Yousafzai	<ul style="list-style-type: none"> • She has honest motives and works not just for her own benefit but for the benefit of others • She has clear objectives • She unites people through action, doesn’t just sit back • She is authentic and relatable, down to earth
Martin Luther King Jr	Led through peaceful protests and powerful speeches, his charisma and communication skills reached through to his followers to achieve racial equality.
Leslie Knope (Parks and Rec)	An intensely passionate character, we see how her dedication to her work encouraged those around her to also take pride in their roles. Leslie showed support for other characters’ ambitions and demonstrated an ability to delegate in the later seasons, making her a good leader.
Sport Leader	Handled conflict with discretion, put members first and treated all equally.
Walt Disney	Valued the input of team members and peers, but made the final decisions himself.
David Attenborough	He has done a huge amount of work to raise awareness for the natural world. His extensive knowledge, experience and passion make him an influential voice in the climate change movement.
Elon Musk	Hands on; supportive; set goals clearly
Duncan (from a UK Maths & Stats committee)	<ul style="list-style-type: none"> • He was perceptive e.g. aware of seniority imbalances within the team (range of senior academics to students on the committee) and encouraged junior members • He was approachable and encouraging of opinions, just a good people person • He was attentive, he kept tabs on progress and I felt like he knew the most about what was going on, he didn’t require you to repeat yourself .
Mulan (from legend/The Disney movie)	<ul style="list-style-type: none"> • She is capable and works alongside her team, participates as much as they do, struggles when they struggle etc. • She has emotional intelligence and supports/encourages others (reassures Shang he is a great general) • She has a clear vision/aim (save China, honour her family) • She has innovative ideas and as the only woman, she brings fresh perspective to the team (and her innovation ultimately saves their lives) • She is determined and doesn’t give up after setbacks • She was clear and stated intentions, reasons for decisions, didn’t hold back on setting expectations.

What makes a “bad” leader?

Rishi Sunak	Seems more intent on dividing the country rather than uniting it, and does not show a real passion for his role as prime minister. Fails to communicate well and seems out of touch with the public. The lack of passion, clear motivation or relatability makes him a bad leader.
Miranda Priestly (The Devil Wears Prada)	Despite being very passionate and knowledgeable in her field, Miranda is a terrible boss and does not support the other characters. She has created a negative working environment based on fear, where employees are often pitted against each other. I do not believe good leaders use fear as a means of motivation.
Old boss	My old boss was a lovely, but wasn't a very good leader as she didn't give clear direction to the staff. The environment was disorganised, which often meant people wasted time as they weren't sure what they were supposed to be doing. Tasks were not delegated effectively, and often projects had to be rushed due to bad planning.
Adolf Hitler	Used his position of authority to bring out the evil in his followers, getting everyday people to commit atrocities. He was very influential but used this for his own terrible benefit.
Elizabeth Holms	Mislead investors and the public about the capabilities of her technology, creating a culture of secrecy and intimidation amongst employees.
Sport Coach	picked favourites and turned athletes on one another. Drama caused a loss of focus on the sport resulting in worse performance. Lost trust of athletes.
Donald Trump	Hush; Push
Elon Musk	Hush; Push
Amy (my old basketball team captain)	<ul style="list-style-type: none"> • Took frustration out on the team • Set unrealistic goals • She was very talented/experienced and lacked empathy towards those just starting out • Gave out more criticism than praise
Senior colleague	<ul style="list-style-type: none"> • Was late to meetings, absent - made you feel like their business was more important than yours • Made promises but didn't follow through • Asked for input but didn't feed back • Didn't come across genuine • Generally just not present • Made assumptions and formed judgements based on these.
Jimmy Murtaugh (fictional character from Cheaper by the Dozen 2)	<ul style="list-style-type: none"> • Lacks empathy • Focuses too much on the goal (winning the Annual Labor Day cup) and not on his team's (his family's) wants or needs • Isn't approachable (his daughter hides the truth from him in fear of his reaction) • Overly prideful/egotistical • Didn't view his team members as his equals

What makes a “good” or “bad” leader?

- Thoughts?
- Do you think you would make a good leader?
 - Why?
 - Why not?

What are the key leadership traits?

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What are the key leadership traits?

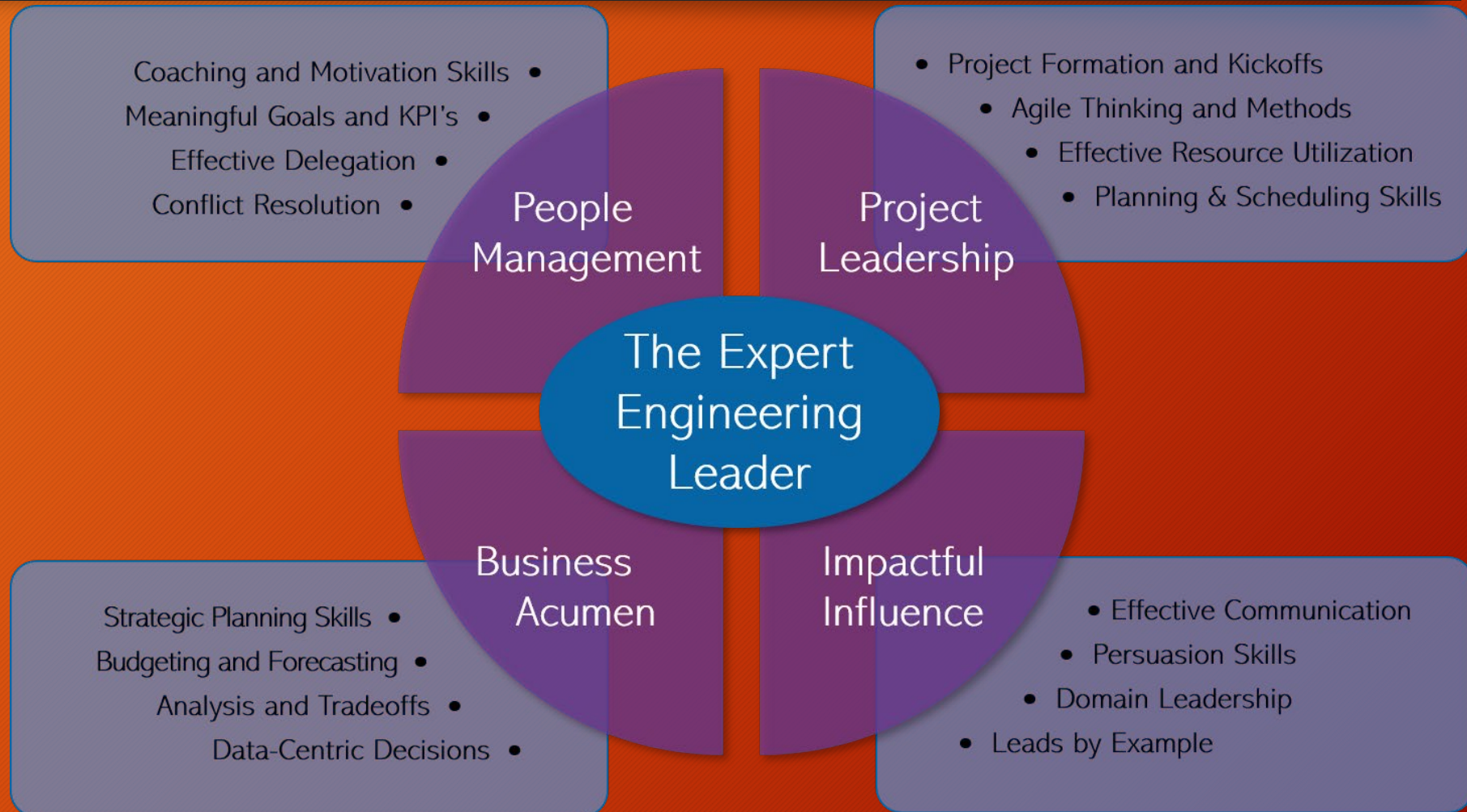


What is leadership meant to achieve?

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The Expert
Engineering
Leader

What is leadership meant to achieve?



What is leadership like in practice?

What is leadership like in practice?

- Leadership styles
- Key things to get right?
- What typically goes wrong?
- Coping strategies for leadership stress

Leadership styles

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DEFINITION

A leadership style encompasses the leader's behaviors, attitudes, and actions in influencing and directing others towards achieving common goals. Different leadership styles exist, ranging from autocratic to democratic, and can vary in terms of decision-making authority, communication style, level of involvement, and focus on relationship building.

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A leadership style encompasses the leader's behaviors, attitudes, and actions in influencing and directing others towards achieving common goals. Different leadership styles exist, ranging from autocratic to democratic, and can vary in terms of decision-making authority, communication style, level of involvement, and focus on relationship building.

EXAMPLES

- Autocratic leadership
- Democratic leadership
- Transformational leadership
- Transactional leadership
- Laissez-faire leadership
- Servant leadership
- Charismatic leadership
- Bureaucratic leadership
- Situational leadership
- Coaching leadership

Key things to get right?

Key things to get right?

- Make sure you're ready and able to contribute at your best

Key things to get right?

- Make sure you're ready and able to contribute at your best
 - Work in a way that is most fun for you, “generating energy”
 - Adopt your optimal leadership and working style
 - Be a black hole for the rubbish, but radiate the good stuff around!
 - Wear a “yes face”

Key things to get right?

- Make sure you're ready and able to contribute at your best
- Be first amongst equals

Key things to get right?

- Make sure you're ready and able to contribute at your best
- Be first amongst equals
 - Walk the talk - practice what you preach - behave the way you want your team to behave
 - Be as honest and open with the team as possible
 - Work for the best interests of the whole team, even the ones you find it harder to get along with
 - “Work with and through others”

Key things to get right?

- Make sure you're ready and able to contribute at your best
- Be first amongst equals
- “Own” the key success factors for your team

Key things to get right?

- Make sure you're ready and able to contribute at your best
- Be first amongst equals
- “Own” the key success factors for your team
 - Take responsibility for setting success factors that work for all “stakeholders”
 - Take responsibility to ensure these are achieved
 - Be the “external face” of the team
 - Be the “gap-filler” and “glue” of the team

Key things to get right?

- Make sure you're ready and able to contribute at your best
- Be first amongst equals
- “Own” the key success factors for your team
- Keep your colleagues happy

Key things to get right?

- Make sure you're ready and able to contribute at your best
- Be first amongst equals
- “Own” the key success factors for your team
- Keep your colleagues happy
 - Help your team members be ready and able to contribute at their best
 - Make sure your team has enough work to do
 - Manage individual performance of team members
 - Recruitment and retention for team
 - Facilitate “next steps” for team members (outside the team)
 - Training and mentoring for team

What typically goes wrong?

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- Is treating everyone the same a good idea?

What typically goes wrong?

- Is treating everyone the same a good idea?
 - People have different abilities and needs
 - One person's "dream project" can be a "mill stone" for another
 - Your leadership style might naturally favour some team members
 - Finding the right balance is tricky ... it's all "observer dependent"

What typically goes wrong?

- Is treating everyone the same a good idea?
- “External” or “uncontrollable” factors

What typically goes wrong?

- Is treating everyone the same a good idea?
- “External” or “uncontrollable” factors
 - Bureaucracy
 - “HR rules”
 - “Reorganisation”
 - “Events, my dear boy, events” (Harold Macmillan, UK PM 1957-1963)

What typically goes wrong?

- Is treating everyone the same a good idea?
- “External” or “uncontrollable” factors
- Irreconcilable differences

What typically goes wrong?

- Is treating everyone the same a good idea?
- “External” or “uncontrollable” factors
- Irreconcilable differences
 - Under-performing staff
 - Unwillingness to compromise

What typically goes wrong?

- Is treating everyone the same a good idea?
- “External” or “uncontrollable” factors
- Irreconcilable differences
- Personal workload

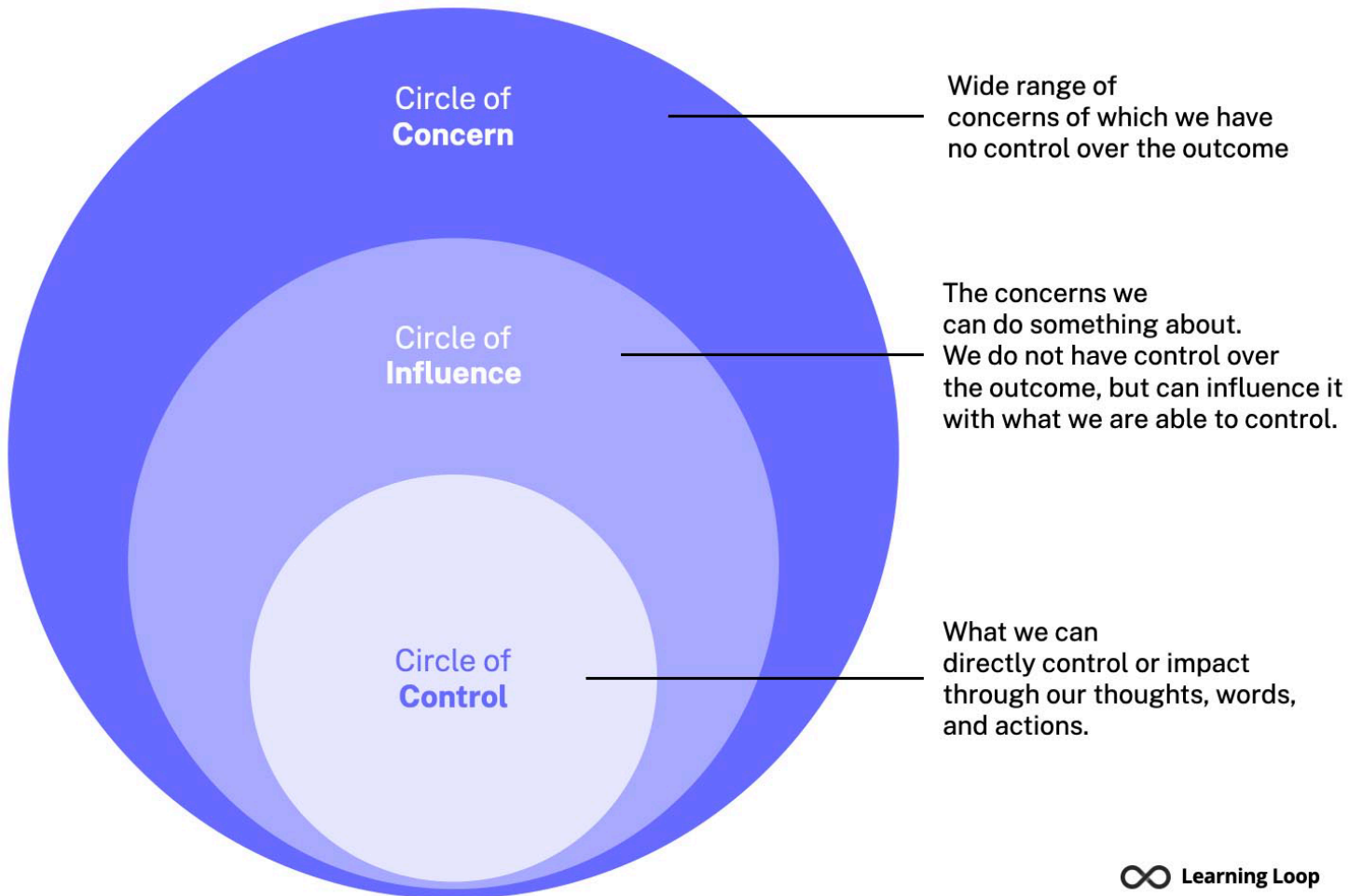
What typically goes wrong?

- Is treating everyone the same a good idea?
- “External” or “uncontrollable” factors
- Irreconcilable differences
- Personal workload
 - “Victim of own success”
 - Failure to delegate
 - Over-commitment to projects and people

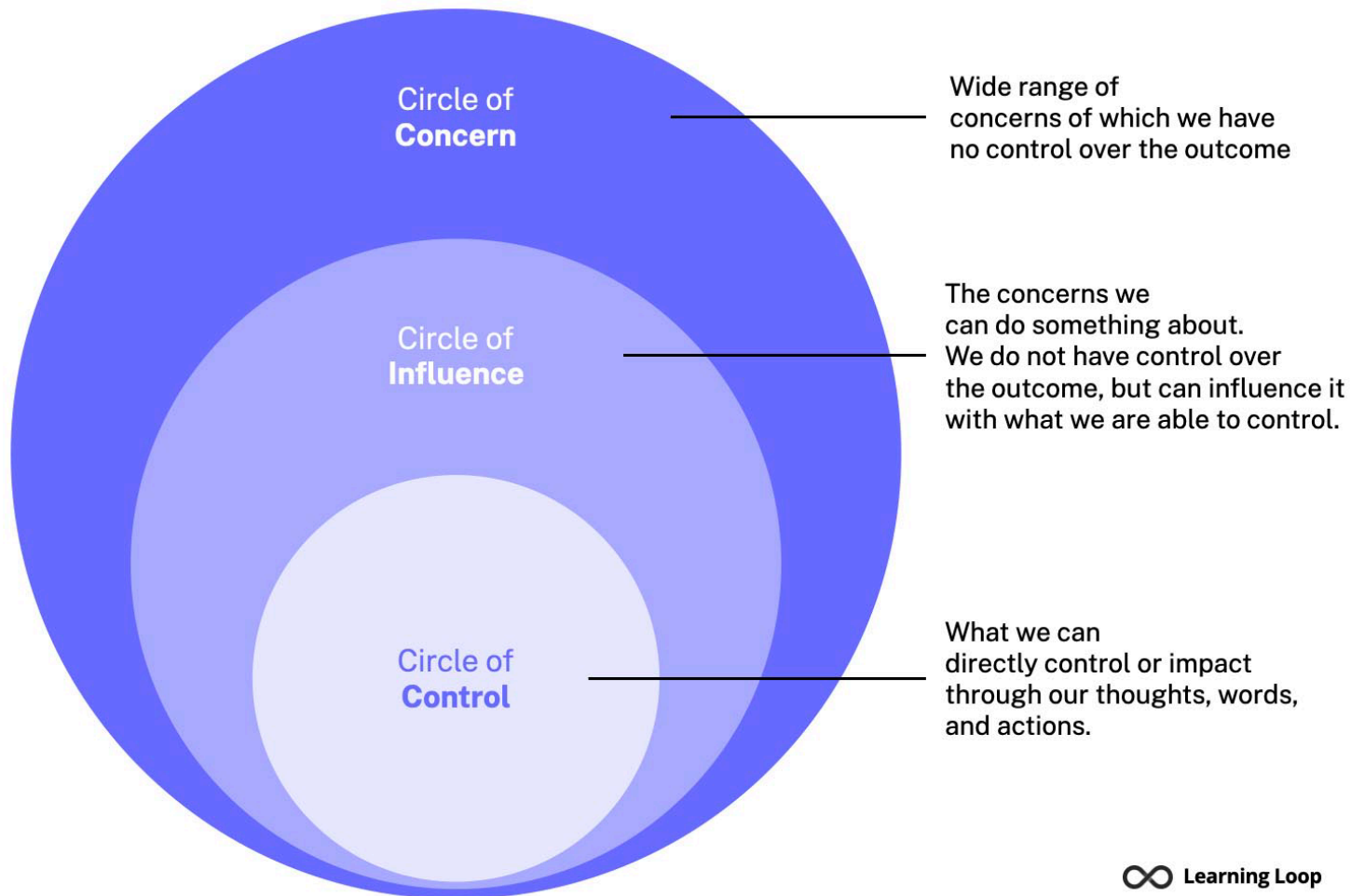
Coping strategies for leadership stress

- A sense of perspective

Coping strategies for leadership stress



Coping strategies for leadership stress



Wellbeing and your belief system



Coping strategies for leadership stress

- A sense of perspective
 - Spheres of control, influence and concern
 - Be faithful to your “belief system”
 - Remember: it’s just a job

Coping strategies for leadership stress

- A sense of perspective
- A safe space, and trusted people to talk to

Coping strategies for leadership stress

- A sense of perspective
- A safe space, and trusted people to talk to
 - A senior colleague “who’s seen it all before”
 - Share your concerns openly

Coping strategies for leadership stress

- A sense of perspective
- A safe space, and trusted people to talk to
- Don't give up on the good stuff

Coping strategies for leadership stress

- A sense of perspective
- A safe space, and trusted people to talk to
- Don't give up on the good stuff
 - There's a tendency to sacrifice the “fun” stuff when under pressure; this is exactly the wrong thing to do!
 - Hobbies, sports, friends and relationships

To “be” and “work” best for myself and others?



Have a sense
of wonder.



Stay inspired.



Help others.



Do things you're
good at.



Read books.



Limit television.



Love your work.



Exercise.



Face your fears.



Believe in yourself.



Stay close to
friends and family.



Let your heart
be your guide.





Take-aways

- Leadership is art (or at best soft science), not maths or physics

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- Leadership is art (or at best soft science), not maths or physics
 - So don't expect rigour!
 - Soft skills are important

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- There are basic concepts it's good to know about

Take-aways

- Leadership is art (or at best soft science), not maths or physics
- There are basic concepts it's good to know about
 - Most of these are “common sense”
 - But knowing the terminology and frameworks used is good as a basis for rational learning and communication
 - A Management School can give you chapter and verse!

Take-aways

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- If you take a “leadership role” in your work life:

Take-aways

- Leadership is art (or at best soft science), not maths or physics
- There are basic concepts it's good to know about
- We all exercise leadership skills all the time
- If you take a “leadership role” in your work life:
 - It can be fun and rewarding
 - Take it seriously, but not too seriously
 - Try to do the best for everyone in your team without exception
 - Look around and identify the leaders you respect most, and learn from them; but most of all, be true to yourself
 - Keep doing the fun stuff