

50th Mid-Atlantic Quality Assurance Workshop

“QUALITY IS GOLDEN-HOW SWEET IT IS”



50th Mid-Atlantic Quality Assurance Workshop

“QUALITY IS GOLDEN-HOW SWEET IT IS”

LEADERSHIP





49th Mid-Atlantic Quality Assurance Workshop
“Maryland Quality for Shore”

STANDARDS DEVELOPMENT
“The Art of Herding Cats”

50th Mid-Atlantic Quality Assurance Workshop

“QUALITY IS GOLDEN-HOW SWEET IT IS”

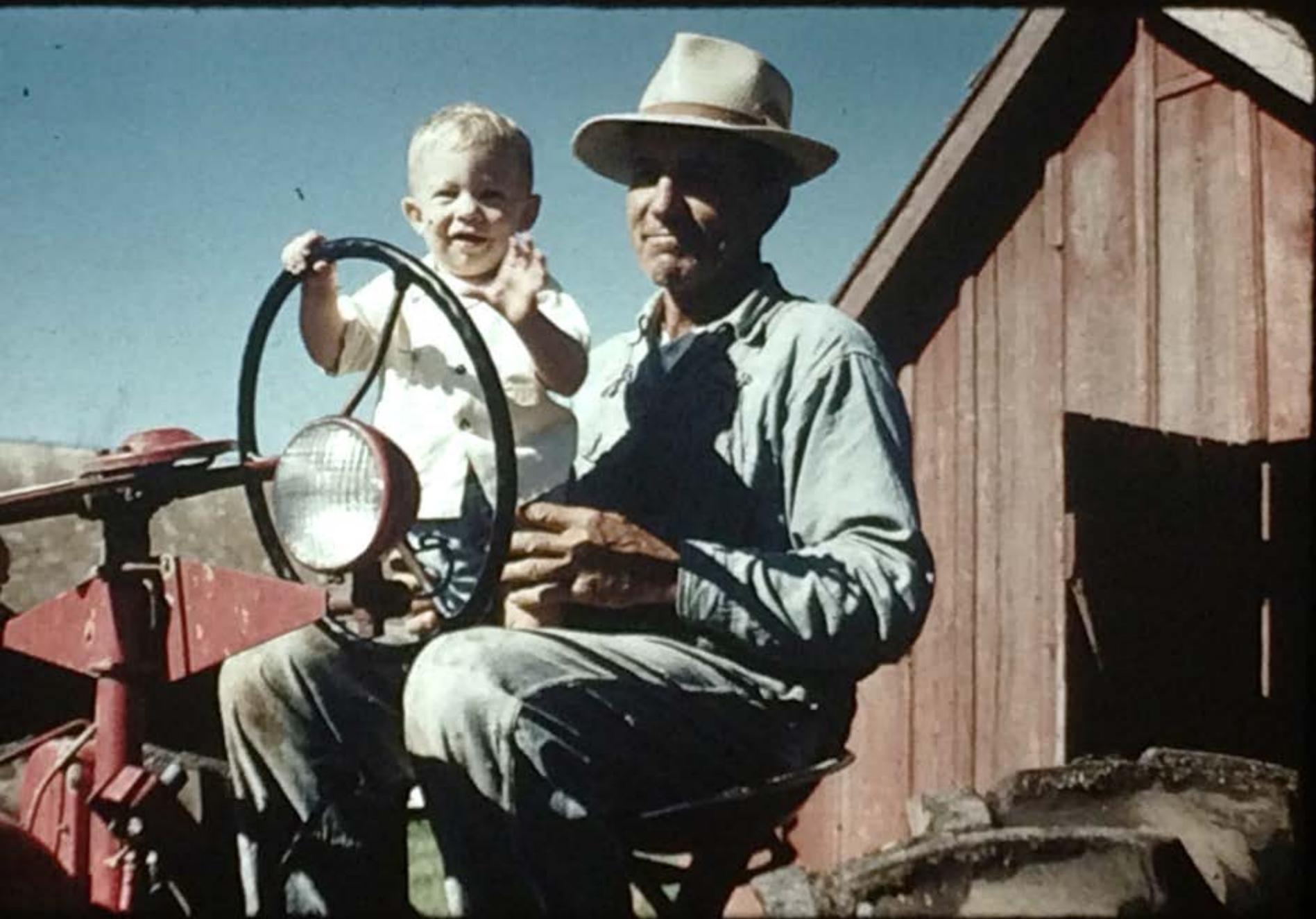
LEADERSHIP

- ➔ • Introduction**
- Three Elements of Leadership**
- Off the Cutting Room Floor**
- Conclusion**



My Story

My play book



leadership

[lee-der-ship]

Spell Syllables

Positional leadership

1. the position or function of a leader, a person who guides or directs a group:

1. the position or function of a leader, a person who guides or directs a group:

2. Ability to lead:



Synonyms: administration, management, stewardship, governorship, hegemony

3. An act or instance of leading; guidance; direction:

as early as sixth grade she displayed remarkable leadership potential.

Synonyms: authoritativeness, influence, command, effectiveness; sway, clout

4. The leaders of a group:

They prospered under his strong leadership.

4. the leaders of a group:

The union leadership agreed to arbitrate.

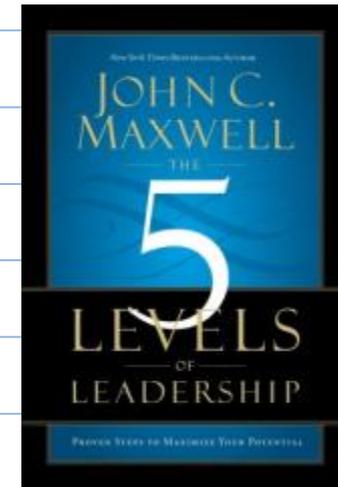




Positional Leadership

“People follow you because they have to.”

John C. Maxwell
5 Levels of Leadership



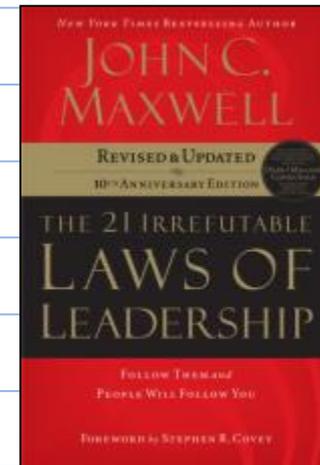


Leadership: definition

“The true measure of leadership is influence—
nothing more, nothing less.”

John C. Maxwell

The 21 Irrefutable Laws of Leadership



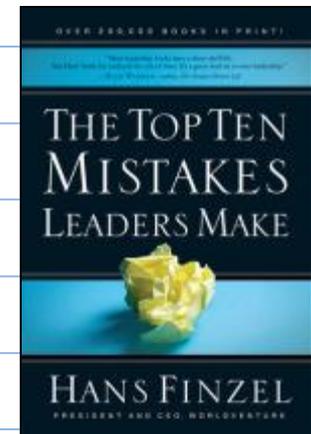


Leadership: definition

“A leader takes people where they would never go on their own.”

Hans Finzel

The Top Ten Mistakes Leaders Make



Leadership: my definition

“Leadership is causing people to do something they would not have done without you.”

Leadership: my opinion

**“Leaders must possess leadership skills,
and also possess subject expertise.”**



Expertise

I'm not a businesswoman. I'm a cookie person.

Mrs. Debbie Fields

Positional leadership: my opinion

**“Positional leadership is given,
and it can be taken away.”**

Influential leadership: my opinion

**“Influential leadership is earned,
and the leader decides if it increases, or decreases.”**

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Experiencing Leadership
#11

ORGANIZATIONAL CULTURE AND LEADERSHIP
#11

Leadership: Service
#11

Leadership: Service
#11

Leadership: Service
#11

Introduction to Leadership
#11

Introduction to Leadership
#11

LEADERS COMPANION
#11

LEADERSHIP JAMES MACGREGOR BURNS
#11

THE QUEST FOR A GENERAL THEORY OF LEADERSHIP
#11

CASES IN LEADERSHIP
#11

Credibility
#11

JOHN C. MAXWELL 360° LEADER
#11

JOHN C. MAXWELL THE 21 IRREFRAGABLE LAWS OF LEADERSHIP
#11

THE 21 LAWS OF LEADERSHIP
#11

PETER B. RAVALLI *Spiritual Learning and Leadership*
#11

KOUZEL POSNER LEADERSHIP CHALLENGE
#11

Stephen R. Covey *The 8th HABIT*
#11

THE CENTER FOR CREATIVE LEADERSHIP HANDBOOK OF LEADERSHIP DEVELOPMENT
#11

JIM COLLINS *GOOD TO GREAT*
#11

The Practice of Leadership
#11

The essence of leadership: my opinion

1. A leader must know where he is going.

VISION

2. A leader must know how to get there.

STRATEGY

3. A leader must get others to follow.

PERSUASION



Leadership: definition

"A leader is one who knows the way, goes the way, and shows the way."



John C. Maxwell

The Art of Leadership by DK Miller

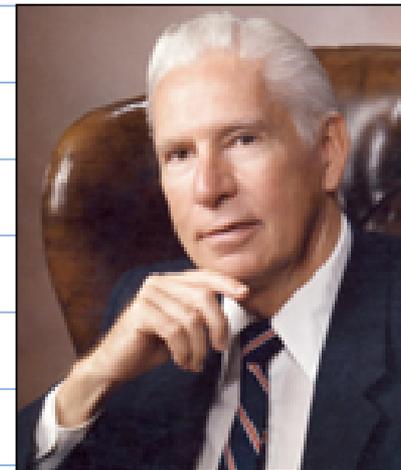
A leader must know where he is going.

VISION



Leadership: vision

"A leader is one who sees more than others see, who sees farther than others see, and who sees before others see."



Leroy Eimes

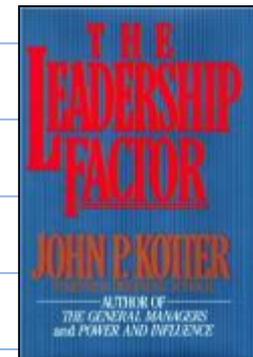


Leadership, vision

“Great vision emerges when a powerful mind, working long and hard on massive amounts of information, is able to see (or recognize in suggestions from others) interesting patterns and new possibilities.”

The Leadership Factor
John P Kotter

**DKM
FAVORITE**

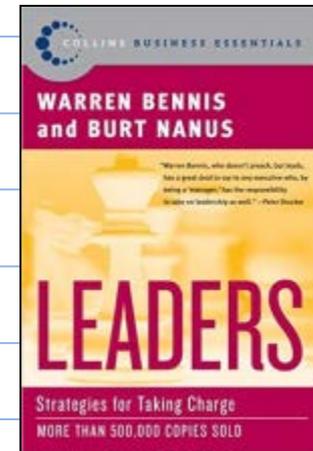




Leadership, vision

“If there is a spark of genius in the leadership function at all, it must lie in the transcending ability, a kind of magic, to assemble—out of all the variety of images, signals, forecasts and alternatives—a clearly articulated vision that is at once simple, easily understood, clearly desirable and energizing.”

Warren Bennis, Burt Nanus



A leader must know where he is going.

VISION

How does a leader know he is headed in the right direction?

“Just do the right thing.”

The “right thing” implies morals, values and absolutes.



Leadership Quotations

“Do what is right, not what you think the high headquarters wants or what you think will make you look good.”

Norman Schwarzkopf





Leadership Quotations

“The truth of the matter is that you always know the right thing to do. The hard part is doing it.”

Norman Schwarzkopf

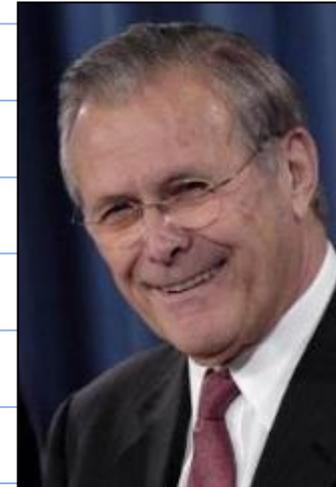




Leadership Quotations

“That’s what makes leadership so difficult and truly outstanding leaders so rare. Tough decisions involve weighing not just benefits and risks, but also competing principles and sometimes even conflicting rules.”

Donald Rumsfeld





The high road

“Stay on the high road: the view is better, there is less traffic....and it is the right thing to do.”



DK Miller

The Art of Leadership by DK Miller

A leader must know where he is going.

VISION

The vision must be seen in 3-D color in the leader's mind.

“Mrs. Disney, I just wish Walt could have seen this”.

“He did.”



The Art of Leadership by DK Miller

A leader must know how to get there.

STRATEGY



Plans

“A goal without a plan is just a wish.”

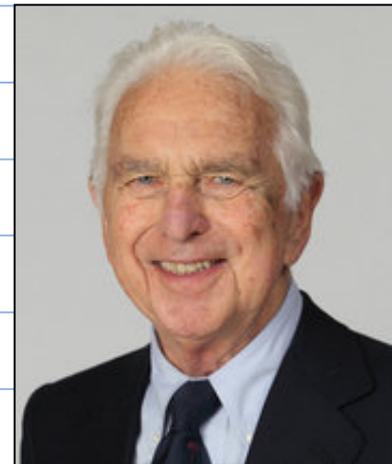
Antoine de Saint-Exupery
(1900 - 1944)





Leadership: strategy

"Leadership is the capacity to translate vision into reality."



Warren G. Bennis



Leadership: strategy

“Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.”



Colin Powell

The Art of Leadership by DK Miller

A leader must know how to get there.

STRATEGY

You need some tractor time.



The Art of Leadership by DK Miller

A leader must get others to follow.

PERSUASION



Leadership Quotations

“Leadership is by consent, not command. A leader must persuade.”



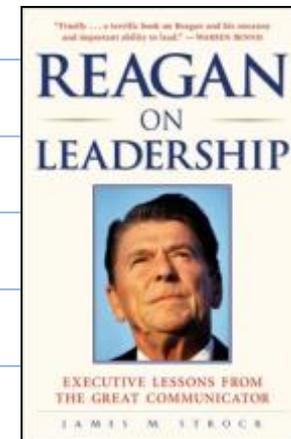
Donald Rumsfeld



Leadership: persuasion

“If the vision is understandable, credible, shared and compelling, the people will join the leader and move forward together.”

James M. Strock
Reagan on Leadership

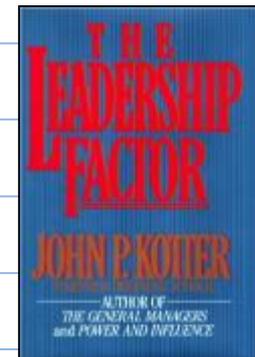




Leadership, motivation

“Motivating key people in the network to work hard on the agenda requires a considerable communications capability and a keen insight into all the different kinds of people involved.”

The Leadership Factor
John P Kotter

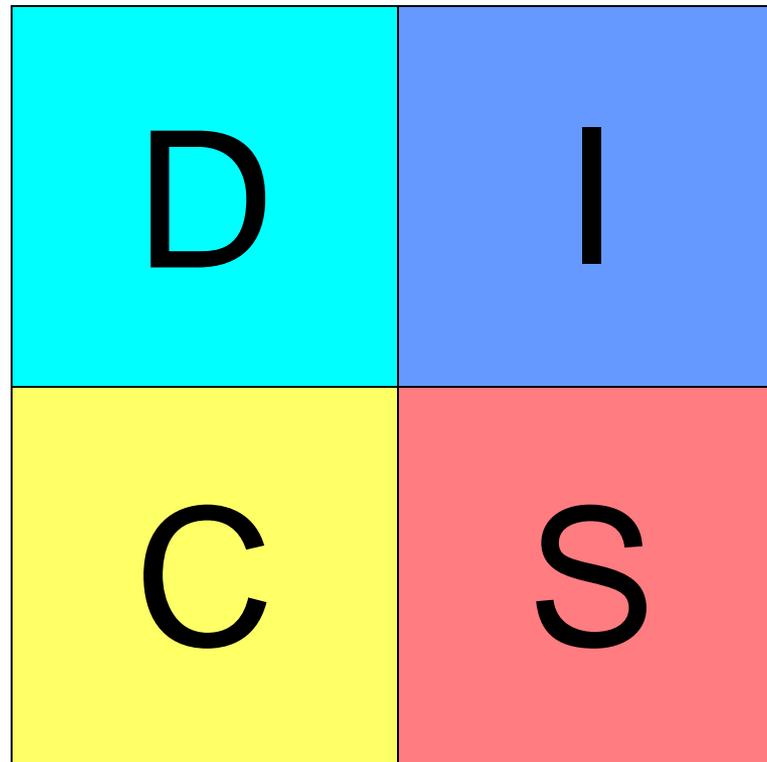


The Art of Leadership by DK Miller

A leader must persuade others to follow.

PERSUASION

Different kinds of people

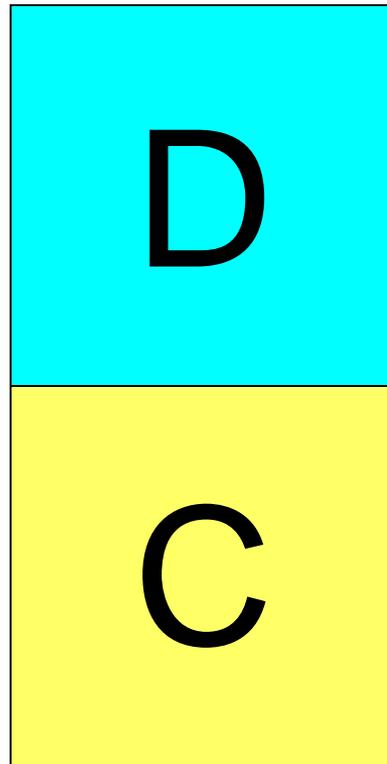




The D.I.S.C. Learning Model

William Moulton Marston
American Psychologist
1893-1947

D	I
C	S



Dominant:

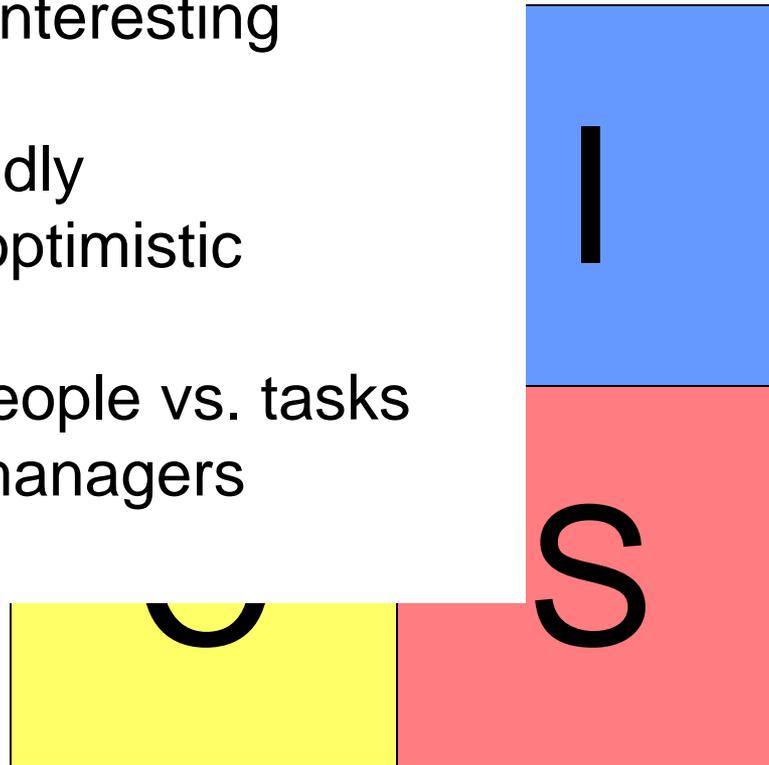
Direct, Driving,
Decisive, Demanding,
Doer

- Independent
- Energetic, busy
- Strong-willed
- Results oriented
- Tell vs. ask

Influential:

Inspiring, Impressive,
Interacting, Interesting

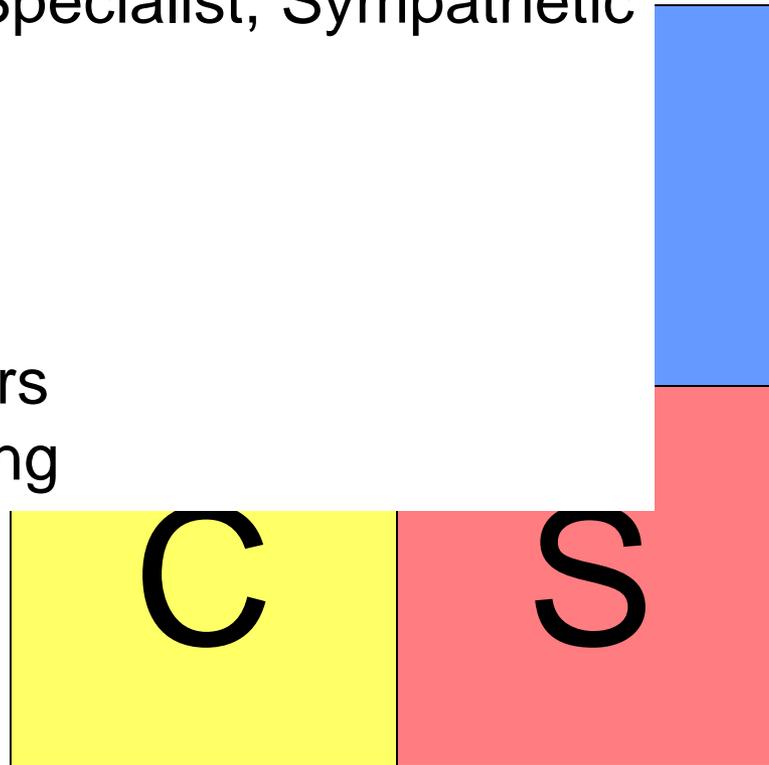
- Social, friendly
- Energetic, optimistic
- Imaginative
- Focus on people vs. tasks
- Poor time managers
- Tell vs. ask.

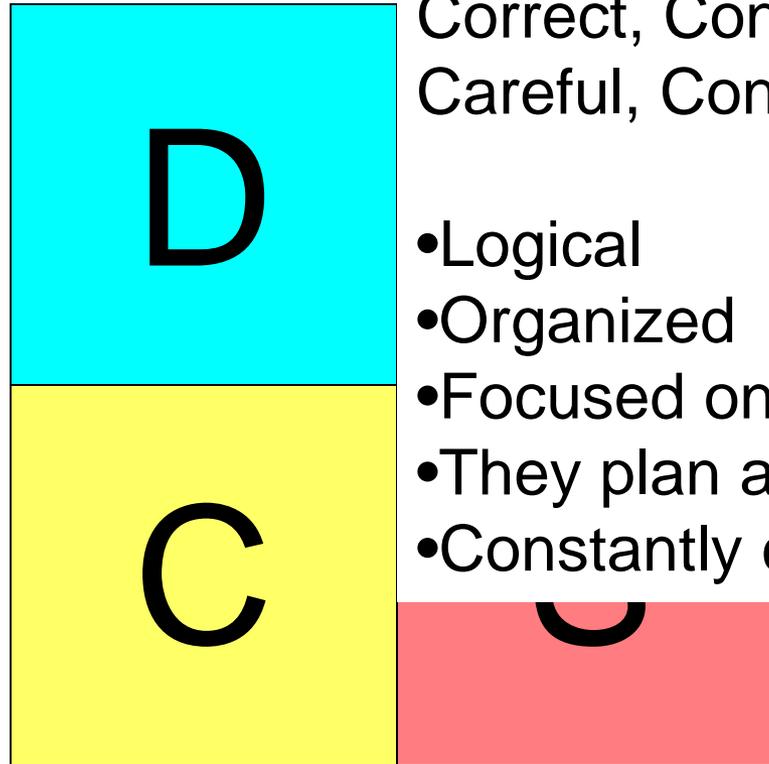


Steady:

Submissive, Stable, Supportive,
Status Quo, Specialist, Sympathetic

- Consistent
- Supportive
- Helping
- Good listeners
- Peace-seeking



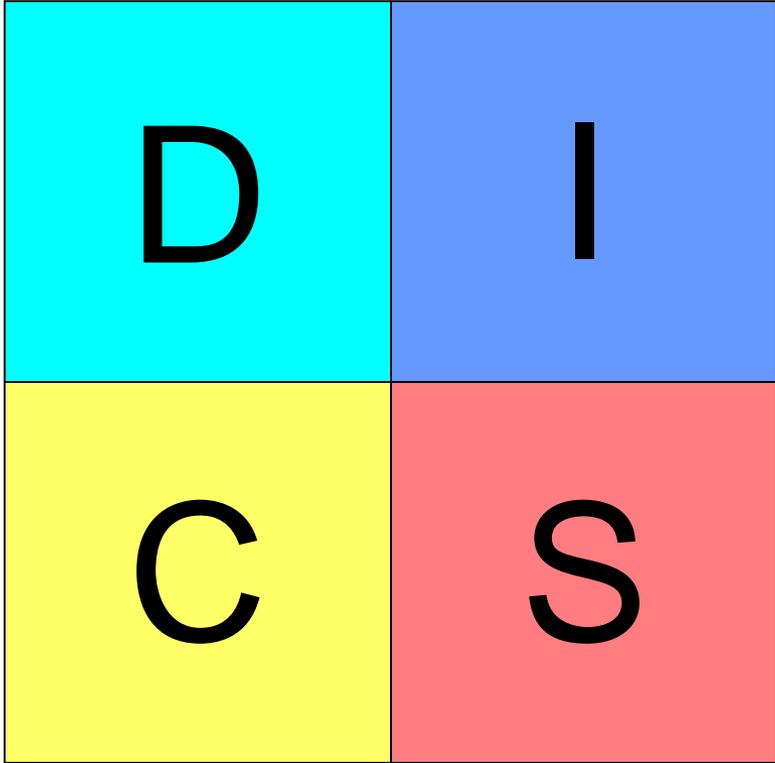


Conscientious:

Cautious, Compliant,
Correct, Concerned,
Careful, Contemplative

- Logical
- Organized
- Focused on details and quality
- They plan ahead
- Constantly check for accuracy

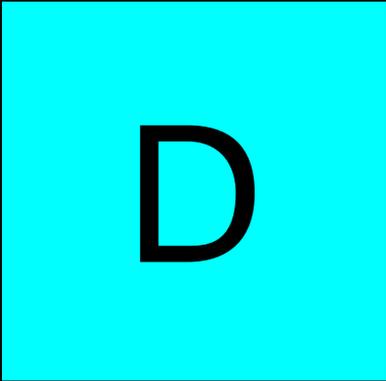
Driven



**Task
Oriented**

**People
Person**

Laid Back



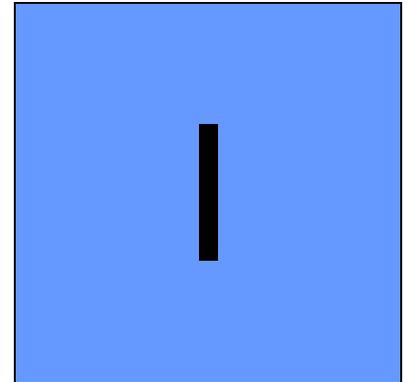
D

Get to the point!

- Focus on facts and ideas
- Show them how they can succeed
- Show how problems will inhibit their success
- Build respect to avoid conflict

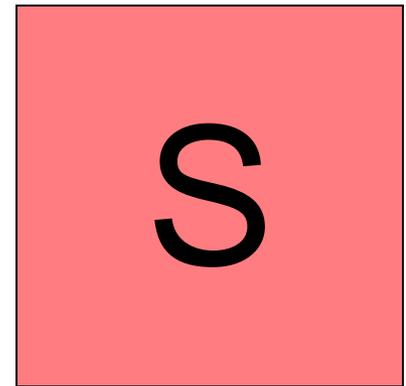
Be Friendly!

- Socialize, build relationship
- Don't spend time on details
- Motivate them to complete task
- Recognize their accomplishments



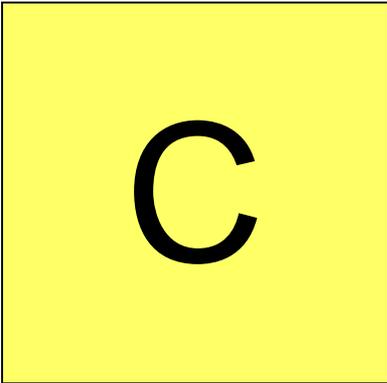
Be interested in them!

- Give time to adjust to change
- Clearly define goals
- Avoid hurry and pressure
- Present new ideas carefully



Be prepared!

- Be logical, accurate
- Focus on facts
- Be patient, persistent, diplomatic
- Avoid surprises



C

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Leadership and Character



Leadership Quotations

Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy.

Norman Schwarzkopf





Leadership Quotations

“Leadership rests not only upon ability, not only upon capacity; having the capacity to lead is not enough. The leader must be willing to use his authority. His leadership is then based on truth and character. There must be truth in the purpose and will power in the character.”

Vince Lombardi



WHAT IT TAKES TO BE #1

By Vince Lombardi, Jr.

“Faithfulness and truth are the most sacred excellences and endowments of the human mind.”

The ends never justify the means.

Values are not culturally defined.

Values without morality mean nothing, because you stand for nothing.

Not all values are equal.

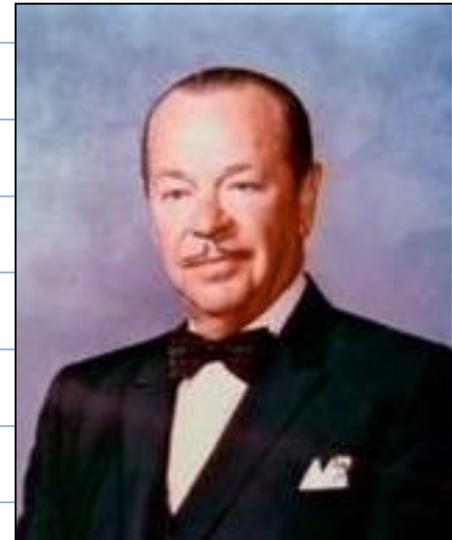
Life is cause and effect. In other words, sooner or later, you do sit down to a banquet of consequences.



Integrity

Have the courage to say no. Have the courage to face the truth. Do the right thing because it is right. These are the magic keys to living your life with integrity.

W. Clement Stone





Leadership: Integrity

The supreme quality for leadership is unquestionably **integrity**. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.

Dwight D. Eisenhower





Leader, Quality of

“The quality of a leader is reflected in the standards they set for themselves.”

Ray Kroc

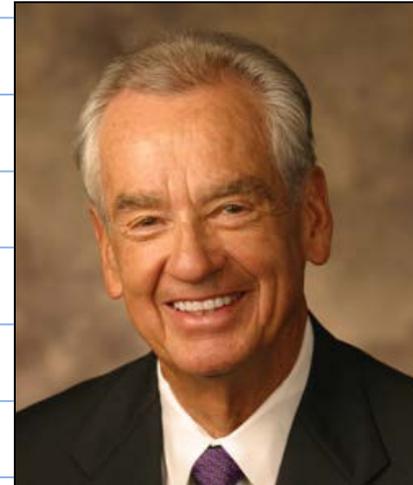


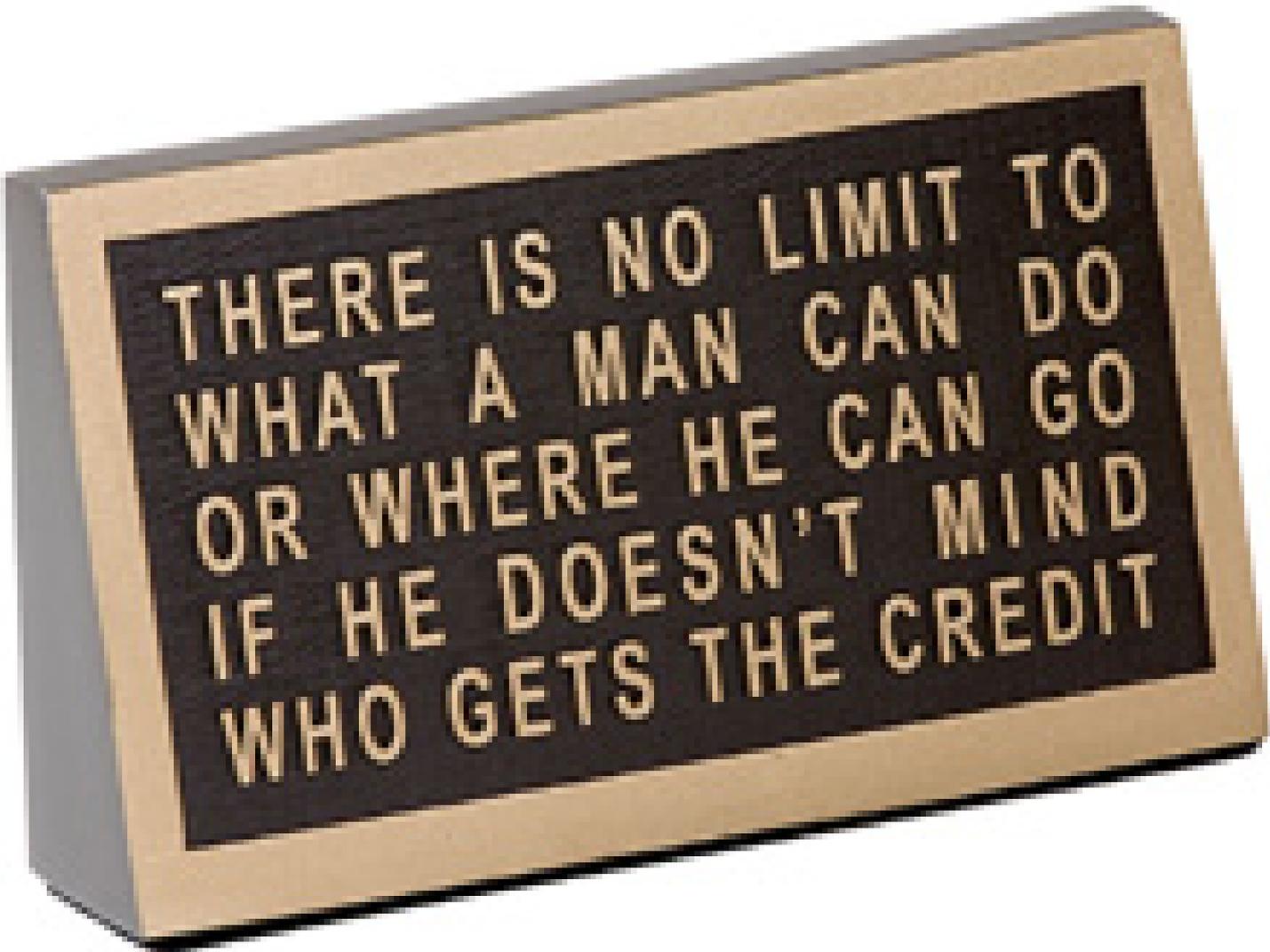


Integrity

It is true that integrity alone won't make you a leader, but without integrity you will never be one.

Zig Ziglar





THERE IS NO LIMIT TO
WHAT A MAN CAN DO
OR WHERE HE CAN GO
IF HE DOESN'T MIND
WHO GETS THE CREDIT

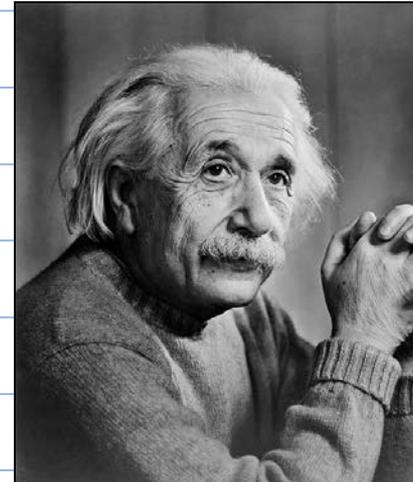


Ego

“More the knowledge, lesser the ego, lesser the knowledge, more the ego.”

Albert Einstein

$$\text{Ego} = \frac{1}{\text{knowlege}}$$





Cowboy wisdom

“If you get to thinkin' you're a person of some influence, try orderin' somebody else's dog around. “

Leadership and Communication

(directly related to persuasion)



Persuasion

“Of the modes of persuasion furnished by the spoken word there are three kinds. The first kind depends on the personal character of the speaker [ethos]; the second on putting the audience into a certain frame of mind [pathos]; the third on the proof, or apparent proof, provided by the words of the speech itself [logos]. Persuasion is achieved by the speaker’s personal character when the speech is so spoken as to make us think him credible.”

Aristotle



Ethos

- Character
- Credibility
- Expertise
- Consistency
- Objectivity
- Reliability



Pathos

- Emotion
- Anger is strongest
- Obligation., “ought”, responsibility
- Pride, accomplishment



Logos

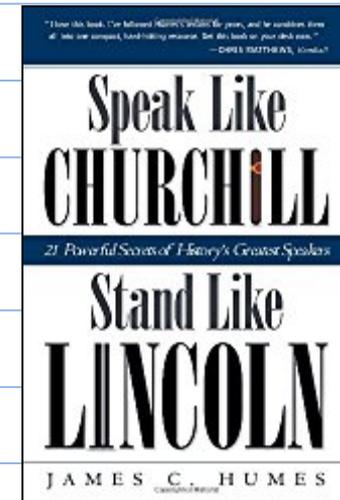
- Logic
- Reasoning
- Facts
- Probabilities



Leadership, communication

The art of communication is the language of leadership.

James Humes

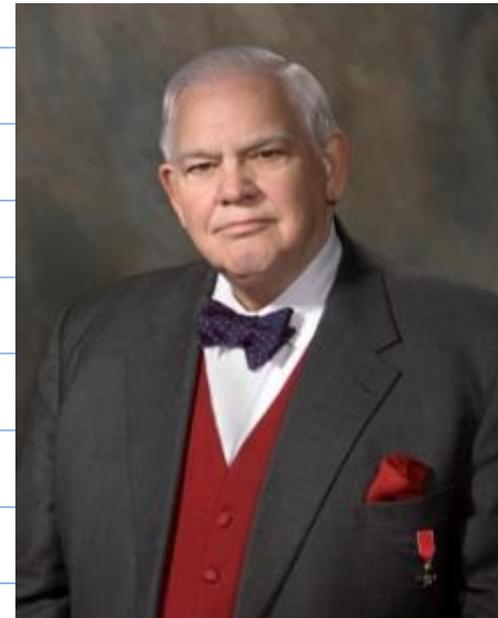




Leadership, communication

Every time you have to speak, you are auditioning for leadership.

James Humes



Leadership and Passion



Passion

"It requires a certain kind of mind to see beauty in a hamburger bun. Yet, is it any more unusual to find grace in the texture and softly curved silhouette of a bun than to reflect lovingly on the hackles of a favorite fishing fly?"

Ray Kroc

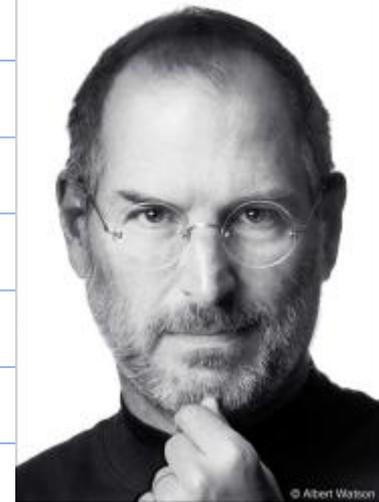




Passion

"You have to be burning with an idea, or a problem, or a wrong that you want to right. If you're not passionate enough from the start, you'll never stick it out."

Steve Jobs





Leadership

Let me define a leader. He must have **vision** and **passion** and not be afraid of any problem.

Instead, he should **know how** to defeat it. Most importantly, he must work with **integrity**.

A. P. J. Abdul Kalam



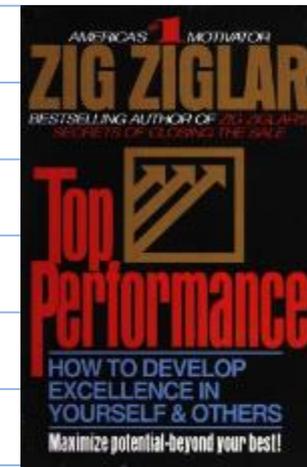
Leadership and First Impressions



Impressions, first

“You have about four minutes to be either received or rejected when you first meet someone.”

Zig Ziglar
Top Performance



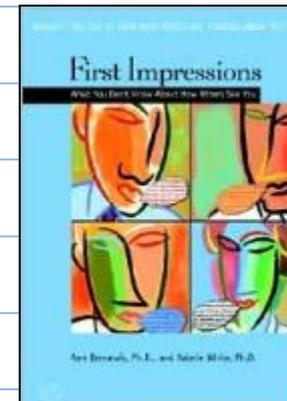


Impressions, first

“Psychological research has shown the people weigh initial information much more heavily than later information when they evaluate people.”

Ann Demaris, Ph.D

Valerie White, Ph.D

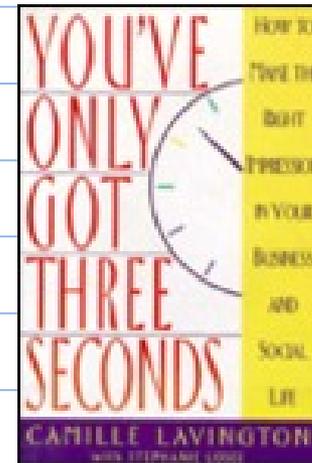




Impressions, first

**“Get used to it. The real world has your number.
It only takes people three seconds to know where
you’re coming from.”**

Camille Lavington



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Leadership Quotations

"People buy into the leader before they buy into the vision."

John C. Maxwell





Leadership Quotations

“You have achieved excellence as a leader when people will follow you everywhere if only out of curiosity.”

Colin Powell



The essence of leadership: my opinion

1. A leader must know where he is going.

VISION

2. A leader must know how to get there.

STRATEGY

3. A leader must persuade others to follow.

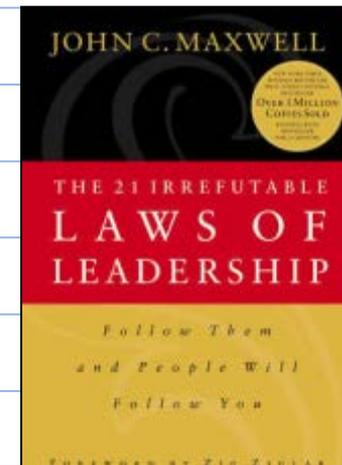
PERSUASION



Leadership

People become real leaders because of

- 1. Character:** Who they are
- 2. Relationships:** Who they know
- 3. Knowledge:** What they know
- 4. Intuition:** What they feel
- 5. Experience:** Where they've been
- 6. Past Success:** What they've done
- 7. Ability:** What they can do



John Maxwell

A NEW & UPGRADED Edition of the Online Test from Gallup's

NOW, DISCOVER YOUR STRENGTHS

STRENGTHS FINDER **2.0**

#1 *New York Times* Bestselling Author

TOM RATH



Strengthfinder Results (DKM)

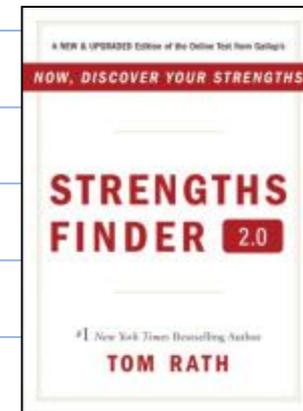
Strategic

Achiever

Maximizer

Responsibility

Communication





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Podcasts

The AISC Podcast series, *Steel Profiles*, brings you up close and personal with many of the steel industry's leading professionals. All interviews are conducted by Margaret Matthew, AISC senior engineer. You can easily download the *Steel Profiles* interviews directly from our website. Or, find them on iTunes. These short podcast recordings are perfect listening for your commute or in your free time, on your iPod or in your car... don't miss out, listen today!

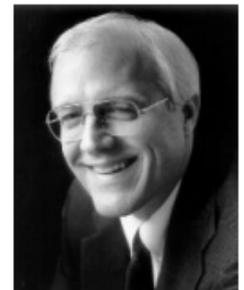


Podcasts also available on [iTunes](#) and [RSS](#).

Steel Profiles - Episode #25 - March 2015

March 2015's new episode features an interview with Lawrence Griffis, P.E., Senior principal and senior consultant at Walter P Moore & Associates. Tune in to listen to Margaret chat with Larry about his pioneering efforts in long-span roof structures and retractable roof systems, his take on the ASCE-7 Wind Provisions, and his admiration for Gustave Eiffel. (45:09)

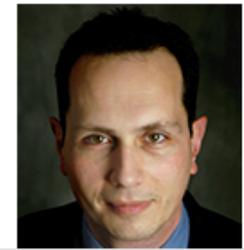
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Steel Profiles - Episode #24 - September 2014

September 2014's new episode features an interview with Rafael Sabelli, S.E., principal and director of seismic design at Walter P Moore. Tune in to listen to Margaret chat with Rafael about his path from philosophy student to seismic expert, what type of seismic-force resisting system he would like to be, and to hear the best joke he's ever delivered to a lecture audience (and the worst!) (33:58).

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▣ **Steel Profiles - Episode #9 - August 2011**

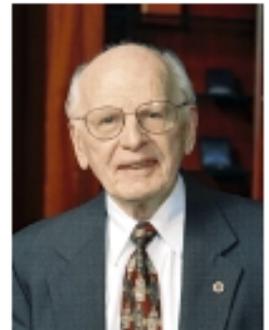
In celebration of SteelDay, coming up on September 23rd, August 2011's podcast features a classic interview from our archives with one of the steel industry's heroes. In 1997, Charlie Carter, current Vice President and Chief Structural Engineer for AISC, presented **Omer Blodgett** with the AISC Luminary Award and recorded this interview. (27:56)

The industry's largest educational and networking event returns for a third successive year, and you won't want to miss out on the action. Attend a SteelDay event on September 23 and explore the structural steel supply chain live. All of the events are free and there's one near you! Visit www.steelday.org to find out more and sign up today.

[Play Online](#) | [Download](#) | [iTunes](#)



STEELDAY

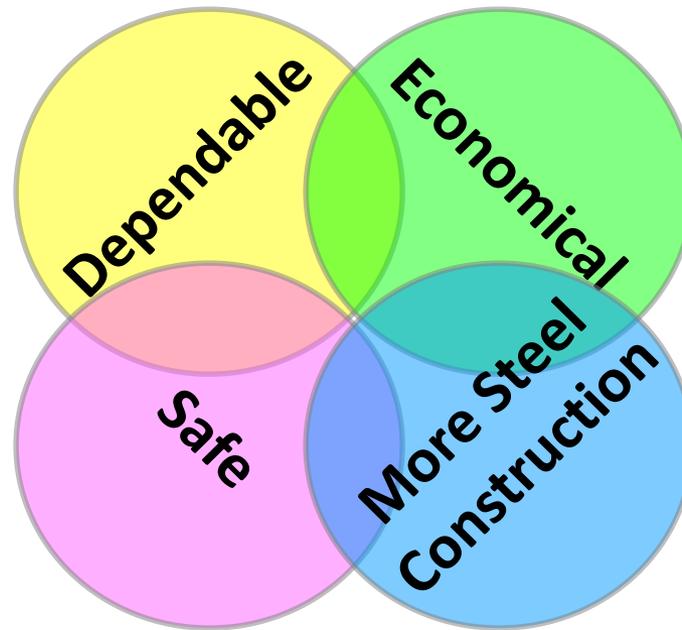


My Story

Vision

My (and Lincoln Electric's) ~~Objectives~~

To advance the use of welding



My Story

My Personal Objective

Whatever you do, work at it with all your heart, as working for the Lord, not for human masters, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving.

Colossians 3:23-24

New International Version (NIV)

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