

Leadership Myths: Are You Ready for the Truth?

Dr. Linda Talley

1. Leaders have high IQs. True or False

2. Leaders are born. True or False

Traits

- Ambition
- Self-confident
- Desire to lead
- High energy
- High emotional intelligence
- High IQ
- **Narcissism**
- **Motivation**

Charismatic Leaders

Answer YES or NO

*Riggio, R.E. (1987). The charisma quotient. What it is, how to get it, how to use it. NY: Dodd-Mead.

1. Have other people told you that you have expressive eyes?
2. Do you often touch people during conversations?
3. Would others consider you the “life of the party”?
4. Do you have a hard time keeping a “poker face” (unable to hide your strong feelings)?

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5. Are you considered to be a “high energy” person?
6. Can you read others’ emotions even when they try to hide them from you?
7. Do you often vicariously experience others’ emotions (does their sadness make you sad)?
8. Do friends always seek you out as someone who is sympathetic and caring about their problems?
9. Would others consider you empathic?
10. Can you calm others down when they are upset or overly excited?
11. Can you easily hide your felt emotions from others if you want to?
12. Can you enact emotions “on cue”?
13. Are you able to be calm when others around you might be losing it?
14. Do you feel that others may not really know what is going on inside of you?
15. Do people look to you in a crisis?
16. Are you very comfortable around unfamiliar people?
17. Can you easily carry on a conversation on a variety of topics?
18. Do you mostly take the initiative to introduce yourself to strangers?
19. Are you a good public speaker?
20. Would others consider you outgoing and gregarious?
21. Are you a very good listener?
22. Are you very careful in social situations that you don’t embarrass yourself?
23. Do you know a lot about social etiquette?
24. Are you very careful and thoughtful about what you say?
25. Are you a people watcher?

- 26. Would others consider you poised and confident?
- 27. Do you rarely feel awkward or get flustered in social situations?
- 28. Can you get along with all types of people?
- 29. Are you at ease conversing with strangers?
- 30. Are you often chosen as spokesperson or leader for a group?

ADD UP YESs _____

3. Leadership and management are the same. True or False

<u>Leader</u>	<u>Manager</u>
<ul style="list-style-type: none"> ● Change ● Inspirational ● Vision ● Overcoming obstacles ● Dynamic 	<ul style="list-style-type: none"> ● Planning ● Implementation ● Staffing ● Controlling ● Administration ● Maintenance

4. Leaders lead and followers follow. True or False?

Leader-Member Exchange Theory

- Focuses on the interaction of a leader and follower(s)
 - Dyadic relationships based on in or out group relationships

LMX Self Assessment*

*Braen, G. B. and Uhi-Bien, M. (1995). Relationship based approach to leadership development of LMX Theory of leadership theory over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly*, 6(2), 219-247.

1= Rarely 2= Occasionally 3=Sometimes 4=Fairly often 5= Very often

1. Do you know where you stand with your followers?

1=not a bit 2= a little 3=a fair amount 4= Quite a bit 5= a great deal

2. How well does your follower understand your job problems and needs?

1=not at all 2=a little 3=moderately 4=mostly 5=fully

3. How well does your follower recognize your potential?

1= None 2=Small 3= Moderate 4= High 5= Very High

4. Regardless of how much positional power your follower has built into his/her position, what are the chances of him/her using this power to help you solve problems in your work?

1= None 2=Small 3= Moderate 4= High 5= Very High

5. Regardless of the amount of positional power your follower has, what are the chances that she/he would "bail you out" at his or her expense?

1= Strongly disagree 2= Disagree 3= Neutral 4 = Agree 5 = Strongly agree

6. I have enough confidence in my followers that I would defend and/or justify their decisions if they were not present to do so.

**1=Extremely ineffective 2= Worse than average 3= Average 4= Better than average
5=Extremely effective**

7. How would you characterize your working relationship with your followers?

Scoring Key:

Very high = 30-35

High = 25-29

Moderate = 20-24

Low = 15-19

Very low = 7-14

In Group:	Out Group:
<ul style="list-style-type: none">● Receive more information, power, influence, input from their leader● Do more for their leader● Are more dependable● Are more involved● Receive preferential treatment● Access to leader● Increased real time feedback from leader	<ul style="list-style-type: none">● Do not receive information from their leader● Less compatible with leader● Come to work—contract engagement only● Limited trust from leader● Limited support from leader● Few benefits/perks outside the employment contract

5. Leadership is gender specific.

True or False

Leadership is gender specific.

Men	Women
<ul style="list-style-type: none"> ● directive ● Transactional ● Goal/task oriented ● Ego oriented ● Money important ● Aggressive <ul style="list-style-type: none"> ● High Conflict ● Live in order to work 	<ul style="list-style-type: none"> ● Participative ● Transformational ● High communication ● High cooperation ● High affiliation ● Nurturing ● Quality of life ● Assertive <ul style="list-style-type: none"> ● Low Conflict ● Work in order to live

Women must balance leadership styles!

6. Leadership is about immediacy. True or False?

Remember

Myth #6. What makes a leader great is his/her accomplishments.

FACT: It's their human-ness.

Myth #7. Leadership is by chance!

FACT: It is by choice!

Myth #8. Good Leaders are good managers!

FACT: Every good manager must be a good leader!

- Bottom Line:
Leaders are made!

Don't stand by the water and long for fish; go home and weave a net.