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# The Traits of Visionary Leadership

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*May 16, 2016*

# What we'll talk about...

- What Leaders do
- Managers and leaders
- Power
- Motivation
- Traits of visionary leadership

*“Be a yardstick of quality. Some people aren't used to an environment where excellence is expected.” – Steve Jobs*



**What do Leaders do?**

# What's on our "To Do" lists?





# What we do all day...

- E-mail
- Phone
- Hiring
- Meetings
- Customers
- Deal with people issues
  - Customers
  - Employees
  - Vendors
  - Investors
- Financials/Analyze
- Fix things
- Make things better
- Coaching
- Negotiating
- Compliance
- Vender selection
- Operations
- Selling









There's a lot to get done...everyday

Reoccurring tasks

vs.

“One & Done” tasks

vs.

Big tasks



# Whac A Mole



Can be fun.

Blinking lights.

Dinging noises.

50 cents.

4:30 minutes.

Get's to be exhausting.

Thank God for  
“delegation.”



# A few words regarding “delegation.”

- You can dedicate the task to a person or a group of people.
- You can hold people responsible.
- But...the responsibility for getting the job done remains with the leader.
- “The buck stops here.”



# The point...

- There's a lot to do
- Management is hard
- Leadership is harder
- Sometime you will have the sense of never getting done
- Feeling of “un-done-ness”
  
- But think about this...What if:
  - The e-mails stopped coming in
  - The phones stop ringing
  - The trucks no longer needed oil changes
  
- You would have to ask “Would I still be leading?”



# Bottom line...

- People need you.
- People are looking to you for direction/answers.
- Leadership provides us a sense of fulfillment.

Remember this from Colin Powell –

*"The day the soldiers stop bringing you their problems is the day you stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."*



**Leadership is...**

# Leadership is...

- Problem solving
- Motivator
- The “go to” guy
- Support
- Direction
- The vision
- Communication



“A great leader is...

a person who has the ability to get other people to do what they want to do and like it.”





# Harry Truman – 33<sup>rd</sup> President of the United States



He also said...

“If you can’t convince them...  
confuse them.”



“Leadership is the capacity to  
translate vision into reality.”

- Warren Bennis



# Bottom line...

The leader creates:

- A compelling vision
- Fosters a climate of trust





*I've missed more than 9000 shots in my career.*

*I've lost almost 300 games. 26 times,*

*I've been trusted to take the game winning shot and missed.*

*I've failed over and over and over again in my life.*

*And that is why I succeed.*

*Michael Jordan*



# Bottom line...

The leader creates:

- A compelling vision
- Fosters a climate of trust
- Meaning
- Success
- A healthy, empowering environment



# Managers and Leaders

# Manager's Job

- Get the job done.
- Keep everyone safe
- Encourage team work and cooperation
- Develop team skills and expand skills
- Keep records and reports





# Leader vs. Manager

## Leader

- Innovates
- Develops
- Inspires trust
- Long range perspective
- Asks “What? and Why?”
- Eye on the horizon
- Challenges the status quo
- His or her own person
- Does the right thing

## Manager

- Administers
- Maintains
- Relies on control
- Short term view
- Asks “How? and When?”
- Accepts the status quo
- Classic “good soldier”
- Does things right.



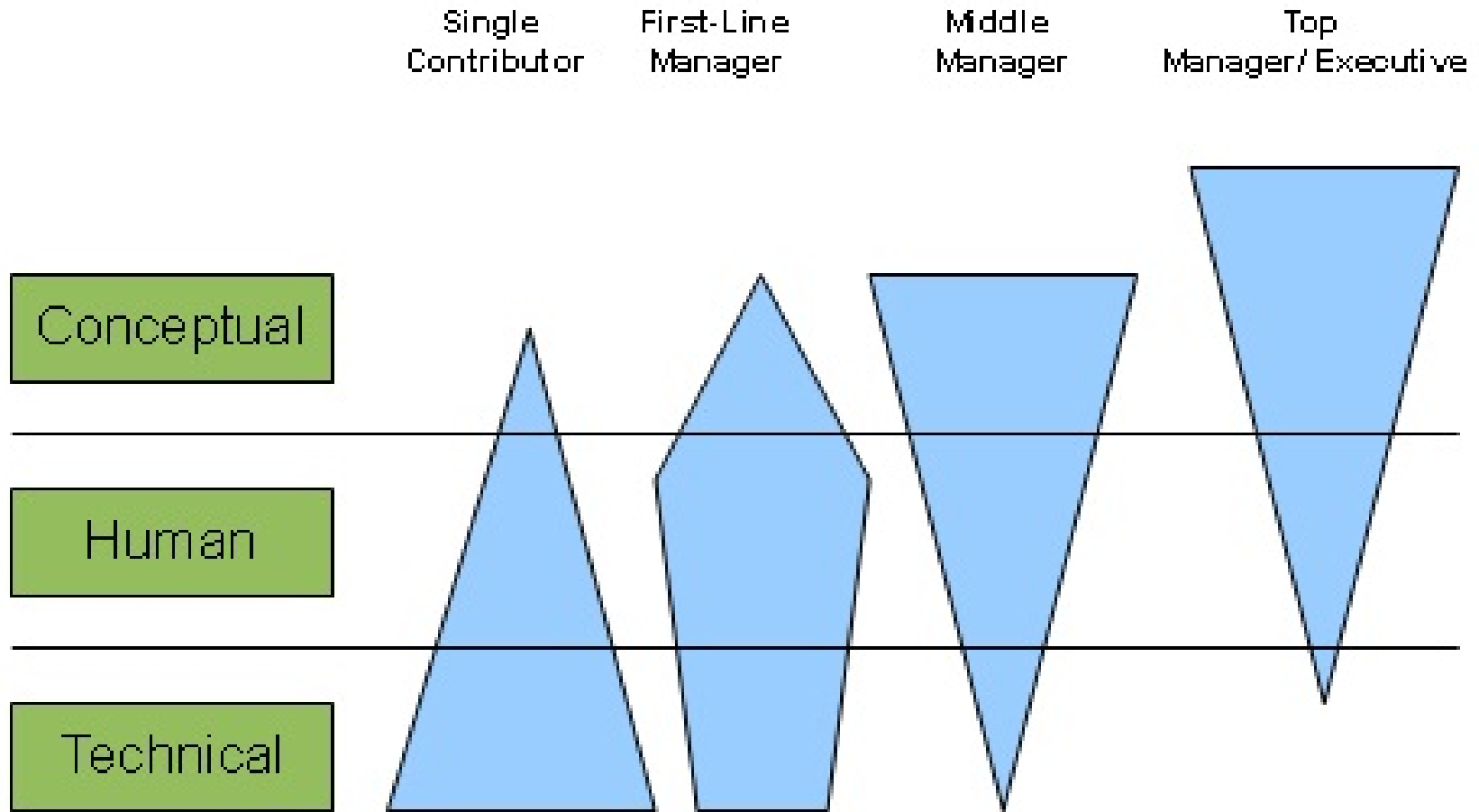
# Knowledge, Skills and Abilities

# Knowledge, Skills and Abilities (KSA's)

- Technical and conceptual skills are required across every job in the organization
  - Driver
  - Supervisor
  - Dispatcher
  - GM
  - Regional Vice President
  - CEO



# Technical and Conceptual Skills



# The bottom line...

- Skill is required at every level.
- The application of various skills may change from position to position and level to level.
  - Good drivers don't always make good supervisors.
  - Good supervisors don't always make good managers.
  - Good CEOs don't always make good mechanics or drivers or helpers.
    - Think “Undercover Boss”
- Must know how to develop, evaluate and maintain knowledge, skills and abilities within the organization.



# The bottom line ...

- We need good teams.
- We need good managers to ensure everyday tasks are being accomplished by the team.
- There are benefits of effective leadership.
- Strong leaders provide vision to the organization.
- Visionary leaders will bring an organization forward, into the future.
- A visionary leader is not concerned with the task as much as with the people (motivation is important).



# Motivators

# Leaders = Motivators

- Why do people do things?
- What motivates them?



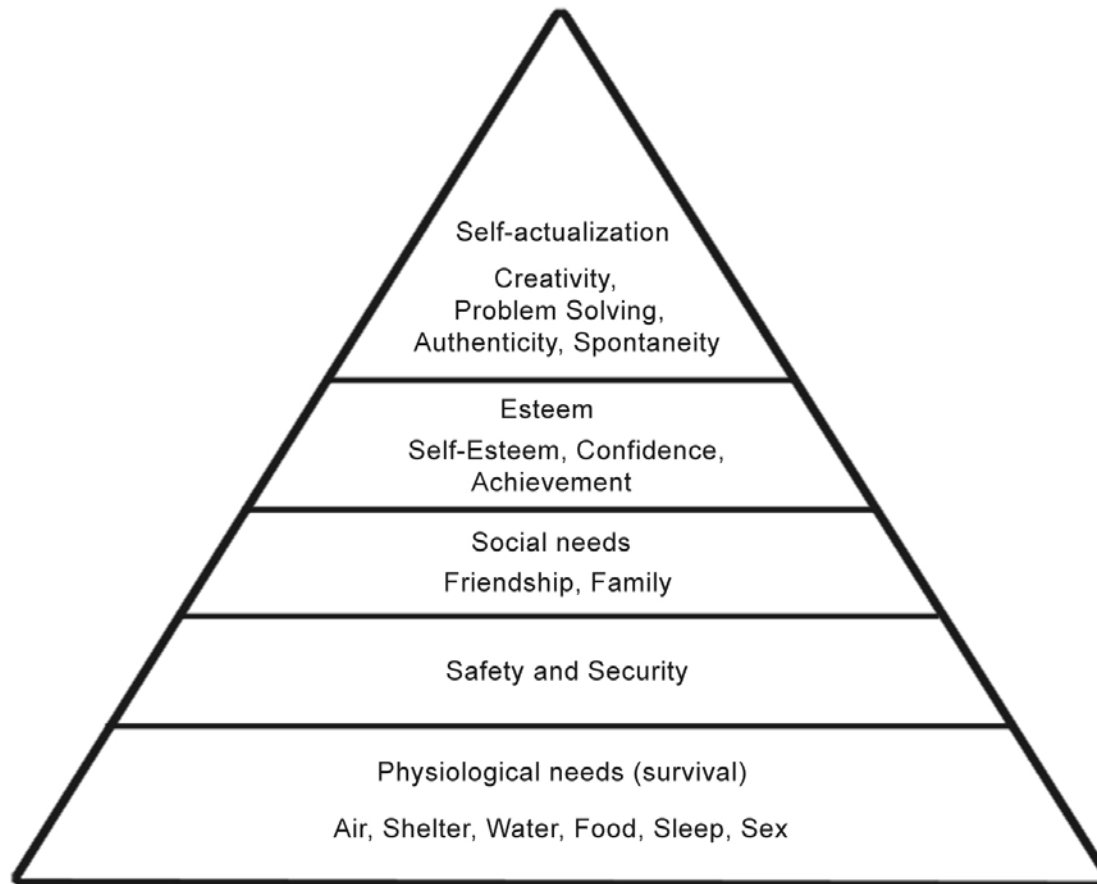


# Motivational Theory

- Maslow's Hierarchy of Needs
- Herzberg's Motivation-Hygiene Theory
- McClelland's Theory of Needs



# Maslow's Hierarchy of Needs



# Joe Winters' Hierarchy of Needs



# Traits of Effective Leadership

# Traits of Effective Leadership

- Intelligence
- Toughness
- Determination
- Vision



# More Traits

- Communicator
- Supervisory ability
- Decisiveness
- Acumen
- Self-assurance
- Initiative
- Desire for professional success
- Integrity
- Sense of priority
- Interpersonal skills
- Empowerment
- Innovation and creativeness
- Consistency and reliability
- Preparedness
- Re and Pro Activeness
- Savvy



# Effective Leaders...

- Trustworthy
- Loyal
- Helpful
- Friendly
- Courteous
- Kind
- Obedient
- Thrifty
- Brave
- Clean
- Reverent



SOLID WASTE & RECYCLING CONFERENCE *with* TRADE SHOW



**May 15 - 18, 2016**

# **New Traits for Leadership**



# Concept of Emotional Intelligence

- Developed by Daniel Goleman, Rutgers University
- “What Makes a Leader?” Harvard Business Review, 1998.



# Traits of Effective Leadership

## Traditional Leadership Traits

- Intelligence
- Toughness
- Determination
- Vision

## New thoughts on Leadership Traits

- Emotional Intelligence
  - Self Awareness
  - Self Regulation
  - Motivation
  - Empathy
  - Social Skills



# Emotional Intelligence

- Self Awareness
  - The ability to recognize and understand their moods, emotions and drivers.
  - Understands how these things affects others.
  - These people are usually:
    - Self confident
    - Realistic self-assessors
    - Self deprecating sense of humor



# Emotional Intelligence

- Self Regulating
  - The ability to control disruptive impulses
  - The propensity to suspend judgement
  - Think before acting
  
- These people are usually:
  - Trustworthy
  - Full of integrity
  - Open to change
  - Welcome perspective



# Emotional Intelligence

- Motivation
  - A passion to work for reasons beyond money or status
  - A propensity to pursue goals with energy and persistence
  - These people are usually:
    - Optimistic
    - Have a strong drive to build/achieve



# Emotional Intelligence

- Empathy
  - The ability to understand the emotional make up of other people
  - Skill in treating people according to their emotional reactions
  - These people are usually:
    - Experts in building and retaining talent
    - Cross-culturally sensitive
    - Care about people, customers, vendors
    - Perceptive



# Emotional Intelligence

- Social Skills
  - Proficient in managing relationships
  - Networking
  - Ability to find common ground
  - These people are usually:
    - Effective in leading change
    - Persuasive
    - Experts in building and leading teams
    - Likable



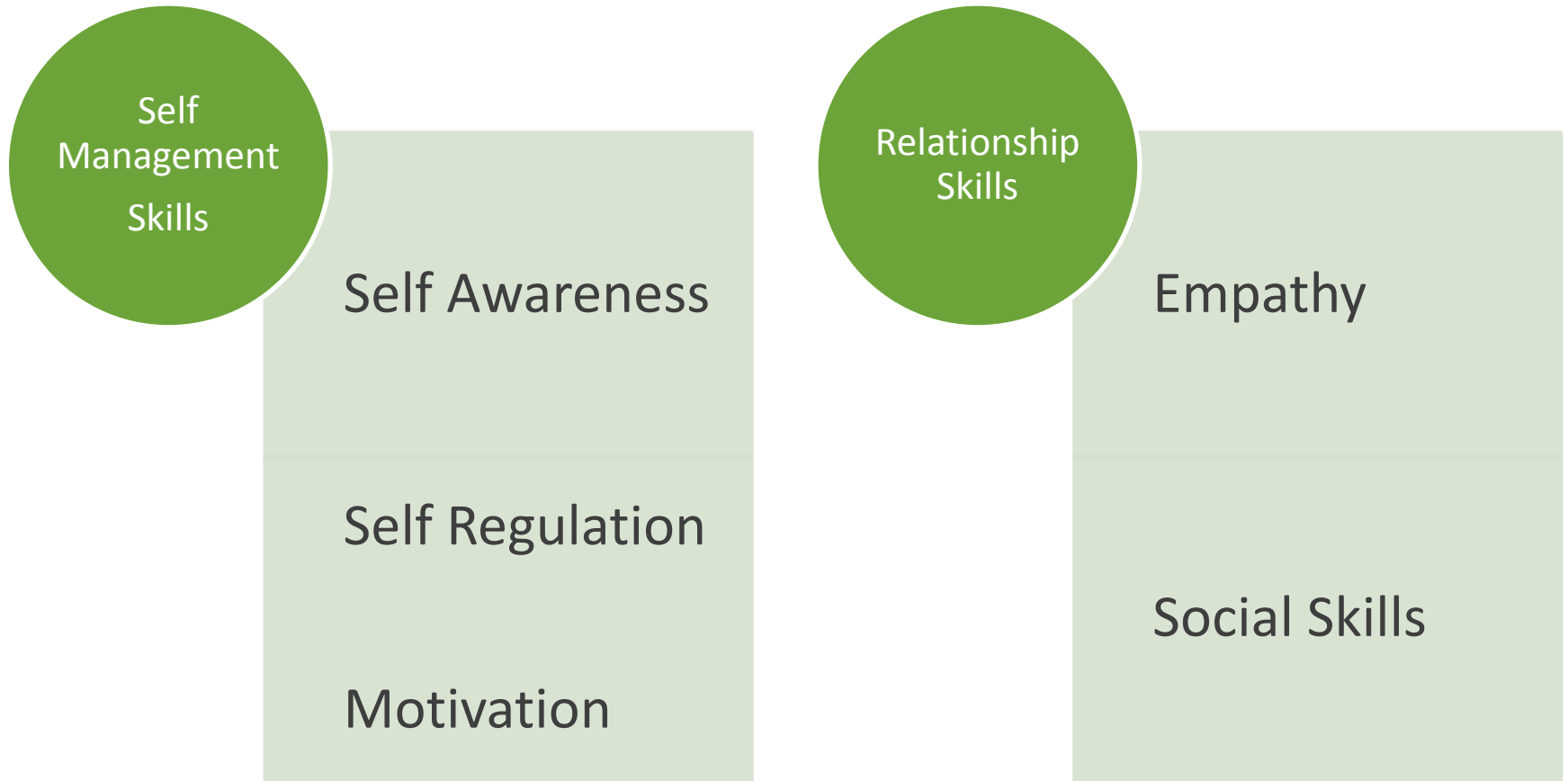
# Emotional Intelligence

- Self Management Skills:
  - Self Awareness
  - Self Regulation
  - Motivation
- Relationship Skills:
  - Empathy
  - Social Skills





# Emotional Intelligence



# Traits of Effective Leadership

## Traditional Leadership Traits

- Intelligence
- Toughness
- Determination
- Vision

## New thoughts on Leadership Traits

- Emotional Intelligence
  - Self Awareness
  - Self Regulation
  - Motivation
  - Empathy
  - Social Skills



# The last bottom line...

## Leadership is:

- A responsibility – accept it.
- A privilege – honor it.
- An opportunity – use it.
- A gift – give it.



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**WINTERS**  
**BR<sup>♣</sup>S.**  
WASTE SYSTEMS



Thanks for being here!