Leadership
Leadership

The most effective leader I have worked for/with is………..
He/She was the best because………..

The least effective leader I have worked for/with is………..
He/She was the least effective because………..

Pair and share: determine similarities among the most/least effective leaders.

Learning Objectives

• Enhance awareness of self and knowledge of others
• Appreciate leadership as a relationship
• Understand the historical theories of leadership
• Understand the Situational Leadership Model

What is a Leader?

A leader is one who knows the way, goes the way, and shows the way.
John C. Maxwell

A genuine leader is not a searcher for consensus but a molder of consensus.
Martin Luther King, Jr.

The task of the leader is to get his people from where they are to where they have not been.
Henry A. Kissinger

It is not fair to ask of others what you are not willing to do yourself.
Eleanor Roosevelt

Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand.
Colin Powell
Leadership Begins as Relationship Building

You Are a Leader Who Has Relationships With:
- Public
- Elected Officials
- Co-workers
- Supervisors

Traditional Styles of Leadership—Which is BEST?
Historical Styles of Leadership

- Autocratic (Authoritarian)
- Delegative (Laissez-Faire)
- Participative (Democratic)

Autocratic/Authoritarian

This type of leader retains all power, authority and control and reserves the right to make all decisions.

"It's my way or the highway!"

- How can we describe authoritarian leaders?
- What are the disadvantages of authoritative leadership?
When is it appropriate?

Drum Roll Please

When it is appropriate for You?

Delegative / Laissez-Faire

- Offer little or no guidance
- Leave decision-making up to the group
- It often leads to poorly defined roles and a lack of motivation in subordinates
“Ummm, you decide.”

- How can we describe Laissez-fair leaders?
- What are the disadvantages of Laissez-fair leadership?
Participative/Democratic Leadership

• Leaders act more like facilitators than dictators
• Facilitate idea and information sharing when decision making
• Final decision comes from the leader

“One of the keys to Apple is Apple is an incredibly collaborative company.” — Steve Jobs

• How can we describe democratic leaders?

• What are the disadvantages of democratic leadership?

When is it appropriate?
When it is appropriate for You?

Time to Vote
Which style is best?

What is the Ideal?
Situational Leadership Model II

Blanchard and Hersey developed situational leadership theory in their classic book "Management of Organizational Behavior.

Leadership approach based on the relationship between an individual's development level on a specific goal or task and the leadership style that a leader provides.

Different developmental situations require different leadership approaches.

Assumption
People can and want to develop.
Overview

Four general leadership styles
• Varying combinations of supportive and directive behavior

Four developmental levels
• Varying combinations of competence and commitment

Development Variables

Competence
• Knowledge and skills an individual has for a goal or task
• Gained through education, training, coaching and experience

Commitment
• Motivation: interest and enthusiasm
• Confidence: self assuredness
Enthusiastic Beginner

D1
Low Competence – High Commitment

Little to no experience, but enthusiastic to learn.

Descriptors:
Hopeful
Inexperienced
Curious
New/Unskilled
Optimistic
Eager
Excited
Enthusiastic

Disillusioned Learner

D2
Low to Some Competence – Low Commitment

Let down (job is different or more complicated than expected)

Descriptors:
Overwhelmed
Confused
Demotivated
Demoralized
Frustrated
Disillusioned
Discouraged

Flashes of competence

Capable, but Cautious Performer

D3
Moderate to High Competence – Variable Commitment

Self doubting about ability to “go it alone” despite competence

Descriptors:
Self-critical
Cautious
Doubtful
Capable
Contributing
Insecure
Tentative/unsure
Bored/apathetic
Self-Reliant Achiever

Independently can and will

Descriptors:
Justifiably confident
Consistently competent
Inspired/inspires others
Expert
Autonomous
Self-assured
Accomplished
Self-reliant/self-directed

Remember:
Development level does not apply to the person, but rather to the specific goal or task.

Leadership Variables

Directive Behavior
- Concentrates on “what” and “how”
- Monitors performance and provides frequent feedback
- Develops competence

Supportive Behavior
- Listening, facilitating self-reliant problem solving, encouraging, involving others in decision making
- Develops commitment and initiative
LEADERSHIP STYLES

Directing

S1
High Directive and Low Support

Provide specific instructions about what and how tasks accomplished. Close supervision.

Descriptors:
- Defining
- Planning/prioritizing
- Orienting
- Teaching/showing and telling
- Checking/monitoring
- Giving feedback

Coaching

S2
High Directive and High Support

Explain decisions, solicits suggestions, praises progress, continues to direct tasks. Input considered, but leader decides.

Descriptors:
- Exploring/asking
- Explaining/clarifying
- Redirecting
- Sharing feedback
- Encouraging
- Praising
Listens, encourages, and facilitates self-reliant decision making and problem solving.

Descriptors:
- Asking/listening
- Reassuring
- Collaborating
- Facilitating self-reliance
- Encouraging feedback
- Appreciating

Empowers to act independently, provides resources to do job. Individual makes most decisions.

Descriptors:
- Allowing/trusting
- Confirming
- Empowering
- Affirming
- Acknowledging
- Challenging

Leader Behaviors
Development Cycle

Progress through sequentially
Improved performance triggers shift in leadership style

Regression
• Continue to match leadership style with lowered development level