



WHO, ME...A LEADER?

WELCOME!

- ✘ Standard:

Identification or discussion of factors in personal, professional and leadership development

- ✘ Objectives:

1. Participants will gain an overview of major leadership theories.
2. Participants will gain an understanding of the many types of leaders.
3. Participants will identify their own leadership style and values.

CONTINUUM ACTIVITY

- ✘ Place yourself on the point of the line where you currently identify yourself as a leader.
- ✘ Introduce yourself:
 - + Name
 - + Where you work
 - + Why you placed yourself where you did



WHAT IS LEADERSHIP?

FOUR FACTORS IN LEADERSHIP

- ✘ Follower
- ✘ Leader
- ✘ Communication
- ✘ Situation



MANAGEMENT VS. LEADERSHIP

Management

- ✘ Technical
- ✘ Provides consistency and order
- ✘ Keeps operation on time and budget
- ✘ Focused on tasks
- ✘ Provides efficiency and predictability
- ✘ Does things right

Leadership

- ✘ Conceptual
- ✘ Creates significant change
- ✘ Facilitates growth & change
- ✘ Focuses on vision/future
- ✘ Sets and questions direction
- ✘ Does the right thing

REFLECTIVE ACTIVITY

- ✘ Are you more of a manager or a leader?
- ✘ What traits are your strongest?
- ✘ What traits do you want to work on?

- ✘ Discuss your thoughts with a partner.



LEADERSHIP THEORIES



Washington

✗ “Great Man”

- + Think of the traditional great male leaders of the past
- + Flavored original definitions of leadership
- + Had charisma
- + Took risks and forged new territory

- + For more information, see George McGregor Burns’ work

LEADERSHIP THEORIES



✘ Trait

- + People with particular characteristics were more likely to become a leader
- + Assumption that only certain people can become leaders
- + Nature vs. nurture...
- + For more information, see Francis Galton or Thomas Carlyle's writings

LEADERSHIP THEORIES

× Behavior

- + Acting like a leader makes you a leader
 - + Leadership as “doing” rather than “being”
 - + Leadership as a set of behaviors rather than characteristics
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- + For more information, see Kurt Lewin’s work on three styles of group leadership



LEADERSHIP THEORIES

✘ Situation

- + The leadership approach adapts to the situation
- + Depending on the situation, one may or may not emerge as the leader

- + For more information, see Fred Fiedler or Victor Vroom's work



LEADERSHIP THEORIES

✘ Power

- + Leadership is based on access to resources
- + Based on position/authority
- + “might makes right”



FUNCTIONS AND STYLES OF LEADERSHIP

✘ Transformational Leadership

- + Changes both the leader and the follower into better people and better leaders
- + Charismatic, inspirational, intellectually stimulating and empathetic
- + Ability to influence and inspire others
- + Create change and provide a vision
- + Work effectively with complexity, ambiguity and uncertainty

FUNCTIONS AND STYLES OF LEADERSHIP

✘ Situational Leadership

- + Circumstances and factors in a given situation determines leadership
- + Based on time, place and circumstance
- + Success in one situation leads to recognition of other leadership opportunities

FUNCTIONS AND STYLES OF LEADERSHIP

✘ Servant Leadership

- + Focus on the needs and goals of others
- + Determine what actions and behaviors are most likely to benefit those being served
- + The least fortunate of those being served perceive themselves as being better off as a result

FUNCTIONS AND STYLES OF LEADERSHIP

✘ Directive Style of Leadership

- + Most often used when someone is learning a new task
- + You may spend as much time on the task as the learner
- + Provide step-by-step direction, and ongoing feedback
- + Be cautious of being authoritarian in your style rather than directive!

FUNCTIONS AND STYLES OF LEADERSHIP

✘ Facilitative Style of Leadership

- + Provides group members with resources, means, authority and responsibility to act in the best interest of those affected by the task
- + Focuses on the individual strengths of each person
- + Encourages and develops leadership abilities in each person

INGREDIENTS OF LEADERSHIP

- ✘ Guiding vision
- ✘ Passion
- ✘ Integrity
- ✘ Trust
- ✘ Curiosity
- ✘ Daring

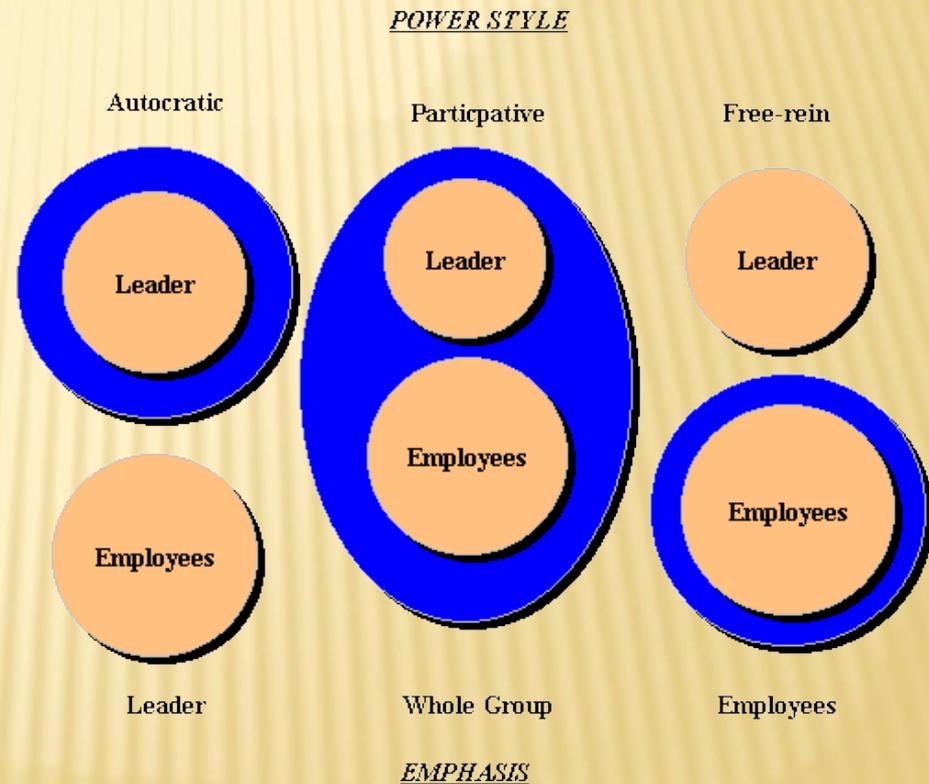


BEING AN EFFECTIVE LEADER

POWER AND LEADERSHIP

Kurt Lewin identified three styles of leadership and power:

- ✘ Authoritarian/autocratic
- ✘ Participative/democratic
- ✘ Delegative/free-reign



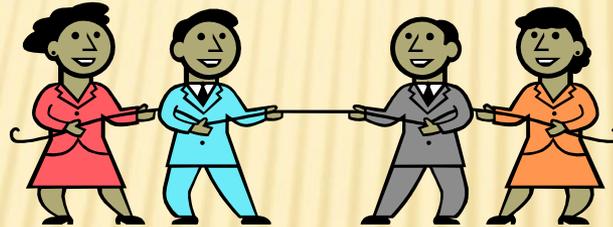
POWER AND LEADERSHIP

- ✘ Legitimate power
 - ✘ Communication power
 - ✘ Power over work environment
 - ✘ Expert power
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- ✘ For more information, see Yukl's work (1989)



CONFLICT MANAGEMENT STYLE

- ✘ Conflict is inevitable
- ✘ Prepare to manage conflict and ensure staff know how to as well



- ✘ Take the Conflict Management Style survey to see what your natural response is

CULTURAL CONTEXT OF LEADERSHIP

- ✘ Culture influences leadership
- ✘ All people need to be able to lead and serve effectively in a multicultural environment
- ✘ Know your own biases and perceptions
- ✘ Listen to understand how the world occurs to others



LEADERSHIP AT EVERY LEVEL

- ✘ Pick an issue you are passionate about
- ✘ Take action and speak up
- ✘ Have an idea? Take action!
- ✘ Interview other leaders to find out how they developed their skills



PROFESSIONAL ACTION

- ✘ Identify at least one area of your life where you would like to take on more leadership
- ✘ What strengths do you already have?
- ✘ What skills would you like to develop?
- ✘ Develop two or three strategies for being an effective leader in that area





QUESTIONS?