



The Art of Effective Leadership: Achieving Organizational Success

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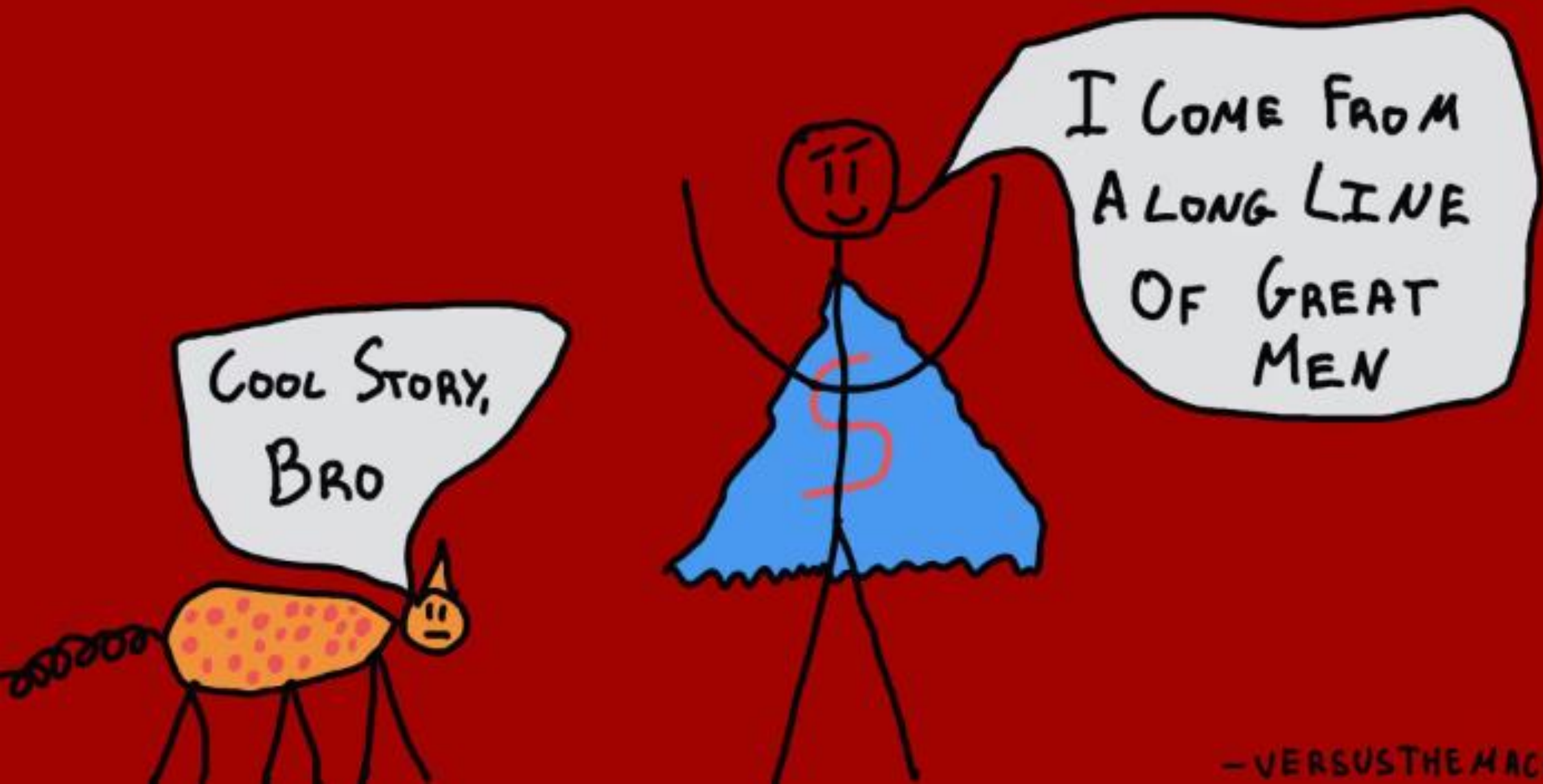
Illinois + Indiana

AECOM Buildings & Places

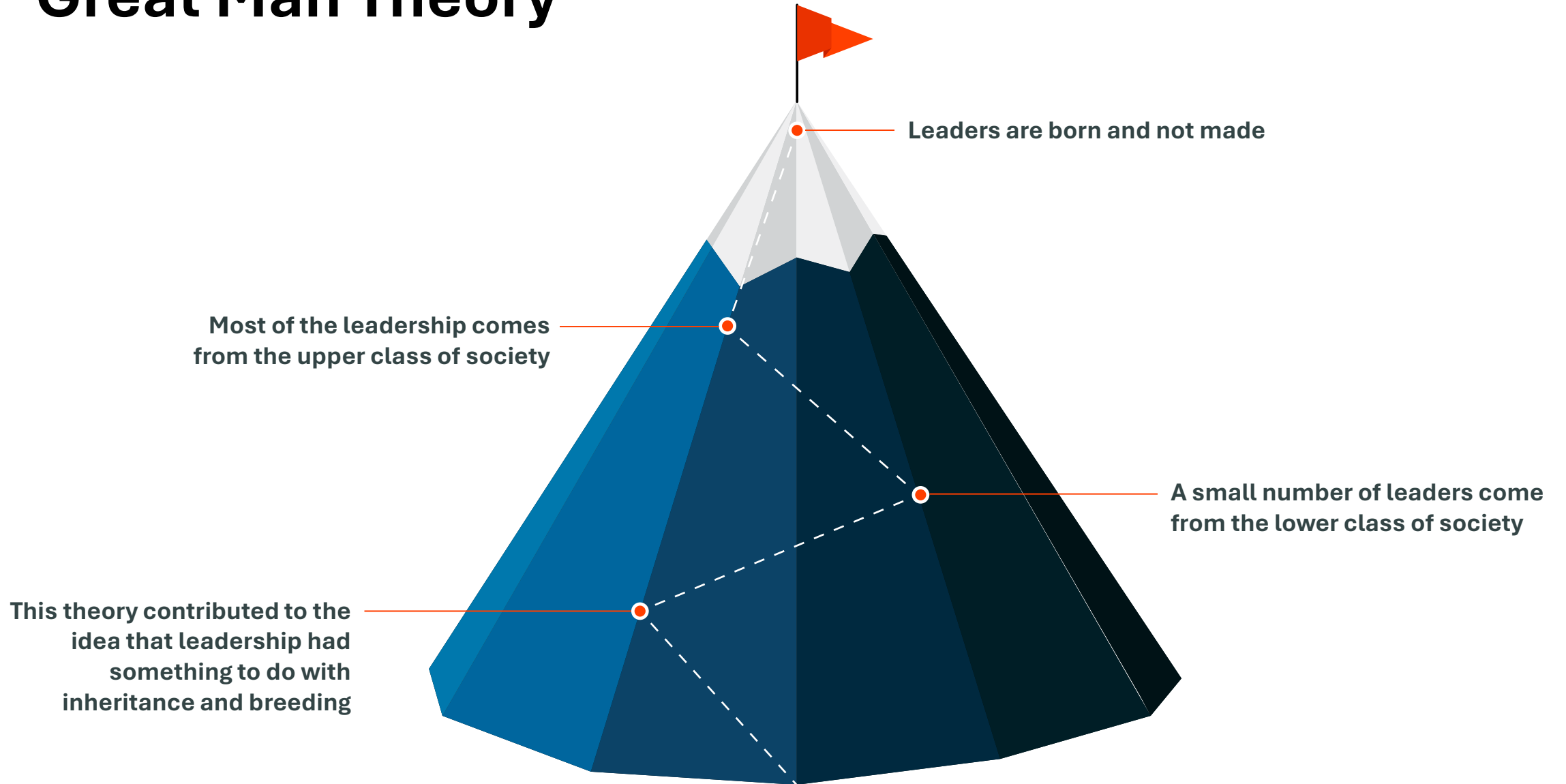
Effective leadership is the ability to guide, inspire, and influence others to achieve common goals and drive organizational success.

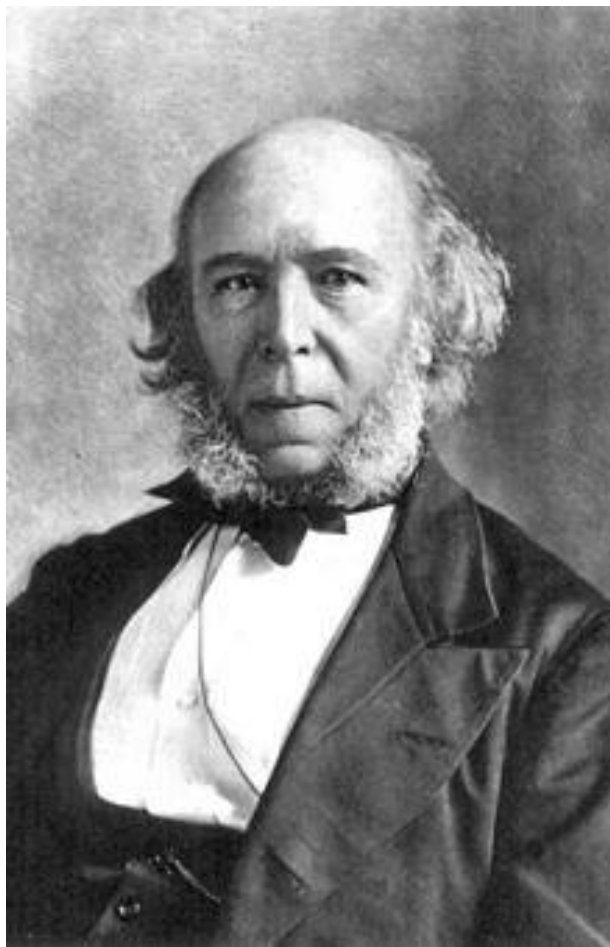
**Is leadership innate or
can it be learned?**

GREAT MAN THEORY



Great Man Theory



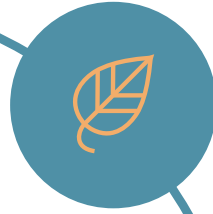


Herbert Spencer

philosopher, sociologist, biologist and political theorist

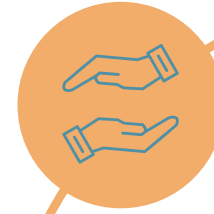


Nature + Nurture



Trait-Like Differences

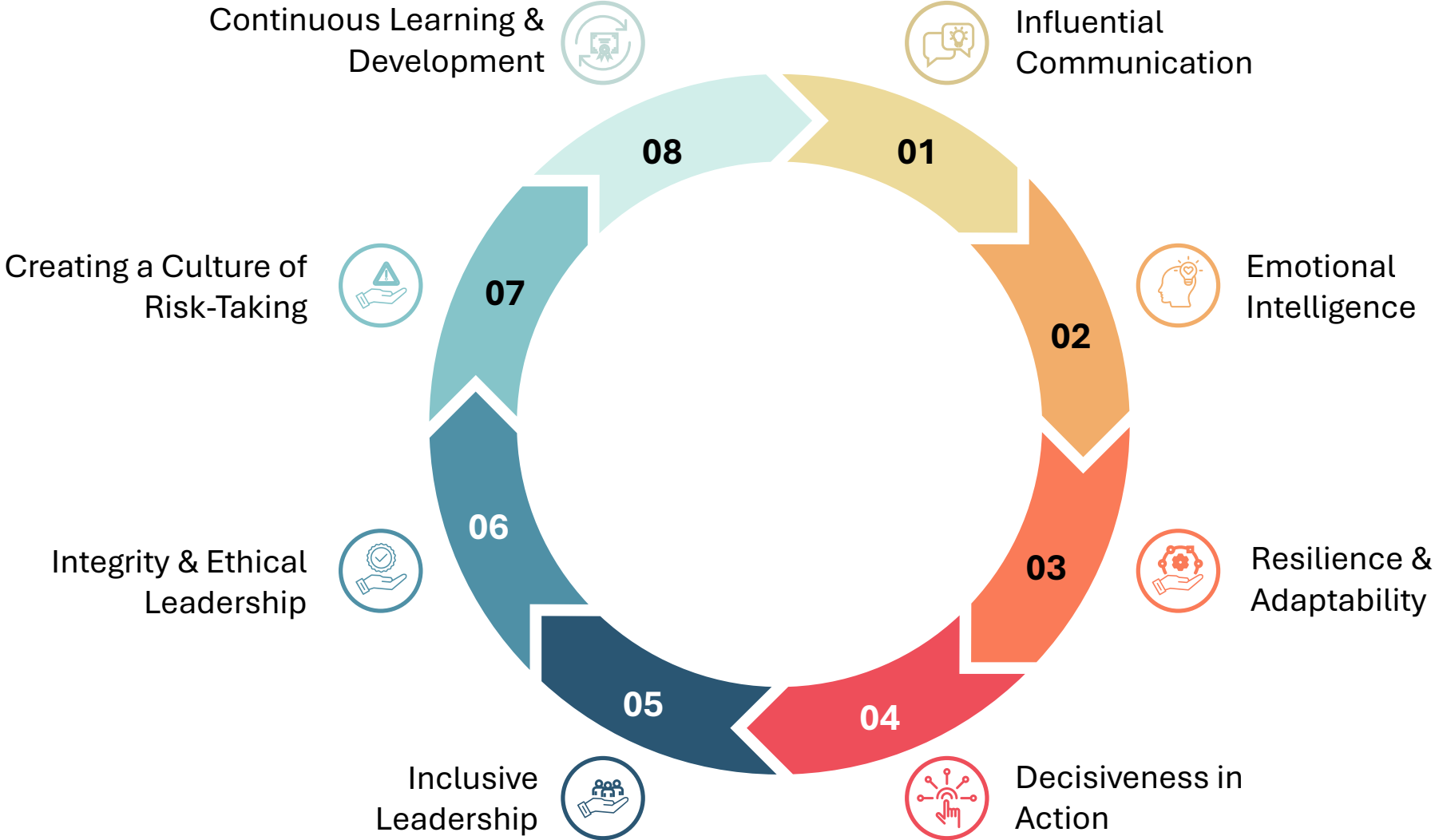
Motivation Achievement
Charisma
Creativity
Dominance
Energy
Honesty and Integrity
Self-Confidence



State-Like Differences

Decision Making
Interpersonal Skills
Management Skills
Oral Communication
Problem-Solving Skills
Written Communication

8 Characteristics of an Effective Leader





01 Influential Communication

Effective leaders communicate clearly and with confidence and listen to feedback.



Influential Communication

The Four Pillars of Confidence

Self-confidence:

This is where it all begins—the personal belief in one's ability to succeed. It's the foundation of high aspirations and unwavering expectations of personal success.

Team confidence:

Trust, mutual respect, and unwavering support among team members create an environment of shared responsibility, where success is a collective effort.

System confidence:

This layer signifies an organization's unwavering faith in its established structures and routines, which promote accountability, collaboration, and initiative.

External confidence:

The ultimate level of confidence is the assurance that external stakeholders will invest resources based on the positive expectations cultivated through the preceding three levels. It's the manifestation of a reputation built on trust and reliability.



02 Emotional Intelligence

Effective leaders have high emotional intelligence and are empathetic.



Emotional Intelligence

59% of employers would not hire someone who has a high IQ but low EI. For workers being considered for a promotion, the high EI candidate will beat out the high IQ candidate in most cases – **75%** said they're more likely to promote the high EI worker.

When Hiring

71%

Value EI in an employee more than IQ.



03 Resilience & Adaptability

Effective leaders are adaptable and resilient and can pivot when necessary.



Resilience & Adaptability

Strategies for Developing Resilience & Adaptability

Be Proactive:

Anticipate change and take action before it happens. Proactive means investing in new technologies or processes, developing new skills, or building new partnerships.

Stay Positive:

A positive mindset can help leaders stay motivated and maintain their focus on their goals. Optimistic leaders can inspire their teams to do the same despite adversity.

Learn from Failure:

Resilient leaders view failure as an opportunity to learn and grow. By analyzing what went wrong, they can identify ways to improve and prevent similar mistakes in the future.



04 Decisiveness in Action

Effective leaders make informed decisions and are capable of continuously evaluating and reassessing their approach.

YOU DECIDE!

NO

YES

?????

ANALYSIS





05 Inclusive Leadership

Effective leaders manage and lead a diverse group of people in a way that values their uniqueness and perspectives.



Inclusive Leadership

What distinguishes highly inclusive leaders from their counterparts?

Deloitte's research identifies six signature traits of inclusive leaders:

- Commitment
- Courage
- Cognizance of Bias
- Curiosity
- Culturally Intelligent
- Collaboration





Inclusive Leadership





06 Integrity & Ethical Leadership

Effective leaders have integrity and hold themselves to high standard.

Effective leaders are ethical and demonstrate moral behavior.



07 Cultivate a Culture of Risk-Taking & Innovation

Effective leaders create an environment that encourages new ideas and risk-taking.



08 Continuous Learning & Development

Effective leaders focus on team development and the long-term develop of their employees.



Continuous Learning & Development



LEADERSHIP CIRCLE



AECOM Executive Survey

360° FEEDBACK REPORT

Feedback Report For:

Jeannette Peruchini

Report Printed:

February 25, 2022

Surveys Received:

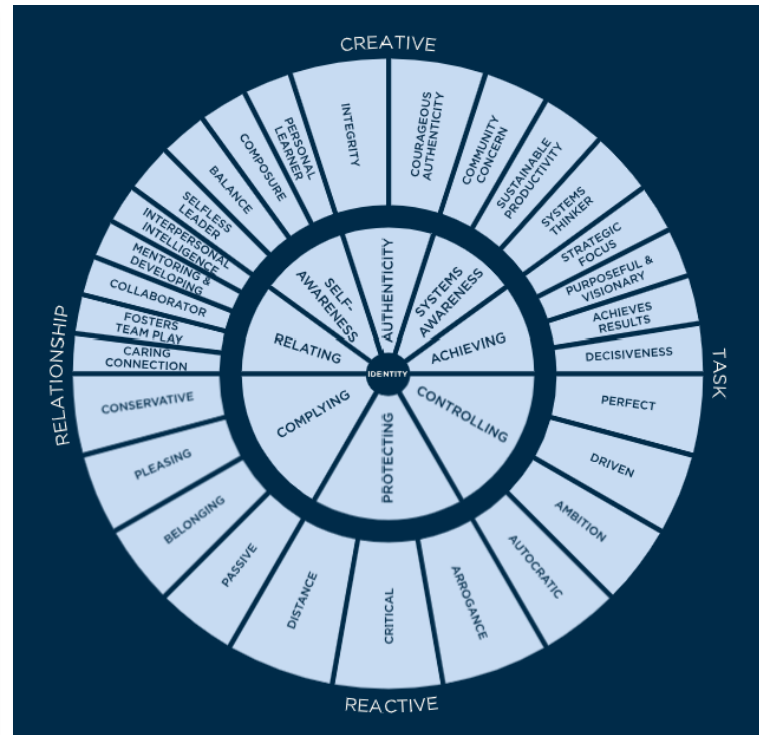
1 Self

1 Boss

4 Peers

6 Direct Reports

5 Others



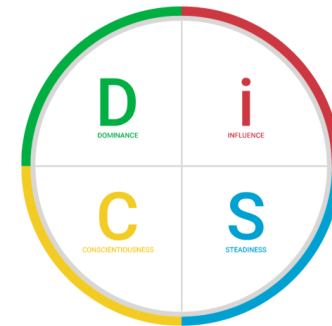
OVERVIEW OF THE DiSC MODEL

Dominance

- Direct
- Firm
- Strong-willed
- Forceful
- Results-oriented

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

Steadiness

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful



Q&A

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better world

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