

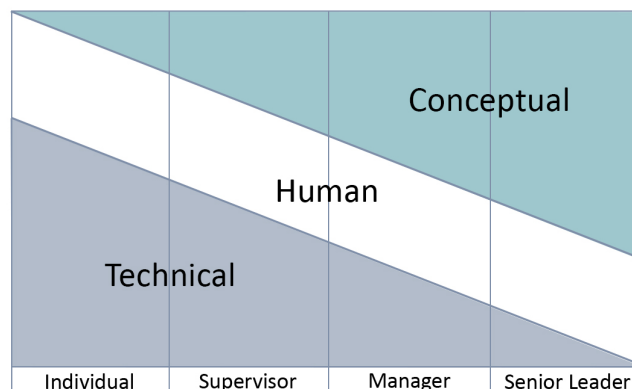
Session #2: Your Role as a Leader

Objectives:

- Examine leadership versus management behaviors and sources of authority
- Learn key aspects of emotional intelligence and its importance as a leader
- Explore situational leadership as a framework in leading
- Identify changes you want to make in your leadership approaches

Concept: All positions require work in 3 areas: human, conceptual and technical. The degree to which an individual focuses in each of these areas is dependent upon their position. As a position broadens its scope, an individual needs to decrease their technical focus, and increase their conceptual focus. The amount of time spent in each of these categories will vary depending upon the position and the “level” within the organization. The value of exploring this model is to help individuals gain insight into what happens if their focus is out of balance – and what happens in an organization if any “level” of leadership is out of balance in their focus. This is a model or a suggested ideal. In reality it is much more fluid based on the organization – short term demands in an organization – where a company is in its growth, etc. It is important to continue to reevaluate where you are spending your time to make adjustments depending on the demands of the organization.

- **Technical:** knowing how to do the job – the processes, the details, providing technical direction and problem solving. Ex. accounting, engineering, nursing, teaching, etc.
- **Human:** knowing how to manage the interpersonal parts of the job – communication skills, understanding individual and group dynamics, relating to others effectively.
- **Conceptual:** knowing how to think and work strategically, the ability to see the organization as a whole and understand how all parts relate; having a broad knowledge of issues; planning and responding accordingly.



Class Activity: Participants were asked to think about their current role and assign the percentage of time spent in each category. In addition, they were to be asked to identify what the ideal percentage of time spent should be in each category.

#Leadwell: Building Leaders for Tomorrow

Sponsor Summary



Sponsor Follow-up: To continue the participant’s learning, engage in a conversation around what they identified as their percentages in each category – both the current state and the ideal state. We encourage you to evaluate your role as well. Identify any shifts you would like to make and share your reflections with the participant.

| | CURRENT | IDEAL |
|-------------------|-------------|-------------|
| Technical | | |
| Human | | |
| Conceptual | | |
| TOTAL | 100% | 100% |