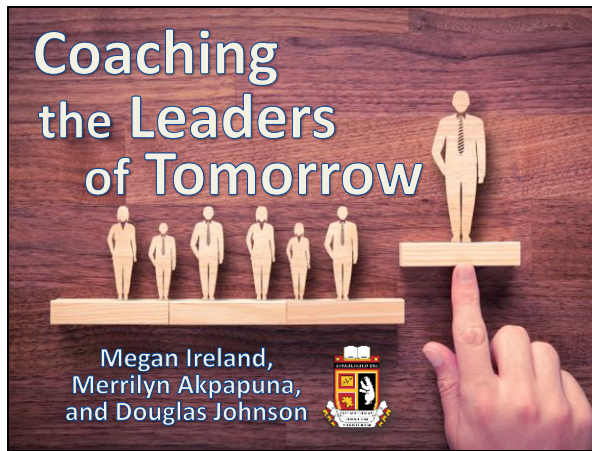


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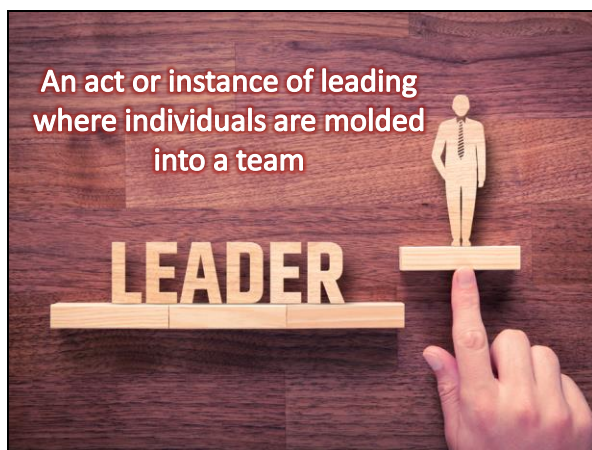


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- Finding the definition of leadership

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- An act or instance of leading where individuals are molded into a team

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- The act of inspiring subordinates to perform and engage in achieving a goal

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- Leadership is a process whereby an individual influences a group of individuals to achieve a common goal

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- Definitions are similar but not unified
- Rather than focusing on existing definitions, what about approaches that could be taken to solve leadership problems

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- Similar problem with both approaches and definitions: No single approach

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- Focus on the basic issues instead: Are leaders born or are they made?
- Some believe that leadership cannot be taught.
- That coaching and mentoring can only be used to further develop leadership that already exists within the person.
- OBM believes that leaders can be made.
- People engage in behaviors that we identify as leadership behaviors.
- And if it is behavior, then we can teach it

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- Leadership without OBM
- Behavioral problems
- Lacks clear consequences or uses inappropriate consequences
- Absent or inconsistent measurement
- Leadership is sometimes confused with likability, but likability is not a strong predictor

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- Leadership with OBM
- Higher performance from subordinates
- Positive attitudes about the leader/supervisor and the organization
- Higher profits

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- If likeability is not a defining factor of what makes a leader effective, then what really separates the effective from the ineffective leader?

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### Effective vs. ineffective

- Monitor their employees
  - Work Sampling
  - Self-report
- Provide a variety of consequences
  - Positive, negative and neutral
- Active in the workplace

- Less time spent monitoring or providing consequences
- Spend more time not communicating during work-related conversations
- Often remain solitary

**leader behaviors**



- Findings of Komaki

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- Warning: Be attentive, but take care to not be overbearing as a leader

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### The importance of the AMC sequence

- Effective leaders
  - Quickly delivers As and Ms
  - Provide feedback before delivering the Cs
- Ineffective leaders
  - Spend a lot of time delivering antecedents
  - Stall monitoring

**Antecedent**      **Monitor**      **Consequence**



- AMC sequence: Antecedents, Monitors and Consequences.
- This sequence is similar to the ABCs of behavior, but where the ABCs look at the performance of employees the AMCs look at the performance of leaders.

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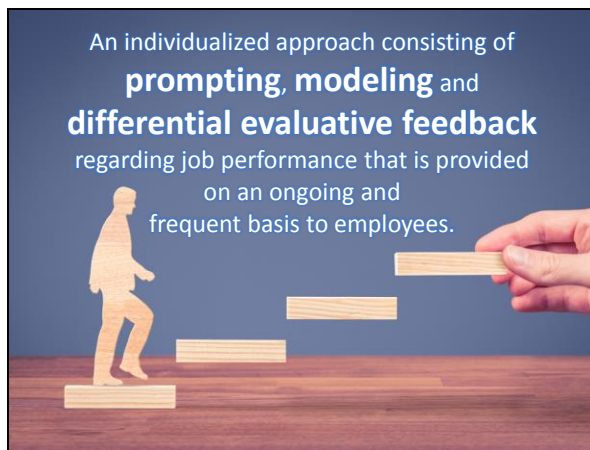
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- Now that we know the necessary behaviors and behavior sequence that needs to be seen in effective leaders, how do we make leaders?

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- Definition of coaching as presented by Tilka and Johnson, 2017.

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- Performance of telemarketers in a small business
- Demonstrated that the combination of those components: prompting, modeling and differential evaluative feedback led to improvements in target behaviors
- Financially significant even when taking into consideration the cost of coaching services

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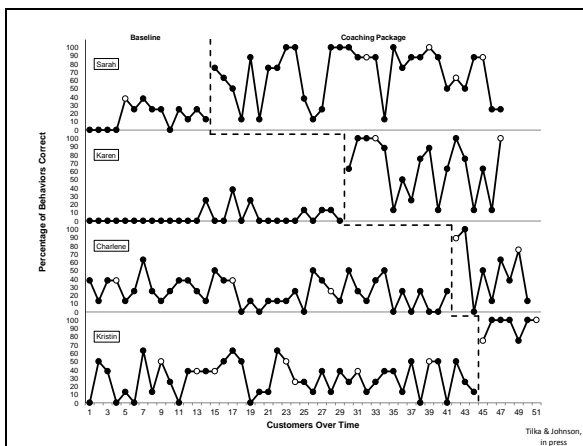
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- The coaches in the study had no previous sales experiences, but were still able to be effective coaches
- People who have never been a leader could teach others how to be effective leaders in an organization
- These same techniques can be applied to leadership by targeting the key behaviors that make leaders effective.
- What is even more interesting and potentially valuable is that the same coaching techniques can be used to coach effective leaders to also be effective coaches, which decreases the cost of coaching services and develops an organizational culture of strong coaching and leadership practices.

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- During the intervention, the group almost doubled their baseline level of final sales to opportunities for sales by simply adding these coaching techniques.

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- Behavioral coaching can make much more effective leaders, resulting in both better outcomes and greater likeability

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- When looking at other leaders for their effectiveness it is important to take these into account.



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- Another consideration whether we are leaders or coaching leaders is that they have a large amount of power in their organizations to effect change and move the business in the direction that it wants to go, but with that power comes ethical concerns.
- OBM has traditionally been very ethical in its conduct, but has given the appearance of being unethical due to the language used.
- We must continue to always be ethical and ensure that we are talking to others using words they understand as well as showing them the evidence that OBM works.

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