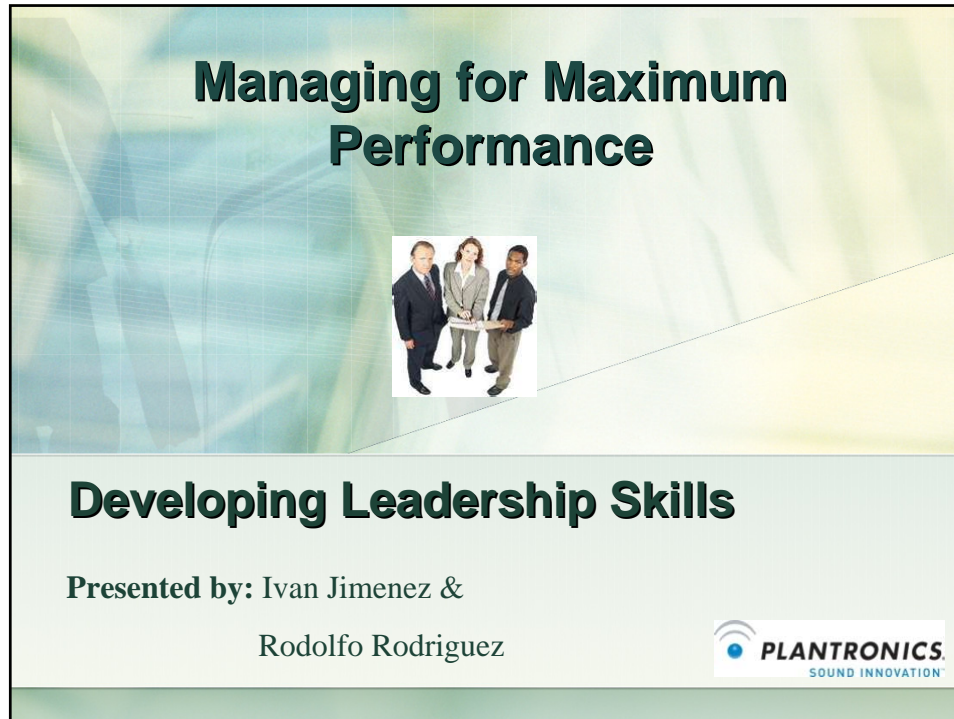


Managing for Maximum Performance


UCSD Extension Business & Technology

Chapter 15 – Developing Leadership Skills – Winter 08




The slide features a light green and blue background with a faint grid pattern. At the top, the title 'Managing for Maximum Performance' is written in a bold, dark green font. Below the title is a small photograph of three business professionals (two men and one woman) standing together and looking at a document. The bottom half of the slide has a white background with the subtitle 'Developing Leadership Skills' in a bold, dark green font. Below the subtitle, the presenters' names 'Presented by: Ivan Jimenez & Rodolfo Rodriguez' are listed. In the bottom right corner, there is a logo for 'PLANTRONICS SOUND INNOVATION'.

Managing for Maximum Performance



Developing Leadership Skills

Presented by: Ivan Jimenez &
Rodolfo Rodriguez



What is leadership?

Leadership

- Ability to influence people to willingly follow one's guidance or adhere to one's decisions.
- The ability to affect human behavior so as to accomplish a mission designated by the leader.

Leader

- One who obtains followers and influences them in setting and achieving objectives.
- A person who focuses on long-term goals and big picture objectives, while inspiring people to reach those goals.

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Leadership styles

Autocratic leader

- Makes more decisions for the group.

Laissez-faire leader

- Allows people within the group to make all decisions.

Democratic leader

- Guides and encourages the group to make decisions.

Differences between managers & leaders (Warren Bennis, 1989)

Managers	Leaders
Administer	Innovate
Ask how & When	Ask what & why
Focus on system	Focus on people
Do things right	Do the right things
Maintain	Develop
Rely on control	Inspire trust
Have short-term perspective	Have a long-term perspective
Accept the status-quo	Challenge the status-quo
Have an eye on the bottom line	Have an eye on the horizon
Imitate	Originate
Emulate the classic good soldier	Are their own person
Copy	Show originality

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**Plamex's (Plantronics, Mexico)
new leaders development Policy**

Purpose

- Develop new leaders with the objective of maintaining organizational culture.

General Description

- New leaders development will be based on the leadership profile that Plantronics Mexico desires.

Plamex's leadership profiles

- 1.- Continuous improvement
- 2.- Shared vision
- 3.- Associates participation
- 4.- Leadership by example
- 5.- Passion

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Plamex's leadership profiles (Cont'd)

1.- Continuous improvement:

- Looks for opportunities that challenge their skills.
- Keeps informed of the latest developments or improvements that affects the company.
- Challenges the way things are done at work.
- Lessons learned
- Searches for innovative methodologies to improve what the company does.

Plamex's leadership profiles (Cont'd)

2.- Shared vision:

- Describes to others the kind of future that would like to create together.
- Asks others to share their vision of the future as it were theirs.
- Communicates to others in a clear way a positive attitude and full of hope.
- Shows how the future of the company can be reached.
- Is emotional and enthusiastic for the possibilities of the future.

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Plamex's leadership profiles (Cont'd)

3.- Associates participation:

- Involves others in planning actions.
- Threats others with dignity and respect.
- Gives freedom to people to take decisions.
- Develops cooperative relationships with the people who works.
- Creates a positive environment in the projects that leads.
- Make others to feel ownership of the projects that are working.

Plamex's leadership profiles (Cont'd)

4.- Leadership by example:

- Company's leadership philosophy is clear.
- Invest time and energy to make sure people adopts the values that were committed.
- Is consistent with the company values.
- Lets others to know his beliefs and the way of managing the company.
- Makes sure to establish clear goals and to have plans for the projects leading.

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Plamex's leadership profiles (Cont'd)

5.- Passion:

- Takes the time to celebrate the achievements when projects are closed.
- Makes sure that people receive recognition for their contributions in a successful project.
- Congratulates people for a well done job.
- Gives support to the team members and appreciation for their contributions.
- Finds ways to celebrate reached goals.
- Gives special importance to let others know the accomplishments of his team.

Plamex's new leaders development process

1. Candidates selection
2. New leaders integration
3. Training programs
4. Team members responsibilities
5. Team members 360 evaluation
6. Team members acknowledgements
7. Leadership positions candidates

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Plamex's new leaders development process (Cont'd)

1. Candidates selection

- Every year each director should select one candidate.

2. New leader integration

- The company's president will meet with all candidates to introduce them the program.

Plamex's new leaders development process (Cont'd)

3. Training programs

- Leadership
- Internal and external community leaders
- One day in the life of
- Enterprises visit
- Books and publications

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Plamex's new leaders development process (Cont'd)

4. Team members responsibilities

- Meeting every two weeks
- Team leader selection
- Executive summary
- Sharing information policy
- Publications in Plamex intranet

Plamex's new leaders development process (Cont'd)

5. Team members 360 evaluation

- Strengths and weakness
- Personnel areas for improvements

6. Team members Acknowledgements

- Graduation ceremony
- Leader certificate (Diploma)

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Plamex's new leaders development process (Cont'd)

7. Leadership position candidates

- Leaders are preferred as a good candidates for futures leadership positions within the company
- How many?

Thank you!

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