

# Step Up to Your Leadership!

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# Today's Agenda

- What is leadership?
- Your view of leadership
- Your leadership checkup
- Your leadership development plan



# Open Dialog: What is a leader?



# TRAITS

## John Gardner *On Leadership*

- **Physical vitality and stamina**
- **Intelligent**
- **Action-oriented judgment**
- **Eager to accept responsibility**
- **Task competent**
- **Understands followers and their needs**
- **Skilled in dealing with people**
- **Need for achievement**
- **Capacity to motivate people**
- **Courage and resolution**
- **Trustworthiness**
- **Decisiveness**
- **Self-confidence**
- **Assertiveness**
- **Adaptability/flexibility**



# STYLES

## Blake and Mouton

- **Concern for task:** Achievement and production centric. Leaders look for high levels of productivity, and ways to organize people and activities in order to meet those objectives.
- **Concern for people:** Leaders who look upon their followers as people - their needs, interests, problems, development and so on. They are not simply units of production or means to an end.
- **Directive leadership:** This style is characterized by leaders making decisions for others - and expecting followers or subordinates to follow instructions. Traditional hierarchical structure.
- **Participative leadership:** Here leaders try to share decision-making with others. Organic approach versus hierarchical approach.



# SITUATIONAL

## Hershey and Blanchard

- **Telling:** Style or approach that gives a great deal of direction and considerable attention to defining roles and goals. Best with new staff or disinterested workforce.
- **Selling:** Direction is given by the leader, there is an attempt at encouraging people to ‘buy into’ the task. Sometimes characterized as a ‘coaching’ approach, it is to be used when people are willing and motivated but lack the required ‘maturity’ or ‘ability’.
- **Participating:** Decision-making is shared between leaders and followers – the main role of the leader being to facilitate and communicate. It involves high support and low direction.
- **Delegating:** The leader identifies the problem or issue, but the responsibility for carrying out the result is given to followers. People are willing and motivated.



# TYPE

## Bass, Burns, Wright and others...

**Transactional:** Recognizes what it is that we want to get from work and tries to ensure that we get it if our performance merits it. Exchanges rewards for our effort. Is responsive to our immediate self interests if they can be met by getting the work done.

**Transformational:** Raises our level of awareness and consciousness about the significance and value of designated outcomes, and ways of reaching them. Gets us to transcend our own self-interest for the sake of the team, organization or larger polity. Alters our need level (after Maslow) and expands our range of wants and needs.



Leaders are people, who are able to express themselves fully. They know what they want, why they want it, and how to communicate what they want to others, in order to gain their cooperation and support. They know how to achieve their goals.

-- Warren Bennis



**EXERCISE:**  
**Your View of Leadership**



# Leadership



# Leadership Model



## Self Leadership:

- Self Knowledge
- Self Confidence
- Self Motivation
- Social Impact

## Relational Leadership:

- Regard
- Proactive Cultivation
- Influence and Persuasion

## Organizational Leadership:

- Cultural Intelligence
- Global View
- Service Focus



# Your Leadership Checkup



Handout:  
Leadership Checkup



# Steps to Leadership Your Development Plan



Handout:  
Development Plan Framework



# For more information...

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