

# Leadership and Career Development

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# Leadership and Careers

- Leadership is part of organizational life
- Most careers are pursued in organizations
- Career success depends on leadership skills as well as technical ability
- We need leadership skills to be effective in working with others
- Leadership skills are not given at birth but are part of our personal development

# Leadership and Quality

- Top leadership sets goals and values for the organization
- Quality is an important value that the organization can use to advantage
- Top leadership can make quality part of the organization's culture
- Leadership at all levels of the organization will then reflect quality values

# Effective Leadership

- Effective leadership is needed at all levels of the organization
- Effective leaders have knowledge of the business and experience in dealing with others
- Effective leaders share their vision and use interpersonal skills to gain support for pursuing their vision and goals

# Leaders and Followers

- We are leaders or followers depending on the situation
- We have position authority to help us when we are chosen for a role
- We assume a leadership role when we are not in a defined position
- We are followers when it suits us or we have no choice

# Leadership and Personality

- Big Five personality factors:
  - Conscientiousness - tendency to be organized, thorough, controlled, decisive, and dependable – considered the second most important factor in leadership
  - Agreeableness - tendency to be trusting, nurturing, conforming, and accepting - weakly related to leadership
  - Neuroticism - tendency to be anxious, hostile, depressed, vulnerable, and insecure - moderately and negatively related to leadership
  - Openness - tendency to be curious, creative, insightful, and informed – moderately related to leadership
  - Extraversion - tendency to be sociable and assertive with positive energy – considered the most important factor in leadership

**From: Journal of Applied Psychology, 87, 765–780,  
Kirkpatrick, S. A., & Locke, E. A. (1991)**

# Leadership Traits

- Intelligence - leaders tend to have above-average intelligence
- Self-Confidence – leaders tend to be more confident in their abilities and ideas, have high self-esteem, and believe that their vision is the right one
- Perseverance - leaders tend to be more determined to complete a task in the face of adversity or lack of support from others, assert themselves when necessary, be proactive, and push on in the face of obstacles
- Sociability - leaders tend to have high-quality social relationships, be sensitive to the needs of others, have good interpersonal skills, and willingness to smooth out conflicts and disagreements that affect the group's social harmony
- Integrity – leaders tend to be honest and trust-worthy, inspire others to respect them, and trust them with important decisions and resources

**From: Journal of Applied Psychology, 87, 765–780,  
Kirkpatrick, S. A., & Locke, E. A. (1991)**

# Emotional Intelligence

- EQ or EI – the ability to:
  - Perceive and express emotions
  - Understand and reason with emotions
  - Manage emotions in oneself and others
- Efforts have been made to measure emotional intelligence, and link it to leadership ability and success in life

**From: Journal of Applied Psychology, 87, 765–780,  
Kirkpatrick, S. A., & Locke, E. A. (1991)**

# Leadership and the Future of Quality

- Quality professionals are assuming leadership roles in:
  - Customer intelligence
  - Operational excellence
  - Systems thinking
  - Speed to market
  - Customer advocacy
- Quality professionals are using familiar tools and techniques
  - Emphasizing process over results
  - Using limited resources to work on higher-value items
  - Focusing improvement measures on bottom-line results
  - Accepting responsibility for results
  - Treating quality as a sustaining, cultural norm
  - Using lessons learned for continuous improvement
  - Deploying quality with clear context and expectations

**From: A Leadership Prescription for the Future of Quality, The Conference Board Quality Council**

# ASQ's Future of Quality Study

- Broadly conceived quality methods are change agents for improving world infrastructure
- Technology, finance, and quality can drive a global investment strategy to achieve systemic solutions to world problems
- Forces shaping the future of quality:
  - Globalization
  - Social Responsibility
  - New Dimensions for Quality
  - Aging Population
  - Healthcare
  - Environmental Concerns
  - 21<sup>st</sup> Century Technology
- The role of quality professionals is going to change

**From: No Boundaries, ASQ's Future of Quality Study,  
American Society for Quality, 2008**

# Persistent Leadership

- Leaders obligation is to deliver long-term results in short-term increments
- Sustained success is achieved when all activities are coordinated to deliver higher quality, lower costs, and more desirable technology than competitors
- Leaders live in the domain of the future, articulating vision and creating shared purpose in pursuing it
- Leadership is value creation by growing revenue, reducing cost, and improving profit as a result of market dominance
- People become leaders when they express themselves in ways that produce value to others
- One becomes a leader by living, not by seeking leadership
- Leadership is an experiential journey on a path of personal development

**From: Persistent Leadership: A Key to Sustainable Quality,  
by Gregory H. Watson, Chapter 3 in Quality into the 21<sup>st</sup>  
Century, by Tito Conti, Yoshio Kondo, and Gregory H.  
Watson, International Academy for Quality, 2003**

# Human Motivation

- Humans have biological and psychological needs
- Psychological needs include personal goals, values and beliefs
- Personal values were not fully recognized in historical motivation theories
- Ethical or spiritual values are now recognized as part of human motivation
- High personal commitment to the organization is the force behind organizational excellence

**From: The Human Dimension: Critical to Sustainable Quality, by Su Mi Park Dahlgaard and Jens J. Dahlgaard, Chapter 4 in Quality into the 21<sup>st</sup> Century, by Tito Conti, Yoshio Kondo, and Gregory H. Watson, International Academy for Quality, 2003**

# Corporate Leadership Development

- Typically includes classroom, on-the-job, and mentoring training – TRW example below
- Is offered to executives and lasts 10-7-3 days in campus, global worksite, and headquarters locations
- Classroom training includes cross-cultural communication, global strategy, and team building training
- Global worksite training includes application of learned skills and cultural adaptation training
- Corporate headquarters training includes exposure to senior executives, and focus on corporate challenges and strategies
- Attendees learn multiple leadership styles, how to tolerate ambiguity, and how to utilize diversity

**From: Highlights of Effective Leadership Programs, Corporate Leadership Council, Corporate Executive Board, 2003**

# Army Leadership Philosophy

- BE, KNOW, DO
- BE elements:
  - Character describes inner strength
  - Character is demonstrated through behavior
  - Understanding Army values and leader attributes is only first step
- KNOW elements:
  - Leader must have a level of knowledge to be competent
  - Mastery of skills in four areas – interpersonal, conceptual, technical, tactical - is essential to Army success
  - Skills taught in Army schools are only part of the picture
- DO elements:
  - Influencing – making decisions, communicating, motivating
  - Operating – accomplishing immediate mission
  - Improving – organization's capability to accomplish missions

**From: The Army's Leadership Framework and Philosophy,  
by George Ambler, in RSS Feed, Dec 3, 2006**

# Army Leadership Development

- The BE component is the most challenging because who you ARE is difficult to change
- Developing the BE component is a process of gaining experiences in assignments and training interventions
- We construct understandings of self from experiences
- Fully developed leaders have a high level of psychological maturity

**From: How the U.S. Army Develops Leaders, by Martha Lagace, from interview with HBS Professor Scott A. Snook, retired Army colonel, HBS Working Knowledge, 07 Apr 2003**

# Critical Thinking

- Our thinking determines how we live
- We think positively or negatively about ourselves according to our self concepts
- Our strongest feelings or emotions tell us what we think is going to happen
- Most of our thinking is subconscious
- How we think is as important as what we know
- Without command of our thinking we are our own worst enemies
- Improving the quality of our thinking will help us succeed in our careers and personal lives

**From: Critical Thinking: Tools for Taking Charge of Your Professional and Personal Life by Richard W. Paul and Linda Elder, 2002**

# Limiting Beliefs

- Our deepest core beliefs are based on early fearful experiences
- Our brains encode most strongly our memories of endangerment
- The greater the early stress or trauma the greater the fear conditioning and entrenchment of fear-based beliefs
- Core beliefs filter our experience of things that happen now
- We can train ourselves to recognize that while fear from core beliefs is real it is not true
- The way to change is to shift attention from fear-based thoughts to the body's present-moment experience

**From: Loosening the Grip of Core and Limiting Beliefs, by Tara Brach, HUFFPOST, 11/29/2012**

# Being Good at Anything

- You can systematically build physical, emotional, mental and spiritual capacity
- The way to do it is to push past your comfort zone, then rest, repeatedly
- It is not inherited talent that determines how good you are but how hard you are willing to work
- It takes 10,000 hours of “deliberate practice” to master a complex set of skills
- Practice is the most important element in achieving excellence but is difficult and not intrinsically enjoyable
- You can expect frustration, setbacks and failures but being good at something you earned through hard work will be very satisfying

**From: Six Keys to Being Excellent at Anything, by  
Tony Schwartz, HBR Blog Network, August 24, 2010**

# Be Encouraged/Look Ahead

- Leadership ability is not static and can be improved at any time
- Leadership ability is a collection of skills and dispositions, nearly all of which can be learned
- Effective leadership does not involve formulas or quick solutions but rather personal effort
- Effective leadership is a way of thinking about your role and the vital work you do every day
- Transformation occurs from the inside out

**From: Leadership as a Way of Thinking,  
by Paula Jorde Bloom,  
Professor of Early Childhood Education,  
National-Louis University, Wheeling, IL**

# Questions/Comments

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Thank You!