

Now that we understand the history of ALDOT,

***Module 2 shows us how we can be effective leaders
who take ALDOT into the future.***

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Module 2 Leadership Overview



LEADERSHIP MOMENT
John Cooper, ALDOT Director
Video Title: *Leadership Overview*

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Objectives

- Understand why it is important to be a highly effective leader.
- Recognize the difference between management and leadership.
- Identify leadership characteristics, attitudes, and skill sets.
- Construct a career path to become a strong, admired, and transformational leader.

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Leadership Discussion...



What is effective leadership?

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Leadership Discussion...



What are the outcomes of effective leadership?

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Leadership Discussion ...



How would you describe the absence of leadership?

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Leadership Discussion ...

What behaviors are associated with leadership?



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Management vs. Leadership

Managers	Leaders
Administer	Innovate
Maintain	Develop
Accept reality	Investigate it
Ask how and when	Ask what and why
Focus on processes	Focus on people
Control	Trust

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Management vs. Leadership

Managers	Leaders
Short-range view	Long-term perspective
Ask how and when	Ask what and why
Imitate	Originate
Accept status quo	Challenge it
Classic good soldier	Unique, own person

**Management moves people through the known.
Leadership moves people into the unknown.**

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What Is Important To Employees?

- Effective Leadership Communication
- Effective Management Style



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What Is Important To Employees?

- **Effective Leadership Communication**

Leaders communicate goals, rationale for goals, performance expectations, performance feedback, their vision, appreciation for employees, constructive feedback, and team successes.

Communication is the key to gaining employee trust. Lack of transparency causes employees to distrust the supervisor.

It is impossible to over-communicate. Communication yields engaged and empowered employees.

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What Is Important To Employees?



▪ Effective Management Style

- *Dictatorial*
- *Authoritative*
- *Consultative*
- *Participative Team*

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Why is Employee Engagement Important?

- **Disengaged: 21%**
Employees who continually find fault with most everything that is taking place are viewed as being disruptive because of their negative attitudes.
- **Not Engaged: 61%**
Employees lack enough self-confidence or courage to take any risk or challenge the status quo; however, this group would likely become part of a team if they were motivated and given the right opportunities to grow and develop.
- **Engaged: 18%**
Employees have a sense of ownership and support of their organization.

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Leadership Practices

- Model the way.
- Inspire a shared vision.
- Challenge the process.
- Enable others to act.
- Encourage the heart.



Leadership Challenge
Barry Posner and James M. Kouzes

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Leadership Practices Checklist

Model the way:

- Do you establish principles and model the way people should be treated?
- Do you demonstrate respect to all ALDOT employees and peers?
- Do you demonstrate care and concern to all citizens you may encounter as part of your job?

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Leadership Practices Checklist

Inspire a shared vision:

- Are you passionate that you can make a difference at ALDOT?
- Have you envisioned the future destination of ALDOT?
- Do you continually discuss the end goals regarding each project with employees?
- How do you continually communicate your vision (forward-looking direction) to employees on a daily basis?

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Leadership Practices Checklist

Challenge the process:

- Do you search for innovative opportunities to change the status quo?
- What is one innovative opportunity you executed?
- Do you bring about positive progress even if change may involve risks?
- What is a risk you took that brought progress?

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Leadership Practices Checklist

Enable others to act:

- Have you fostered a collaborative atmosphere with employees?
- What were the methods you used to foster collaboration?
- How do you actively involve employees in decision-making and problem-solving?
- Do you fully give your employees the authority to act—empower them?
- Can you honestly say that all of your employees are motivated and that trust exists between you and employees?

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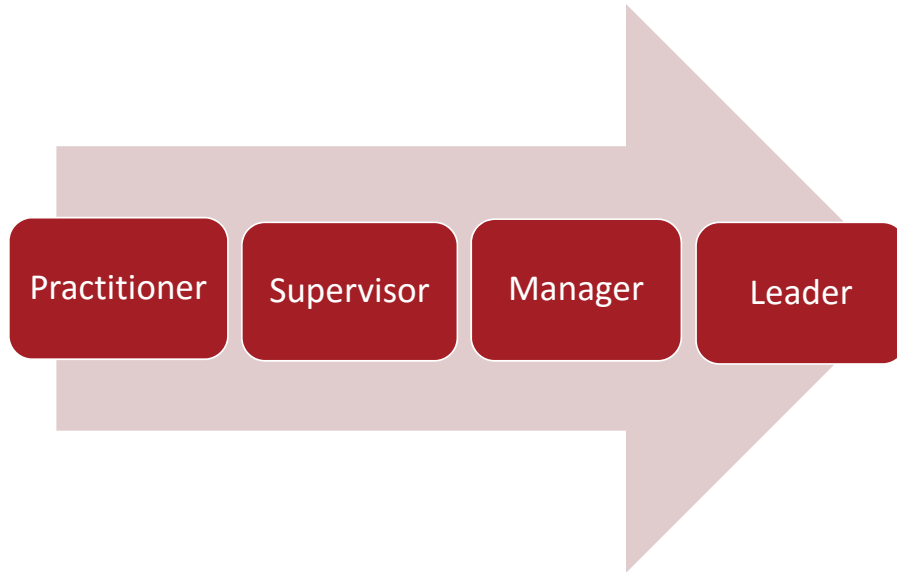
Leadership Practices Checklist

Encourage the heart:

- Do you tell employees how much you appreciate their work on a daily basis?
- How do you recognize the contribution of individual employees on a weekly basis?
- How do you recognize the contribution of team accomplishments on a weekly basis?
- Do you offer praise to employees at a 4:1 ratio as compared to criticism?

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Traditional Route in the ALDOT System



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*“If you are leading the herd...
take a look back every now and then
to see if they are following you.”*

Will Rogers

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Are You a Leader?

12 Quotients of Leadership

- Appearance
- Behavior
- Communications
- Desire
- Emotional Intelligence
- Intellect
- Knowledge
- Management
- People Skills
- Reality
- Situational
- Experience

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Are You a Leader?

Your Leadership Self-Assessment

Think about the questions on the next slide and respond on a scale from 1 to 5.

1 = not at all

2 = to a little extent

3 = to some extent

4 = to a great extent

5 = to a very great extent

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Are You a Leader?

- ___ 1) I plan my activities on a daily basis to make sure I focus on the right things.
- ___ 2) I know my core values and act according to them.
- ___ 3) I confront tough issues with honesty and integrity.
- ___ 4) I regularly spend time helping others learn new tasks or skills.
- ___ 5) I look for ways to create positive change in my workplace.

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Are You a Leader?

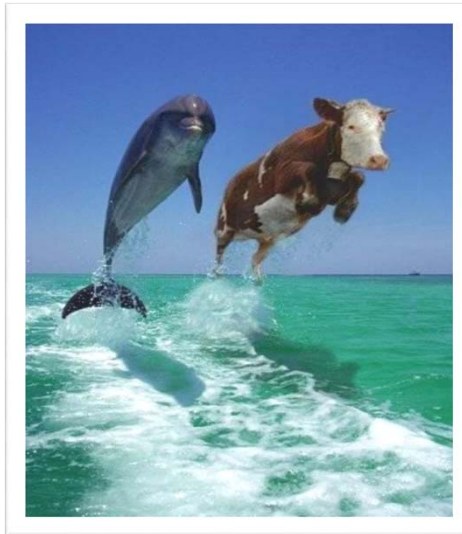
Stress Test

Sometimes work stress messes with our minds, our priorities, and our judgment.

Review the following picture of identical dolphins. Variation between the dolphins, no matter how slight, indicates you may be under some stress. The greater the difference, the greater your stress.

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Are You a Leader?



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Are You a Leader?

What's keeping you from
becoming a more effective leader?



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Are You a Leader?



**It is a long trip. It takes commitment.
However, the view is worth it!**

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ALDOT Leadership Program

**General
Leadership**

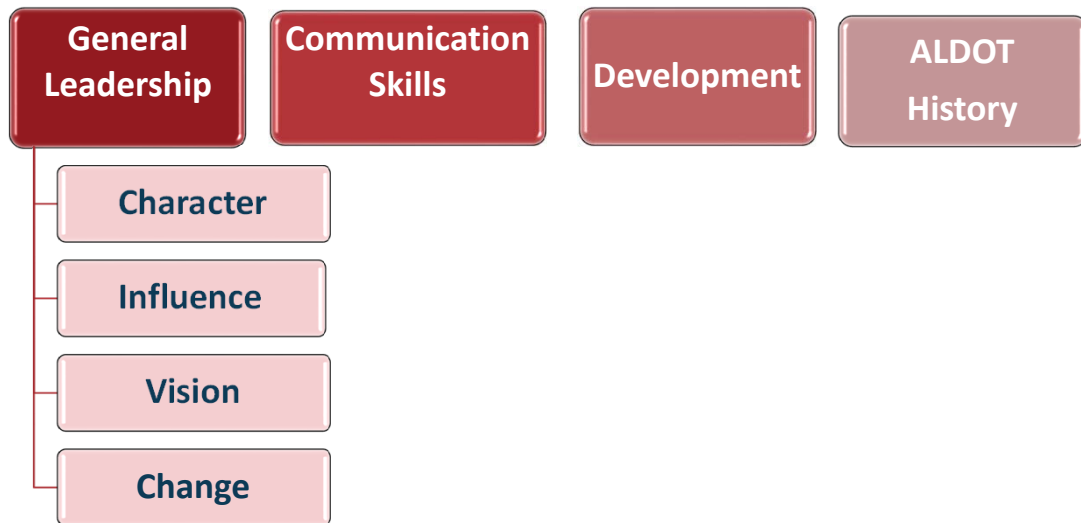
**Communication
Skills**

Development

**ALDOT
History**

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ALDOT Leadership Program



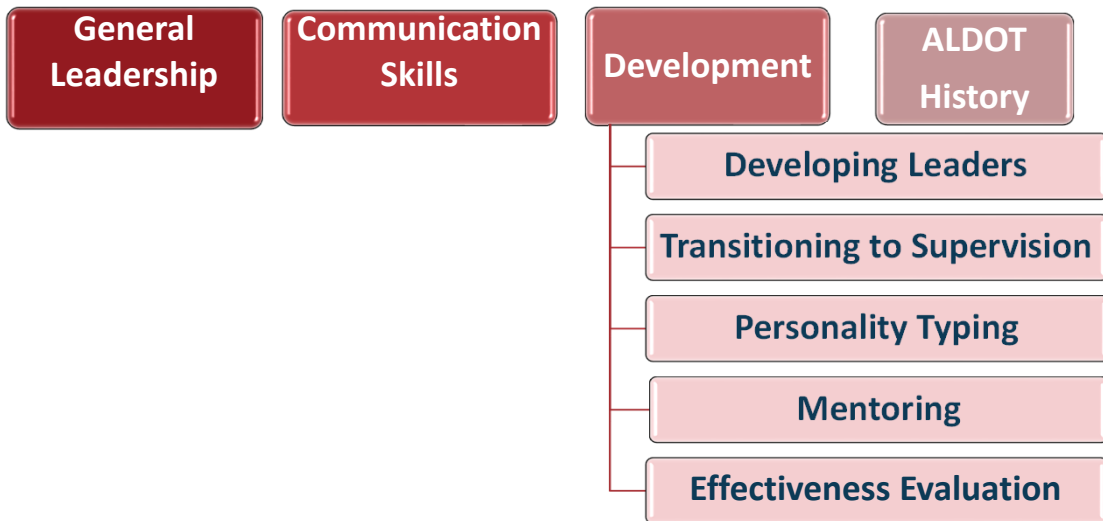
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ALDOT Leadership Program



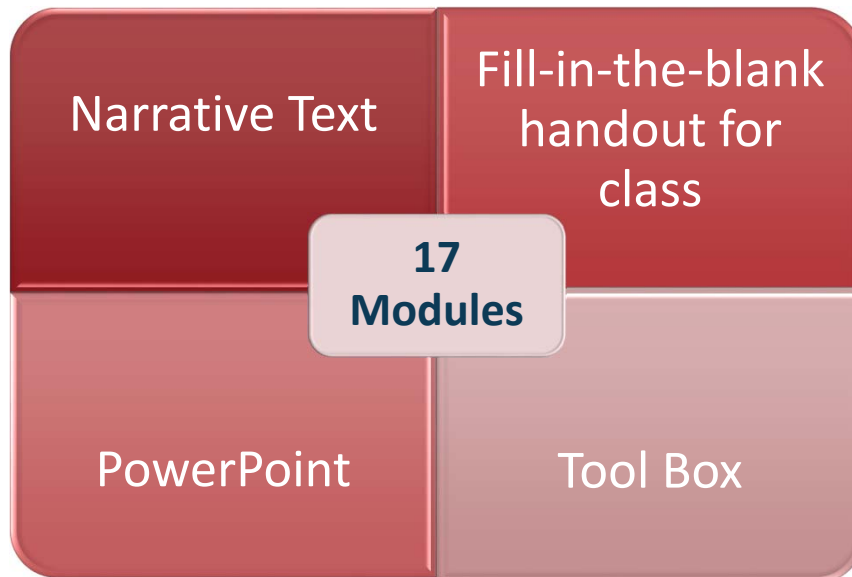
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ALDOT Leadership Program



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Leadership Program Manual



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Module Two Summary

- Leading is different from managing.
- Leadership is positive and inspiring influence.
- Leadership is a choice—a commitment.
- To be an effective leader, you must develop the necessary characteristics and core practices.
- Being a leader with great management skills will lift your employees to new heights.
- Great leadership will impact the citizens we serve and the surrounding communities.

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Begin with the end in mind.

Seven Habits of Highly Effective People

Stephen Covey

What leadership legacy will you leave?

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