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# Leadership Styles



## Learning Objectives

- Define leadership and understand its significance in different contexts.
- Differentiate between leadership and management and explain their interrelationship.
- Identify and analyze common leadership styles, including their strengths and weaknesses.
- Evaluate your own leadership style and develop a personal leadership growth plan.

## Ethical Leadership

- Who? CPAs!
- What? Leadership that is directed by respect for ethical beliefs & values & for the dignity & rights of others
- Where? At work, at home, in the community, online
- When? All the time

### //////////////////// Ethical Leadership – Why?



- To do the right thing
- To feel good about yourself
- To create consistency
- To create credibility & respect

## Ethical Leadership – Why?



- To build trust
- To drive collaboration
- To create a positive work environment
- To be the change you'd like to see

## The Four-Way Test

- Is it the truth?
- Is it fair to all concerned?
- Will it build goodwill and better friendships?
- Will it be beneficial to all concerned?



## Discussion

- What is leadership?

### Definition of leadership

- The ability to influence, guide, or direct others toward achieving a shared goal or vision
- Peter Drucker: "The only definition of a leader is someone who has followers."
- Warren Bennis: "Leadership is the capacity to translate vision into reality."
- John Maxwell: "Leadership is influence—nothing more, nothing less."


# Key elements of leadership



## Discussion


- What are the characteristics of a great leader?

## Characteristics of a great leader

 Empathy


 Accountability


 Adaptability


 Confidence

 Motivational

## Characteristics of a great leader

 Emotional intelligence

 Resilience under stress

 Commitment to growth

 Inclusivity & fairness

 Ability to delegate effectively



## Discussion

- What are the characteristics of a bad leader?

### Characteristics of a bad leader

- Poor communication
- Lack of vision
- Micromanagement
- Inconsistency
- Avoidance of responsibility

## Characteristics of a Bad leader

- Lack of empathy
- Ego-driven behavior
- Failure to develop others
- Toxic attitude
- Unethical behavior



## Motivations for becoming a leader



Personal growth & development



Desire for influence & impact



Ambition & career advancement



Service to others



Passion for problem-solving



# Motivations for becoming a leader

- Visionary aspirations
- Challenge & achievement
- Recognition & validation
- Cultural & social influences
- Intrinsic motivations



# Staff versus manager versus leader



# Staff versus manager versus leader

Role	Focus	Responsibilities	Perspective
Staff	Operational execution	Completing specific tasks	Task-driven, immediate
Manager	Coordination and oversight	Setting goals, monitoring progress, managing resources	Balancing immediate and strategic goals
Leader	Vision and inspiration	Defining mission, driving innovation, mentoring	Strategic and holistic

## Making the leadership transition



ADAPTABILITY



CLARITY



FORESIGHT



TRUST  
BUILDING



SELF-REFLECTI  
ON



## Discussion

- What are your recommended resources on leadership?
  - Books
  - Blogs
  - Podcasts



## Books on leadership

- *Leaders Eat Last* by Simon Sinek - building trust and psychological safety in teams
- *The 7 Habits of Highly Effective People* by Stephen R. Covey - personal leadership, effectiveness, and integrity
- *On Becoming a Leader* by Warren Bennis - leadership as a set of traits and learned behaviors



## Books on leadership

- *Dare to Lead* by Brené Brown - courage, vulnerability, & values-based leadership
- *Leadershift* by John C. Maxwell - adapting & evolving as a leader in fast-changing environments
- *The Five Dysfunctions of a Team* by Patrick Lencioni - leadership through team dynamics and trust-building



## Books on leadership


- *Good to Great* by Jim Collins - why some companies make the leap and others don't
- *Start With Why* by Simon Sinek - inspiring others by clarifying purpose
- *The Leadership Challenge* by Kouzes & Posner - research-backed leadership practices across industries





## Books on leadership

- *Leadership and Self-Deception* by The Arbinger Institute - seeing beyond your own biases to lead more effectively
- *Multipliers* by Liz Wiseman - how leaders can amplify the intelligence and capabilities of others



## Recipe for leadership

- What ingredients do we need?
- Step 1: Begin with a foundation of vision
- Step 2: Mix in empathy and communication
- Step 3: Add adaptability and decisiveness
- Step 4: Stir in integrity and resilience
- Step 5: Fold in collaboration and mentorship
- Step 6: Garnish with a commitment to growth

## Discussion

- Think of the best leader you have ever worked with — What were their characteristics, traits, and behaviors?

## Personality traits for leadership



Integrity: Upholding moral values & consistency in actions



Resilience: The ability to recover & persist through challenges



Empathy: Understanding & considering others' perspectives & feelings



Adaptability: Flexibility to handle change and uncertainty effectively



Collaboration: Working well with others to achieve collective goals



## Personality traits for leadership



Mentorship: Sharing knowledge & guiding others to grow



Commitment to Growth: Dedication to continuous self-improvement



Authenticity: Demonstrating genuine and sincere leadership



Humility: Recognizing and valuing contributions from others



Gratitude: Appreciating the efforts and support of the team

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## Leadership perspectives

Focused on the future, mindful of the past

Focused on the long-term, mindful of the short-term

Focused on the mission

Proactive





Positive



Passionate



Fosters trust



Inspires teams

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## Leadership attitude

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## Core leadership skills

Emotional Intelligence (EQ)

Communication

Decision-making

Adaptability & agility

Strategic Thinking



## Interpersonal & team-oriented skills



RELATIONSHIP  
BUILDING



CONFLICT  
MANAGEMENT



COACHING &  
MENTORING



SELF-AWARENE  
SS



LEARNING  
AGILITY

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Habits of  
highly  
effective  
leaders

Proactivity

Goal orientation

Prioritization

Empathetic listening

Continuous renewal



Questions?