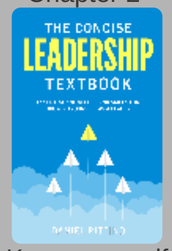
coggle
made for free at coggle.it

Chapter 2



Know yourself

Behavioral styles

- People (P) vs. task (T) orientation (Blake/Mouton grid)
  - Impoverished (P-low, T-low)
  - Produce or perish (P-low, T-high)
  - Team leadership (P-high, T-high)
  - Country club (P-high, T-low)
  - Middle of the road (P/T medium)
- Decision-making styles (Lewin)
  - Autocratic
  - Democratic (participative)
  - Laissez-faire

Personality traits

- Personality traits: patterns of feeling, thinking and behaving that are characteristic of each of us as individuals
- Recognizing your "comfort zone" behaviors
- "Big Five"
  - Conscientiousness
  - Extraversion
  - Openness to experience
  - Emotional stability
  - Agreeableness
- The same personality trait can have different effects on leadership effectiveness

Leadership skills

- Human skills
  - Emotional intelligence
    - Empathy
    - Self-regulation
    - Emotional self-awareness
  - Interpersonal skills
    - Social intelligence
    - Behavioral flexibility
    - Social performance (e.g. communication skills)
  - Personal skills
    - Self-awareness
    - Core self-evaluation
    - Self-confidence
    - Self-efficacy
- Technical skills (specialized knowledge about methods, processes, and tools)
- Problem-solving skills
  - 1 Define problems, distinguish between symptoms and causes
  - 2 Generate possible solutions (creativity)
  - 3 Plan actions and forecast possible consequences (taking constraints into account)
  - 4 Implement the plan (including identifying alternative actions, "Plan B")