An Introduction To Leadership Part I

George Boak

LEADERSHIP

There are almost as many definitions of leadership as there are persons who have attempted to define the concept

Stogdill 1974

What is your definition of a LEADER?

_____

_____

_____

_____

_____

What is your definition of a MANAGER?

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_____

_____

_____

_____

What are the 5 differences between leaders and managers

Who is more important?
Leader or Manager

_____

_____

Why?_____

_____

_____

Who is a ideal leader that you'd follow?

_____

_____

_____

_____

_____

Who is a ideal manger to supervise you?

_____

_____

_____

_____

_____

Do you want to be led or managed?

_____

_____

Why?_____

_____

_____

_____

Do you want to lead or manage people?

_____

_____

Why?_____

_____

_____

_____

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Do you see your supervise as a leader or a manager?

_____

_____

Why?_____

_____

_____

Do the people you supervise see you as a leader or a manager?

_____

_____

Why?_____

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_____

What would you like to change about your supervisor?

_____

_____

Why?_____

_____

_____

What would the ones you supervise like to change about you?

_____

_____

Why?_____

_____

_____

LEADERSHIP IS...

the process of influencing others to understand and agree what needs to be done and how it can be done effectively, and
the process of facilitating individual and collective efforts to accomplish the shared objectives

Yukl 2010

LEADERS ARE...

People who carry out these processes

or, people in positions of authority in societies/organizations

A TIMELINE OF THEORIES ABOUT LEADERSHIP

- Traits and skills approaches
- Behaviors and styles approaches
- Ideas about transformational leadership
- Alternative modern approaches

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TRAITS AND SKILLS

- Vitality and Endurance
- Decisiveness
- Persuasiveness
- Responsibility
- Intellectual Capacity

Barnard (1948)

TRAITS AND LEADERSHIP: DILEMMAS

- Some with those key traits were not effective
- Some were effective who did not have those traits
- Many different lists of traits

Inegalitarian – indicates leaders are born not made

However, there are many continuing ideas about characteristics.

PERSONAL QUALITIES

- Being honest and consistent
- Acting with integrity
- Being decisive
- Inspiring others
- Resolving complex problems

Alimo-Metcalfe and Alban-Metcalfe 2006

PERSONAL CHARACTERISTICS

- Authenticity
- Integrity
- Will
- Self belief
- Self awareness

Higgs 2003

EMOTIONAL INTELLIGENCE

- Self-Awareness
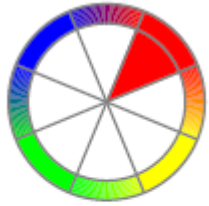- Self-Regulation
- Empathy
- Social Skills
- Social Awareness

Goleman 1996

BEHAVIOR AND STYLE APPROACHES
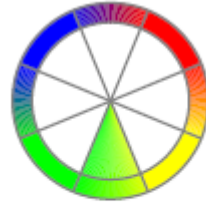
Styles of Behavior
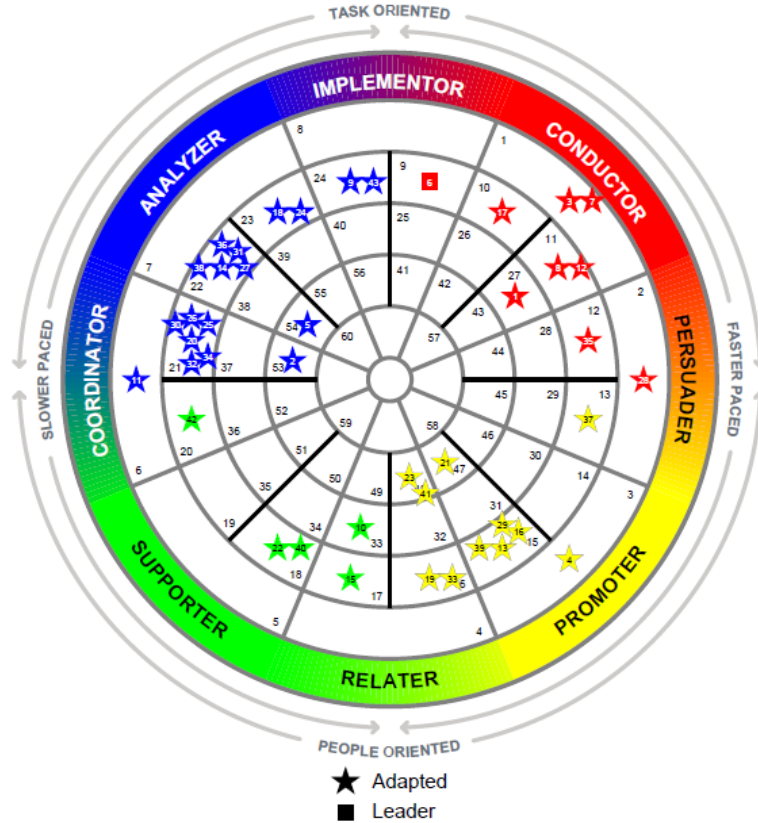
7.12% of the Population

12.68% of the Population

17.46% of the Population

20.08% of the Population
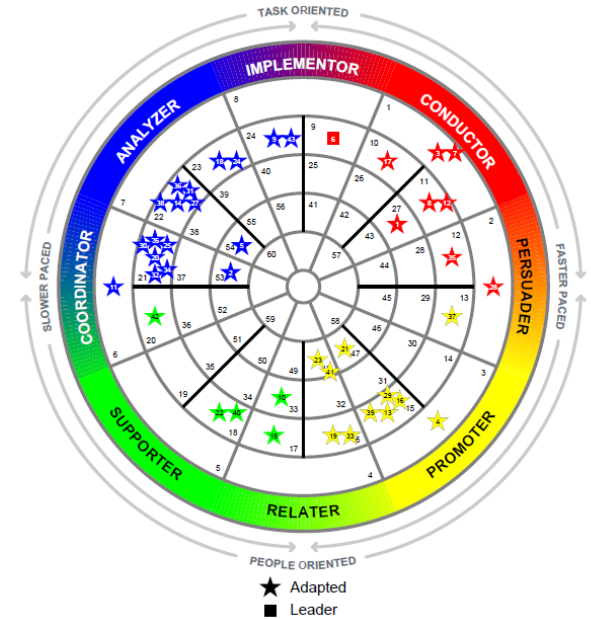
11.90% of the Population

21.28% of the Population

5.12% of the Population

4.22% of the Population

Sample of an actual team (47 people)

CONDUCTOR - D (9%)	SUPPORTER - S (2%)
Bold and aggressive actions Challenging assignments Expedites action Firm and quick decision making Results-oriented	Logical thinking Systematic routine Relaxed pace Team participation Security
PERSUADER - D/I (9%)	**COORDINATOR - S/C (33%)**
Enthusiasm Persuasive communications Results through people Testing of new ideas Competition with others	Adherence to standards Routine work Guidelines to follow Facts and data to analyze Diplomacy and cooperation
PROMOTER - I (16%)	**ANALYZER - C (2%)**
People contact Solutions to "people problems" Optimistic outlook Verbalizes thoughts and ideas Varied activities	High quality standards Procedures to follow Clean and tidy workstation Accuracy Analysis of facts and data
RELATER - I/S (16%)	**IMPLEMENTOR - C/D (12%)**
Teamwork Coaching and counseling Service to others Cooperative work environment Assistance to customers	Logical decisions Studying and solving problems Efficient methodology Effective time-management Fact-based solutions

PERSONALITY FACTORS

- DISC
- Motivators
- Acumen
- Epigenetics
- Emotional Intelligence
- Competency – Soft Skills

STUDIES OF LEADERSHIP IN THE 1950s

- Task-oriented behaviours
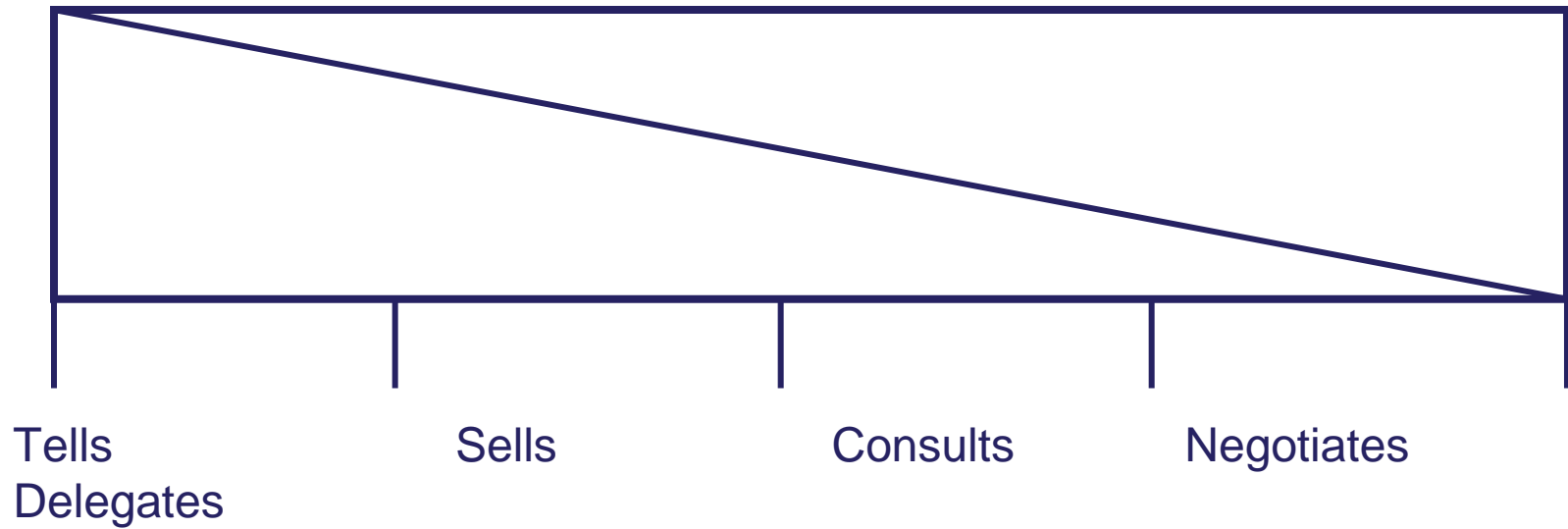- People-oriented behaviours

Effect of participative, autocratic and laissez-faire styles

Both task and people orientations are needed

Participative leadership more effective in the longer run - engages
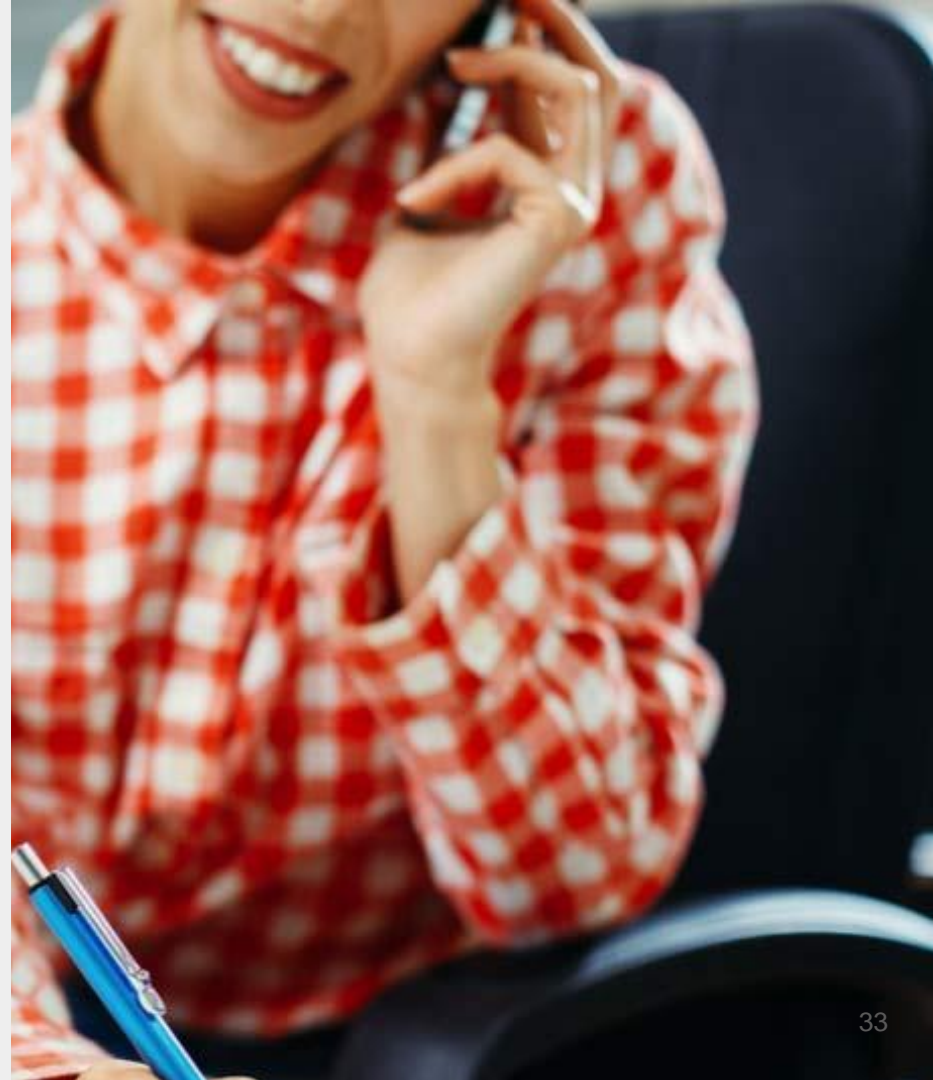
Tannenbaum and Schmidt 1958

Tells
Delegates

Sells

Consults

Negotiates

Hersey and Blanchard:

Participates	Coaches
Delegates	Tells

Goleman, Boyatzis and McKee 2002

Leadership Styles

- Visionary
- Coaching
- Affiliative
- Democratic
- Pacesetting
- Commanding

Q & A

THANK YOU

George Boak