

Success Characteristics

for C – Suite Trust

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Paul Hastings Law Firm – New York City Office

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Research

- 2010 What Makes a Great Chief Executive? – Whitehead Mann Partnership/
Korn Ferry
- Morgan McCall, Jr., High Flyers: Developing the Next Generation of Leaders
- Dr. Robert Hogan - Leadership and Derailment
- Dr. Robert Sternberg – Comprehensive Model of Leadership
- Dr. Salvatore Maddi - Resilience At Work Through Hardiness
- Daniel Goleman and Colleagues – Emotional and Social Intelligence
- My own 35-year practice as psychoanalyst and business advisor/coach

Top Five Characteristics of Successful Executives

1. They are self-aware; understand themselves and how their behavior affects other
2. Understand their reactions to other people and learn from their experiences
3. Know how to maximize their strengths (what they do well) and compensate for what they do not do well
4. Have a positive attitude about themselves which causes other to have confidence in themselves
5. They know how to adapt their behavior to meet the needs of others

Daniel Goleman

The Hay Group

Social Neuroscience

People Interaction

Social Intelligence

EMPATHY

Understanding

Sensitivity

ATTUNEMENT

Listening

Attuned to moods

ORGANIZATIONAL AWARENESS

Appreciate Culture and Values

Understand social networks and
unspoken norms

INFLUENCE

Persuade Others

Get Support

DEVELOPING OTHERS

Coach

Provide Feedback

INSPIRATION

Articulate a compelling vision

Lead

TEAMWORK

Solicit Input

Support

Dr. Robert Sternberg

WICS Model of Leadership

Wisdom

Intelligence

Academic and Practical = Successful Intelligence

Creativity

Synthesized

WISDOM

One is wise to the extent he or she uses successful intelligence, creativity and experience as moderated by values to:

- a. Seek to reach a common good
- b. Balance ones own and others interests be they organizational, institutional or spiritual interests
- c. Over the short and long terms
- d. Adapt to, shape, and select environments

CREATIVITY

has to do with the skills in generating ideas and productions that are:

1. relatively novel
2. high in quality
3. appropriate to the task at hand

Creativity is a choice

Attitude Toward Life

Attributes associated with creativity include:

- a) Redefine a problem – reframing
- b) Recognize how knowledge can both help and hinder creative thinking
- c) Take sensible risks
- d) Surmount obstacles that are placed in one's way
- e) Believe in one's ability to accomplish the task at hand
- f) Tolerate ambiguity
- g) Find extrinsic rewards for things one intrinsically motivated by
- h) Continue to grow intellectually rather than to stagnate

Dr. Salvatore Maddi
Professor of Psychology and Social Behavior
University of California at Irvine

Founder, The Hardiness Institute

RESILIENCE THROUGH HARDINESS

Resilience

The ability to:
Bounce back and,
Adjust to change fairly easily

Hardiness

a pattern of attitudes and skills that give people the ability to transform the stress and rapid changes in life into opportunities for learning and growth

Hardy Attitudes

Commitment

Control

Challenge

Hardy Coping

Reflecting

- Perspective
- Understanding

Taking Action

- Action Planning
- Implementation

What are the one or two things you can do right away to improve your own leadership?

