Lecture Notes

# Chapter 2: Recognizing Your Traits

## Chapter Summary

1. **Leadership Traits Explained**
   1. Intelligence
   2. Confidence
   3. Charisma
   4. Determination
   5. Sociability
   6. Integrity
2. **Leadership Traits in Practice**
   1. George Washington
   2. Winston Churchill
   3. Mother Teresa
   4. Bill Gates
   5. Oprah Winfrey
3. **Leadership Snapshot: Nelson Mandela**
4. **Case Study: An Emerging Leader**

## Chapter Objectives

1. **Understand the six key leadership traits.**
2. **Reviewing traits and characteristics of famous leaders.**

## Lecture Notes

* **Why are some people leaders and others not?**
* **What makes people become leaders?**
* **Do leaders have certain traits?**

1. Leadership Traits Explained
   1. Extensive trait research conducted by social scientists
   2. Very long list identified of important leadership traits
   3. House et al (2004) study of 17,000 managers in 62 different cultures identified 22 universally valued traits
   4. Six specific traits leaders need to be successful
      1. Intelligence
         * 1. Definition – Having good language skills, perceptual skills and reasoning ability
           2. Intelligence can be improved by being well-informed, learning as much as possible about our positions
           3. Example of Chris, coaching his daughter’s middle school soccer team
           4. Becoming more knowledgeable about our leadership position gives us the information we need to become better leaders
      2. Confidence
         * 1. Definition – Feeling self-assured and believing one can accomplish one’s goals, not second-guessing
           2. Confidence can be improved by understanding what is required of you, from having a mentor, and from practice
           3. Awareness and understanding build confidence
           4. Example of Michael Phelps whose 28 Olympic medals were earned through rigorous swim practice as well as his natural athleticism
      3. Charisma
         * 1. Definition – Special magnetic charm and appeal, giving the leader exceptional powers of influence
           2. Charismatic leaders serve as strong role models, show competence in every aspect of leadership, articulate clear goals and strong values, have high expectations for followers and inspire others.
           3. Example of John F. Kennedy who motivated Americans by eloquent public speaking ability.
      4. Determination
         * 1. Definition - Being very focused and attentive to tasks; know where they are going and how to get there.
           2. Determination can be acquired through perseverance, staying focused on the task, clarifying goals, and encouraging others to stay the course
           3. Example of Nelson Mandela, whose single goal was to eradicate apartheid in South Africa.
      5. Sociability
         * 1. Definition – Leader’s capacity to establish pleasant social relationships.
           2. Sociability can be developed by being friendly, kind and thoughtful, as well as talking freely with others and giving them support.
           3. Example of student Anne Fox, who learned everyone’s name in class and created an atmosphere of inclusion
      6. Integrity
         * 1. Definition – Honesty and trustworthiness; taking responsibility for one’s actions; authenticity
           2. Developing integrity involves being open and candid, yet self-monitoring for appropriateness.

Negative example of former president Bill Clinton, lying during a televised speech about his relationship with Monica Lewinski

1. Historical Leadership
   1. George Washington (1732-1799)
      1. Biography
         * 1. Born into a prosperous Virginia family; grew up on a plantation.
           2. 7 years of formal schooling; worked as a surveyor
           3. Entered the military at age 20
           4. Commander in chief of the Continental Army from 1775-1783
           5. Experienced both victory and defeat in battles
           6. Instrumental leader during Revolutionary War
           7. Chosen to preside over Constitutional Convention in 1787, held in Philadelphia
           8. Elected as first president of the United States; served two terms
           9. Retired to Mt. Vernon in 1797; died at age 67.
      2. Traits and Characteristics
         * 1. Modesty, moral character
           2. Demonstrated integrity, virtuousness, and wisdom
           3. Neither highly education, nor brilliant
           4. Tall, careful about appearance
           5. Integrity – Rather than use power for his own ends, he gave up his position as commander in chief after the Revolutionary War
           6. Even-tempered, stable personality – kept a daily record of his work, predictable behavior made him trustworthy
           7. Sound judgment
           8. He “was great because he was good.”
   2. Winston Churchill (1874-1965)
      1. Biography
         * 1. One of the greatest statesman and orators of the 20th century
           2. Served in the British military during WWI
           3. Became Prime Minister of Great Britain in May 1940 and served throughout WWII.
           4. Stood strong during German invasion of Great Britain
           5. Many famous speeches that lifted nation’s morale
           6. Social reformer
           7. Gifted writer and painter; received Nobel Prize for Literature in 1953
      2. Traits and Characteristics
         * 1. Average student
           2. Loner; not many friends
           3. Bouts of depression throughout his life
           4. Voracious reader
           5. Plain-speaking, decisive, detail oriented, informed
           6. Ambitious, not for self but for the best for Great Britain
           7. Masterful public speaker
           8. Ability to build hope and inspire others to rise to the challenge
           9. Stoicism and optimism

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* 1. Mother Teresa (1920-1997)
     1. Biography
        + 1. Born in Macedonia
          2. Joined the Catholic Sisters of Loreto at age 18; worked as high school teacher in Calcutta for 18 years
          3. Left the convent in 1948 to devote herself to working full time with the poorest of the poor in the slums of the city
          4. In 1950 she founded a new religious order, the Missionaries of Charity, to care for the hungry, homeless and unwanted
          5. Received the Nobel Peace Prize in 1979
          6. Today more than 1 million workers are affiliated with the Missionaries of Charity
          7. Received many awards for her humanitarian efforts
          8. Canonized as a saint in 2016 by Pope Francis
     2. Traits and Characteristics
        + 1. Simple woman; chose to live in poverty
          2. Focused on goal of caring for the poorest
          3. True civil servant: Determined, fearless, humble, and spiritual
          4. Never wavered in her pro-life values
          5. Role model; practiced what she preached
  2. Bill Gates (1954-)
     1. Biography
        + 1. Interest in computers began at age 13; developed his first software program
          2. Attended Harvard but left before graduating
          3. Co-founded Microsoft in 1975
          4. Developed MS\_DOS system and Internet Explorer browser
          5. Was the wealthiest person in the world for many years ($70 billion)
          6. Established Bill & Melinda Gates Foundation in 2000 to improve lives around the world
          7. Foundation promotes education, health initiatives (HIV/AIDS, TB), libraries, and housing
          8. Stepped down as CEO in 2006 to serve as chairman of the board
          9. In 2014 stepped down as board chairman to be “Technology Advisor” and mentor to the new CEO
     2. Traits and Characteristics
        + 1. Intelligent and visionary
          2. Task oriented and diligent -12+ hour workdays
          3. Focused and aggressive
          4. Relentless – “There is never a finish line”
          5. Personally unpretentious, straightforward, altruistic
          6. Strong concern for the poor and underserved
  3. Oprah Winfrey.(1954-)
     1. Biography
        + 1. One of the most powerful and influential woman in the world
          2. Born in rural Mississippi; dysfunctional family; raised by grandmother
          3. Learned to read very early; skipped two grades in school
          4. Difficult high school years; molested by family member
          5. Honors student in high school; national recognition for public speaking ability
          6. Full scholarship to college where she studied communication and worked at a local radio station
          7. Eventually became host of the *Oprah Winfrey* show
          8. She’s also an actor, film producer, book critic and magazine publisher
          9. Highest paid entertainer in television ($260 million/year)
          10. Left her successful TV show in 2011 to concentrate on her TV network, OWN
          11. Long-lived interest in health issues and dieting programs.
          12. In 2015 became a stockholder and board member of Weight Watchers
          13. Total wealth over $3.1.billion
          14. Philanthropy focused on making a difference in the lives of the underprivileged and poor
          15. Established a leadership academy in South Africa
     2. Traits and Characteristics
        + 1. Excellent communicator
          2. Comfortable in front of an audience
          3. Intelligent and well-read
          4. Strong business sense
          5. Sincere, determined, inspirational
          6. Charismatic
          7. Spontaneous, expressive, self-disclosing
          8. Role model – shares her personal struggles publicly
          9. Message of hope
  4. Summary
     1. Each of these leaders is unique
     2. These leaders share many common characteristics
     3. Can learn from them how our own traits affect our leadership

1. Leadership Snapshot: Nelson Mandela.(1932-)

Born in 1918 in a small African village

Grew up in South Africa during apartheid

Studied law, opened first black law partnership in 1942

Became a leader in African National Congress, resisting South Africa’s apartheid policies

Influenced by Gandhi’s ideal of nonviolent resistance, but came to support violent tactics of opposition to apartheid government.

Sent to prison in 1964; served 27 years.

Refused a chance to leave prison early in exchange for denouncing violent tactics

In prison Mandela learned to control his temper and strong will, instead using persuasion and emphasis to convince others

Became a natural leader in prison

In 1990 President de Klerk released Mandela

When released in 1990, Mandela was not angry or vindictive, but worked to unite hos country of South Africa

In 1992, the South African government instituted a new constitution

Became president of South Africa in 1994

Received Nobel Peace Prize for his role in abolishing apartheid

Continues to be an advocate for peace and justice throughout the world

1. Case Study