



Derive Value From Excellence ...

Leading without Authority

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Discussion topics

- Leadership vs authority
- Formal vs informal leadership
- Key characteristics of a leader



What is Leadership?

Leadership (www.merriam-webster.com)

- a position as a leader of a group, organization, etc
- the power or ability to lead other people

“Leadership is one word, ***Influence***”

John Maxwell



Leadership vs Authority

Authority (www.merriam-webster.com)

- the power to give orders or make decisions
- the confident quality of someone who knows a lot about something or who is respected or obeyed by other people



Formal vs Informal Leadership

Formal Leader

Based on a held position,
with recognized authority

- Manager
- Executive
- Politician
- Law Enforcement

Informal Leader

Based on ability to
influence, without official
authority

- Could be any team member ... such as you!



Informal Leadership Example

Boston Red Sox
2004



Boston Red Sox 2012:

- first losing season since 1997
- first season with 90 or more losses since 1966
- worst season since 1965
- finished in last place in the American League East for the first time since 1992

What was missing from the 2012 team?

Johnny Damon

Batting Avg .304 (5th)
Fielding .986





Key Characteristics: Genuine

Most important: All you say and do must be genuine

Evidence of being genuine:

- Leading by Example
- Following through on commitments
- Being transparent/honest

If you are not genuine, people know it, and you are just fighting a losing battle



Key Characteristics: Enthusiastic

- Set a positive example for interactions
- Share knowledge
- Build excitement by being excited
- “Rally the Troops”



Key Characteristics: Good communicators

- Communicate with others, not to others
- Know the shareholders
- Keep all shareholders informed with clear, informative and consistent messages
 - Describe, interpret, explain the project
 - Avoid useless repetition
- Transparency – share good and bad news



Key Characteristics: Cultivate Relationships

- Create allies, not competitors
- Be curious and open to ideas of other team members
- Treat all persons with respect and as you would want to be treated
- Leadership $\neq$ Control



Key Characteristics: Problem Solvers

- Everyone can identify problems, but leaders solve problems
- Ask questions
- Listen to others
- Make decisions and stick with them



Cultivating Leadership Skills

For managers / team leaders:

- Identify and encourage development of skills
- Provide constructive feedback
 - “Your email wasn’t very good ...” vs “I was expecting to see <...> in the email communication”

For non-managers:

- Volunteer for opportunities
- Ask for feedback and make changes
- Show enthusiasm
- Be responsible



Conclusion

An informal leader can have a significant impact on any team or organization.



Questions / Discussion

