

Leadership

Alabama Section ASCE

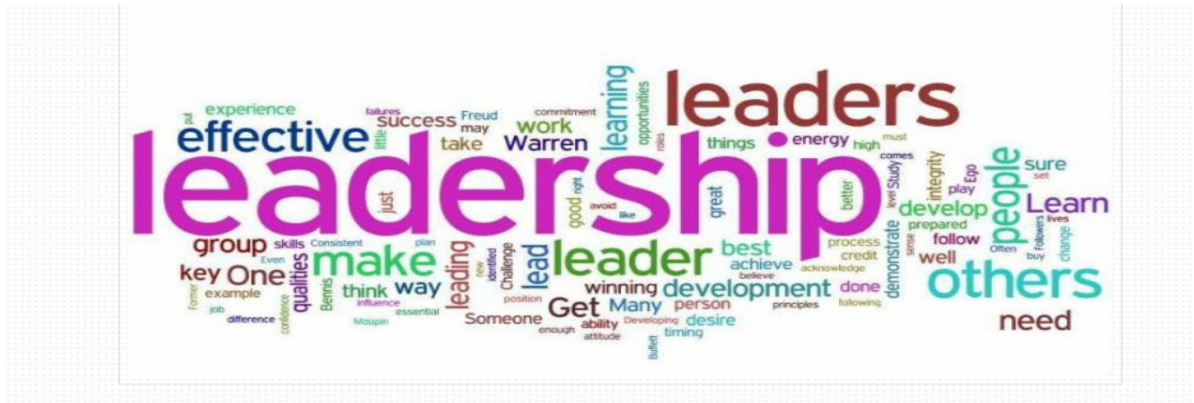
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Past President ASCE**

Leadership

**is a simple thing you can learn in
a week or two**

Leadership



**As you just noticed,
there is a lot more to it than meets the eye**

Sample Of Presentation Topics

• Why do you want to be a leader?

• 100 questions for a leader

• Learning to be a leader in 100 days

• Characteristics of a good leader

• Big Five Leadership

• Leadership Styles

• Top ten leadership

• Great and Not Great Leaders

• Leaders Enhance Workplace

• Role of Character in Leadership

• Nine Critical Leadership Qualities

• Engineers Creed



And hundreds

What a HAPPY Day

Good topics!

My Parents and My Character

- My Parents were county, raised in a depression
- Married during World War 2 and immediately separated when my dad returned to the Pacific war
- They worked every hour
- They taught “life”
- We were poor, but my dad had enough money to survive every night
- We helped our neighbors and shared with them
- We raised chickens, gardened and canned veggies
- We attended every church meeting every week
- My dad used pithy sayings to shape my character,

Often aided by a knotty branch from a privet hedge

Overview of Presentation

- **Leadership is complex. there are many ways to lead and there is no simple formula to become a good leader.**
- **Leadership style is defined by things like your personality, character, and knowledge of your field.**
- **It can be strongly influenced by members of the group that you want to lead. In any group, ideas about leadership vary widely. Many firms and companies have their own leader criteria and guidelines.**
- **Studies have identified general leadership criteria and traits, and there are many organizations, colleges and universities with good training programs. I gathered some of that data to help you get started up the leadership path. The following examples and guidance are ideas for learning leadership. I wish you success in adopting and using them (plus your own ideas) to maximize your leadership skills. I am not a leadership professional, so you can get better advice from a leadership expert.**

Why Do You Want To Be A Leader?

In the Good Old Days, anybody who carried a herd of cows to market preferred leading them rather than driving them from behind, for two obvious reasons, the smell and stepping carefully.

There is great gain in leading and doing it well. You, your bosses, fellow employees, and the firm benefit.

But...it is tough, 24-7 work with rapidly changing schedules, multiple personality types, angry clients, an unhappy board of directors, lack of funding, and

But for every difficulty a good leader faces, he or she has joy in helping people, seeing a bigger profit margin, happy employees, and much more.

You can learn to be a good leader. The goal of this session is to help you get started. Work hard on it and remember that you will have great joy in doing your job well.

BECOMING A LEADER TAKES TIME, EFFORT, PATIENCE, FRIENDS, A LOVING SPOUSE AND LOTS OF PRACTICE.

Please don't let these initial slides cause anxiety about becoming a leader. Everybody has to start slowly, and I suggest that you:

- Vision your future and set goals for yourself.**
- Find and read books and articles on leadership.**
- Start practicing leadership techniques.**
- Find a mentor and soak up all he or she says.**
- Help others travel the leadership path (mentor them).**
- When you eventually retire, your coworkers will cry because your leadership has meant so much to them. They will have lost a mighty leader.**

LEADER PERSONALITIES AND SKILL SETS

- **Integrity** – *This is the top thing people want from leaders.*
- **Encouragement and Facilitation** – *People work best if leaders support them, tell the truth, and listen to them.*
- **Confidence** – *The best leaders provide employees info about goals, production, successes, and failures. Good leaders know they have the knowledge and the tools to do a job well. Sharing knowledge empowers and encourages group members.*
- **Communication and Decisiveness** – *The duty of leaders is to make decisions. Effective leaders are decisive and can make the tough calls.*
- **Decision Making** – *Once you have the info you need to make an informed decision, don't hesitate, just make it. After you make it, stick with it until you have a compelling reason to change.*

DESCRIPTIONS of LEADERSHIP (1)

- **Leadership is influence, nothing more, nothing less.**
- **It is a practical skill that allows individuals or organizations to lead or guide others.**
- **It enlists the support of others to accomplish a common task.**
- **It is a complex job at all levels of an organization, in both formal and informal roles.**
- **It is much different from nation to nation, for example, North America is vastly different from Europe and South America.**
- **Remember that great leaders are proven over time, self controlled, mission minded, honest, honorable, and devoted to the organization and its members.**

DESCRIPTIONS of LEADERSHIP (2)

- **TOOLS AND SKILL SETS:**

- **The foundation of leadership is credibility and doing what you say you will do.**
- **Great leaders are humble about their skills and accomplishments.**
- **They are proven over time, self controlled, mission minded, patient, and completely honest.**
- **They are devoted to their organization, its goals and its members.**
- **They have a “can do” mindset and promote unity.**
- **They support the group’s mission and actions.**
- **They lead the way in serving those around them.**
- **They are like “shock absorbers,” keeping the organization running smoothly during turbulence.**

DESCRIPTIONS OF LEADERSHIP (3)

7 LEADERSHIP QUALITIES, BEST LEADERS IN HISTORY

- **Confidence** – Strong belief that you do something well.
- **Humility** – Not thinking less of yourself, but thinking less about yourself.
- **Authentic** – What you say, feel, believe and do are the same as the person you are.
- **Fearless** – Able to handle intense negotiations and financial risk without overwhelming stress, maybe even laughing at the situation or at yourself.
- **Adhere to principles** – Most great leaders received support from common people as they made major changes in their nation's social systems through their own suffering, imprisonment or death.
- **Calm in Chaos** – Great leaders keep their eyes, thoughts and mind on the goal, regardless of the difficulty or opposition.
- **Forgiveness** – Anger is a barrier to growth, healing, and progress. Great leaders look ahead, and forgive that anger, move beyond pain, and start focusing on the future.

BIG 5 PERSONALITY TRAITS OF LEADERS

<u>CATEGORY</u>	<u>DESIRED TRAITS</u>
• <u>New Experiences</u>	<u>Inventive, Curious</u>
• <u>Conscientious</u>	<u>Efficient, Organized</u>
• <u>Extraversion</u>	<u>Outgoing, Energetic</u>
• <u>Agreeable</u>	<u>Friendly, Compassionate</u>
• <u>Neuroticism</u>	<u>Sensitive, Nervous</u>

This table was part of an extensive nationwide scientific study

QUALITIES POSSESSED BY GOOD LEADERS

- The most important qualities of a good leader include **integrity, accountability, empathy, humility, resilience, vision, influence, and positivity.**
- Management is about persuading people to do things they do not want to do.
- **Leadership is about inspiring people to do things that they never thought they could do.**

Game Plan To Become a Great Leader.

- **No matter who you are or what you do, you can become a more effective leader, and inspire your people to give their best every day. You can commit to learning and using these leadership traits to become an effective leader.**
- **Maybe you can ask a leader you admire to help you learn leadership, or to mentor you in leadership. Ask lots of questions to him or her.**
- **Find books that can help you learn to lead others.**
- **If these ideas work, you have a great start to walking the path of great leaders.**

Useful Skills and Practices for Your Leadership Toolbox

Soliciting Volunteers to Assist You, Planning, Organizing, Motivating, Initiating, Making Friends, Being a Friend, Keeping Your Word, Nurturing Others, Public Speaking, Identifying Emerging Issues, Prioritizing work, Identifying halting office friction, and saying “No” when it is the best answer.

These seem difficult at first, but most are easy to learn. After you have mastered a few, other skills can be added. As you practice using them, they build key friendships with other leaders. This can continue for as long as you have a strong desire to be a good leader and to help those in your field of work.

MANAGEMENT OUTLOOK OF GREAT LEADERS

- 1) What Characteristics Do I Look for in New Team Members?**
- 2) How Do I Welcome Them and Blend Them Into Our Culture?**
- 3) How Can I Inspire New Members to Contribute to the Group?**
- 4) What Ways Can I Share Information, including Bad News?**
- 5) How Can They Ask Me Questions or Provide Me Feedback?**
- 6) How Can I Thank Them for Their Good Ideas or Good Work?**
- 7) How Can I Help Them Discover and Develop Their Talents?**
- 9) If I Make a Mistake, How will I Correct it? Will I Tell Others?**
- 10) How Can I Encourage Camaraderie Among Team Members?**

Good leaders must know the answers to these questions if they want to build a great office, have productive and happy employees, have a boss who smiles often, and a family who is proud of you.

Ten Critical Leadership Qualities

- 1) Honesty**
- 2) Positive Attitude**
- 3) Sense of Humor**
- 4) Ability to Embrace Failure**
- 5) Careful Listening and Feedback**
- 6) Knowing How and When to Delegate**
- 7) Accepting Responsibility**
- 8) Growth Mindset**
- 9) Desire to Lead**
- 10) Trustworthy**

What About the Boy Scouts? (1)

The Boy Scouts of America began In 1910. There are 2.3 million youth members today. Over 110 million adults and youth have participated since it began.

They concentrated on:

- 1-Know,**
- 2-Lead,**
- 3-Feed,**
- and 4-protect.**

It is funded by:

Dues paid by each member
Occasional sales such as popcorn
Chartered organization contributions
Other money-earning projects approved by the chartered organization



What About the Boy Scout Program? (2)

Scout Motto Be Prepared

Scout Law A Scout is:
Trustworthy, Loyal, Helpful,
Friendly, Courteous, Kind,
Obedient, Cheerful, Friendly,
Brave, Clean, and Reverent

Scout Code On my honor, I will do my best, to do
my duty to God and country, and to
obey the Scout Law; to help other
people at all times; to keep
myself physically strong,
mentally awake, and morally straight.

B

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- Founded in 1907, it rapidly grew throughout the US, reaching about 2 million members by 1915.
- Troop Leadership Scoutmaster occurs within a troop position welcome



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Girl Scouts in Action

- Girl Scouts is a youth organization for girls in the US and American girls living abroad.
- Founded by Juliette Gordon Low in 1912, Organized after Low met Robert Baden-Powell, the founder of Scouting.
- Perhaps it is best known for one of its funding mechanisms, Girl Scout Cookies. If you purchase them, you're helping the next generation of entrepreneurial women get an important taste of what it takes to be successful: teamwork, planning, and a positive outlook.

What About the GIRL SCOUTS of AMERICA Program?

The Girl Scout Promise

On my honor, I will try:

- To Serve God and my Country,**
- To help people at all times,**
- To live by the Girl Scout Law.**

What About the Girl Scouts?

- **Girl Scouts of America offers the best leadership development experience for girls in the world.**
- **For over 100 years, GSA has given girls tools to lead, to break barriers, and to create positive changes.**
- **These are the girls and young women who dream big and do bigger.**

Girl Scouts Make a Difference

Preparing girls for a lifetime of leadership

When advocating for our communities, discovering the outdoors, exploring science and technology, or powering new adventures as part of the Girl Scout Cookie Program, Girl Scouts discover they can **Achieve Anything! Girl-led, expert-approved, and volunteer-supported, Girl Scouts helps girls discover strengths to change the world. They become inspiring go-getters, innovators, risk-takers, and leaders know what it means to be a Girl Scout—and what it takes to be an unstoppable woman on a powerful mission.**

The Girl Scout Law

*I will do my best to be Friendly and Helpful,
Honest and Fair, Considerate and Caring,*



Girl Scout Success Stories

- **Girl Scouts have the best leadership development program for girls in the world.**
- **For over 100 years, Girl Scouts USA has given girls the tools to lead, to break barriers, and to create positive change.**
- **These are the girls and young women who dream big and do bigger.**

The Girl Scout Law

- 1) A Girl Scout's honor is to be trusted.**
- 2) A Girl Scout is loyal.**
- 3) A Girl Scout is helpful.**
- 4) A Girl Scout is a friend to all and a sister to every other Girl Scout.**
- 5) A Girl Scout is courteous.**
- 6) A Girl Scout respects living things.**
- 7) A Girl Scout is disciplined.**
- 8) A Girl Scout is self-reliant.**
- 9) A Girl Scout is thrifty.**
- 10) A Girl Scout is clean in thought, word, and deed.**

Shepherd Leaders

Shepherds Are Mentioned 27 Times in the Bible

Sheep Are Mentioned over 500 Times



Descriptions of A Servant Leader

- **“Servant Leader” is a leadership philosophy with the main goal of serving others.**
- **It is much different from traditional leadership where leader’s focus is on making their companies or organizations thrive.**
- **A servant leader is not self-centered, he or she sees the big picture and looks for ways that all benefit.**

A Servant Leader is focused on fair treatment to all employees, supervisors and managers of a firm or organization.

Eight Qualities of Shepherd Leaders

- 1) Well Identified Boundaries, sheep do not go onto adjacent land.
- 2) An Example, always going before the sheep.
- 3) Trustworthy, sheep know his voice means safety.
- 4) Provider – sheep have all they want and need.
- 5) Sacrificial – personal sacrifices are made to ensure the sheep's safety.
- 6) Invested – personal stake and sticks with his sheep.
- 7) Relational – Builds good relationships with those he leads.
- 8) Visionary – Can see what to do next about fields, water, sheepfolds, cities, flocks, and the future.

CHARACTERISTICS OF SERVANT LEADERSHIP

- **It is flexible.**
- **It promotes open involvement and collective resolution.**
- **It helps people discover their abilities.**
- **It encourages others to have a positive work-life balance.**
- **It puts other people's need first and shares power with them.**
- **It is considerate of others and of special situations.**
- **It uses persuasion, not authority to encourage people to take an action.**

11 Themes of Servant Leadership

DO PEOPLE BELIEVE YOU:

- 1) **Calling** ... sacrifice self interest for the good of the group
- 2) **Listening** ... want to hear their ideas
- 3) **Empathy** ... understand what happened to a group member(s)
- 4) **Healing** ... come to you
... something to
... are down or
... ns to them
- 5) **Awareness** ... know ab
... ng on in the group
- 6) **Persuasion** ... follow yo
... want to, or have to
- 7) **Foresight** ... can anticip
... and its consequences
- 8) **Concepts** ... gladly offer
... and ideas about the
... organizatio
... e.
- 9) **Stewardship** ... do others believe you are preparing the group
... to make a positive difference
- 10) **Growth** ... people feel you are helping them grow and develop
- 11) **Build Community** feel a strong bond of community in
the organization you lead



Exemplify
Servant leadership
that even the Son of Man did not
come to be served, but to serve.
— Matthew 23:11

Best Example of Servant Leadership

In John 13: 1-17, Jesus had been traveling with his disciple on a hot, dusty, briar-tangled trail. When they got to Jerusalem, he took off “street clothes” before his last meal.

He put on servant’s clothes (a towel around his waist) and washed his disciples’ feet, the job of the lowest servant. It was world’s best example of teaching how a leader should be humble. He told his disciples to be humble but determined leaders. Jesus finished his lesson on the cross, energizing his followers as no one else has done in history.



People Who Negatively Impact Others

- ❖ **Impact mental and physical wellness.**
- ❖ **Seriously diminish work productivity.**
- ❖ **Damage the reputation of you and the company.**
- ❖ **Slow progress of career professional goals.**
- ❖ **Don't Have Many Friends**

8 Traits of Effective Leaders

- **Control Over Their Lives**
- **Integrity**
- **Flexibility**
- **Sensitive to Others**
- **Intelligence**
- **Stability**
- **Dominance**
- **High Energy**

Proverbs 6:10-11

- A little sleep, a little slumber,
- a little folding of the hands to rest,
- and poverty will come on you like a thief
- and scarcity like an armed man.

Proverbs 4:5-6

Get wisdom, get understanding; do not forget my words or turn away from them. Do not forsake wisdom, and she will protect you; love her, and she will watch over you

Proverbs 14:8

**The wisdom of the sensible is
to understand his way, But the
foolishness of fools is deceit.**

Ecclesiastes 6:11

The more the words, the less the meaning, and how does that profit anyone?

Life Guidance from DH Turner

Son, Life is like our garden.

**It takes a lot of sweat to grow
good vegetables,**

**But when winter comes into
your life, you will be glad
you worked hard all summer.**

Life Guidance from DH Turner

**Son, it is rewarding to help
people who need help,
Someday you will need help,
so make friends you can trust**

*There is a friend who
sticks closer than a brother.
Proverbs 18:24*

Ethics and Morality in America

Even though our Founding Fathers did not always agree on religion, they drew their moral and ethical guidelines from the Ten Commandments and teachings of Jesus

A recent national survey found that 72% of Americans feel morality is bad and declining rapidly.

Things have really changed since our nation was formed in 1792, especially the erosion of moral character and ethical behavior.

Your role might be to help reverse the decline and uphold the dignity of the Civil Engineering profession, one person at a time, over the next 228-year period.

Life Guidance from DH Turner

Son, a clear conscience is a partner to a good night's sleep.

My Feelings About Ethics

- **Americans think and talk mostly about ourselves**
- **We want what others have and feel entitled to it**
- **We complain quickly and often**
- **Money is the driving factor, and greed is common**
- **I was told I had poor judgement after I turned down a big money offer from a firm I didn't respect.**
- **Why does TV news dwell on poor personal behavior?**
- **Because it sells, the public thrives on watching idiots.**
- **But... it encourages other idiots to try the same behavior, making the situation worse**
- **Good behavior requires with good personal character**

My Feelings About Ethics

Top Ten Fears of Americans in 2018

- 1) **Corrupt Government Officials**
- 2) **Quality of Oceans, Rivers, Lakes**
- 3) **Drinking Water Pollution**
- 4) **Not Enough**
- 5) **Serious Illness**
- 6) **Fatal Illness, Loved One**
- 7) **Air Pollution**
- 8) **Climate Change**
- 9) **High Medical Bills**
- 10) **Unemployment**

Where are the concerns for declining morality, ethics, and behavior

This List Is Similar to 5 Prior Years

Life Guidance from DH Turner

Son, do the best you can at all you do. It may not do as good as others, but people will notice, respect you, and want to be your friend

Leaders Have Character and Courage

Definition

- ❖ Character involves mental and moral qualities distinctive to each individual
- ❖ It is what defines you as a person

Role of Character in Ethics

- ❖ Ethical behavior builds your character
- ❖ It increases your awareness of 1) situations,
2) circumstances and 3) people around you
- ❖ Sometimes 1, 2, and 3 should be treated carefully or avoided. It may be best for you to walk away from them.
- ❖ Other times 1, 2, and 3 give you an opportunity to demonstrate good ethical character

Six Essential Traits of Character

Integrity

Honesty

Loyalty

Accountability

Self Sacrifice

Self Control

Life Guidance from DH Turner

Son, walk away from job offers you aren't going to be proud of. There'll be lots more opportunities down the road.

Life Guidance from DH Turner

Son, life is an endless list of decisions. Learn to make good ones and you will have less stress and more joy

Life Guidance from DH Turner

**Son, happiness is not due to chance,
but by choice. So choose to be happy.**

**You may soon find that those around
you are happy, and that you have
many new friends.**

Life Guidance from DH Turner

Son, excuses are no good. So don't do anything so bad that you have trouble explaining it to me, to your friends, or especially your mama or future wife and children.

Life Guidance from DH Turner

Son, be careful in choosing friends... they can make you or break you.

Life Guidance from DH Turner

**Son, Money is not the most
important thing,
The people around you are.**

Life Guidance from DH Turner

**Son, treat others like
you want them to treat you**

Who Are the Honest Americans Leaders?

Two names show up on almost all polls of honest American leaders – **Martin Luther King and Abraham Lincoln**. Both faced overwhelming obstacles, but they played important rolls in shaping our nation. Thank God that their fortitude and commitment helped make it happen.

**By the way, I didn't make the 2020 short list.
Did You?**

**Do you think this presentation can help us
make the 2021 list?**

The Most Respected Leaders in the US and in the World

Billy Graham was in the top 10 on both the US and World lists for 61 consecutive years, typically ranking in the top 4 and as high as number 2.

So, what was he doing differently from you?

Life Guidance from DH Turner

**Son, It is not how fast you start
the ball game,
It's how well you play for nine
long innings.**

Life Guidance from DH Turner

**Son, It is good to help people
who need help,**

**Because someday you will need
someone to help you**

Leaders Have Vision

“A pile of rocks ceases to be a pile of rocks when somebody contemplates it with a cathedral in mind.”

Saint Erupery

We need Ethics leadership by example

**“Never forget that example is
not the main way to lead;
it is the only way.”**

Albert Schweitzer

AAUGH



Life Guidance from DH Turner

Son, you don't want to spend the last half of your life dragging a bad decision behind you. Fix it and get over it.

Thanks for inviting me.

This presentation was not quite as thrilling as Royal Dornoch, but I certainly enjoyed the meeting and sharing my feelings about ethics with you!

1) Remember to enjoy the fruits of hard work in a great profession. Be a leadership advocate and a good example!

*Royal Dornoch, 1818
A natural links golf course
Created by God
Top 10 in the world*

A large colony of penguins, likely King penguins, is gathered on a snowy and rocky landscape. The penguins are densely packed in the background, with many more visible in the foreground. They have black heads and backs, white chests, and distinctive white bands on their wings. Their beaks are bright orange. The ground is a mix of white snow and reddish-brown rocks. The sky is a pale, hazy blue.

Penguin Happy Hour

**You should have been in
Antarctica, the Penguins
asked about you**

The Slide You've Been Waiting For

THE END