Leadership

Models and staff

Name any leader that you know or learned about.

What is a leadership?

What is Leadership?

Leadership is a process whereby an individual influences a group of individuals to achieve a "common" goal.

What is Leadership?

Leadership is when someone has followers.

Why should you bother about leadership?

Leader == Manager ?

Leader vs. manager

Being a leader does not mean being a manager and visa-versa.

Leader vs. manager

A leader can be a manager

A manager can be a leader

Leader vs. manager

Manager's main functions are planning, budgeting, organizing, staffing, controlling and problem solving

Leader vs. manager

Leader's main functions are establishing direction, aligning and motivating people

6 Power Basis

6 Power Bases

1. Referent Power - when you like a leader. Teacher adored by students.

6 Power Bases

2. Expert Power - IC5 engineer, tour gide, etc.

6 Power Bases

3. Legitimate Power - Status or formal job authority.

6 Power Bases

4. Reward Power - Salary, bonus, cookies, etc.

6 Power Bases

5. Coercive Power - Punish, couch is sitting players on the bench, etc.

6 Power Bases

6. Information Power - Posessing knowledge that others want or need.

6 Power Bases

1. **Referent Power**
2. **Expert Power**
3. **Legitimate Power**

4. **Reward Power**
5. **Coercive Power**
6. **Information Power**

Nice, can we leave now?

So who is a leader?

ONE DOES NOT SIMPLY DESCRIBE A LEADER

THERE IS A DOZEN OF LEADERSHIP MODELS INSTEAD

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Servant Leadership

Servant Leadership

1. Listening - listen and hear follower's ideas and concerns.

Servant Leadership

2. Empathy - see the world from the one's point of view.

Servant Leadership

3. Healing - help followers to recover from <u>personal</u> problems.

Servant Leadership

4. Awareness - undesrtand one's abilities and their impact on others.

Servant Leadership

5. Persuation - impact others to change.

Servant Leadership

6. Conceptualization - vision clear goals and directions.

Servant Leadership

7. Foresight - predict and prepare to future options.

Servant Leadership

8. Stewardship - accepth the responcibility.

Servant Leadership

9. People growth - analyze people skills and help the grow.

Servant Leadership

10. Building community - gather people in community with shared goals.

Servant Leadership

1. Listening
2. Empathy
3. Healing
4. Awareness
5. Persuation

6. Conceptualization
7. Foresight
8. Stewardship
9. People growth
10. Building community

Skills Approach

Skills Approach

1. Technical skills - Project Domain Knowledge, corner cases, appropriate tools and technics.
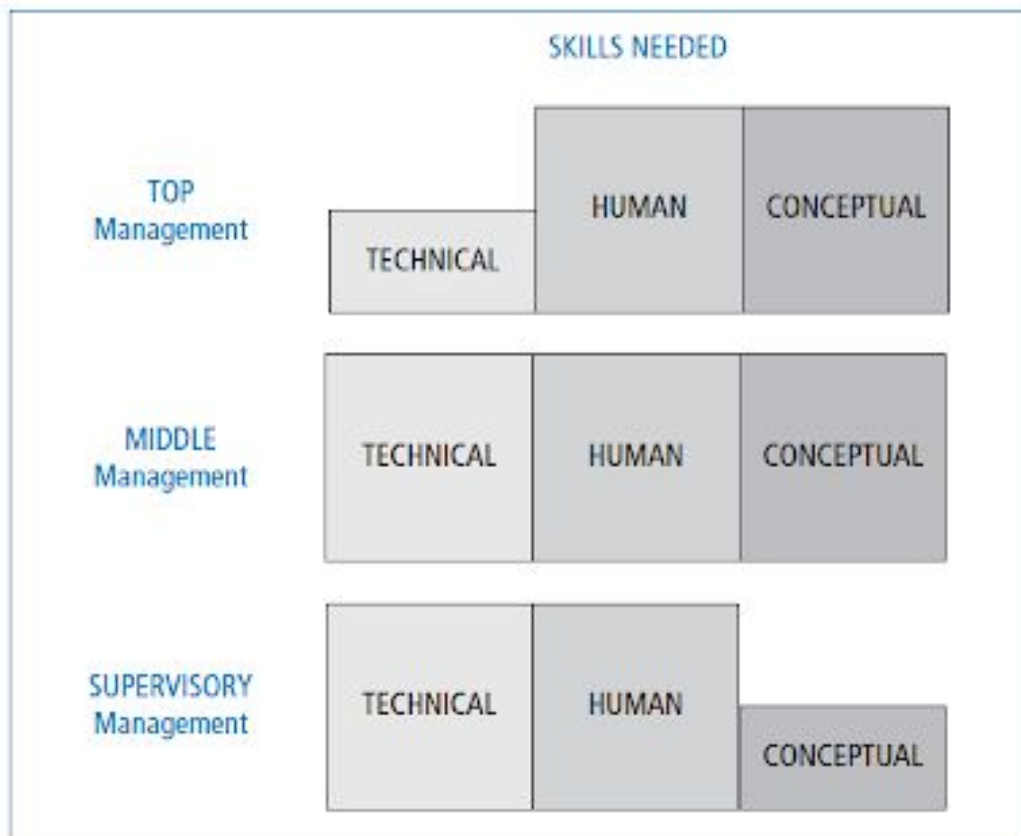
Skills Approach

2. Human skills - Collaboration, adapt ideas to those of others.

Skills Approach

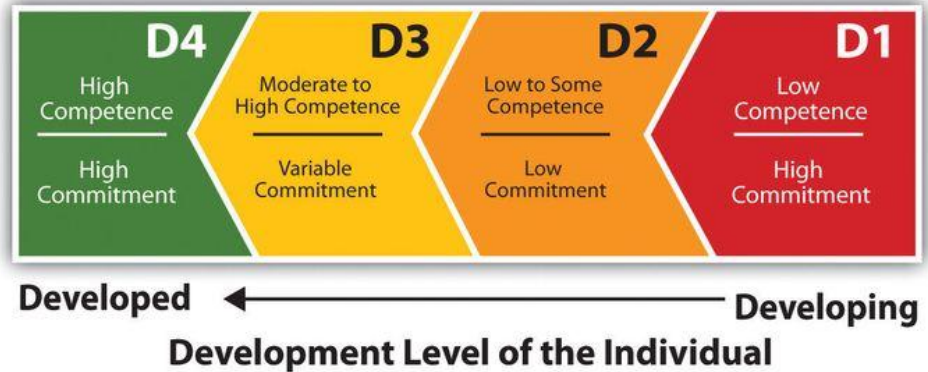**3. Conceptual skills** - work with ideas and concepts.

Skills Approach

Figure 3.1 Management Skills Necessary at Various Levels of an Organization

SKILLS NEEDED

	TECHNICAL	HUMAN	CONCEPTUAL
TOP Management	TECHNICAL	HUMAN	CONCEPTUAL
MIDDLE Management	TECHNICAL	HUMAN	CONCEPTUAL
SUPERVISORY Management	TECHNICAL	HUMAN	CONCEPTUAL

SOURCE: Adapted from "Skills of an Effective Administrator," by R. L. Katz, 1955, *Harvard Business Review*, 33(1), pp. 33–42.
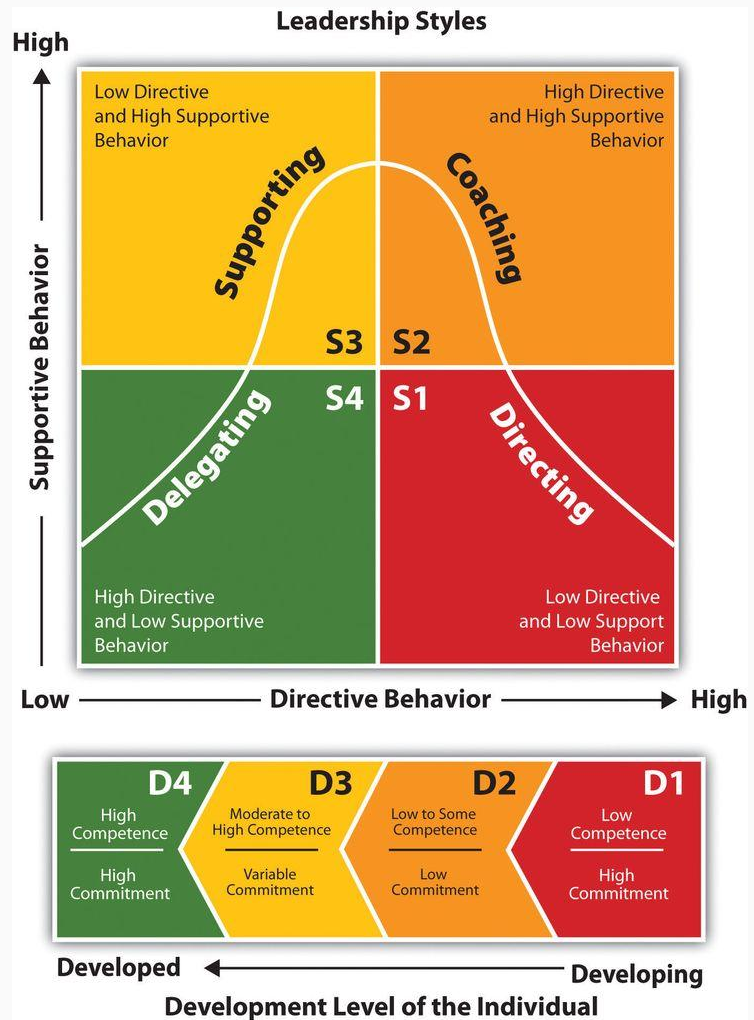
Situational Leadership model

Situational Leadership model

Situational Leadership model

Situational Leadership model

Leadership Styles

High

Supportive Behavior

Low Directive and High Supportive Behavior

High Directive and High Supportive Behavior

Supporting

Coaching

S3 S2

S4 S1

Delegating

Directing

High Directive and Low Supportive Behavior

Low Directive and Low Support Behavior

Low —— Directive Behavior —— High

D4	D3	D2	D1
High Competence	Moderate to High Competence	Low to Some Competence	Low Competence
High Commitment	Variable Commitment	Low Commitment	High Commitment

Developed ←——— Developing

Development Level of the Individual
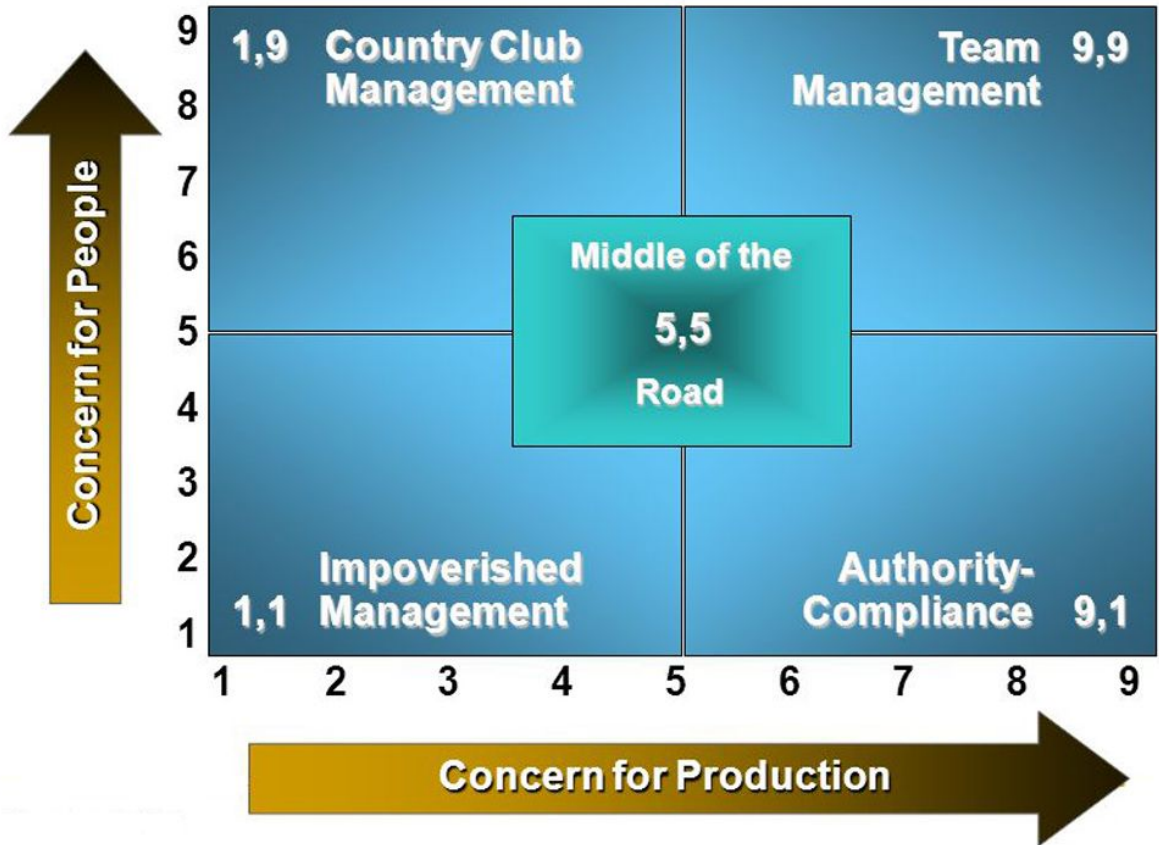
LMX Theory

LMX Theory

Leader Memeber Exchange Theory
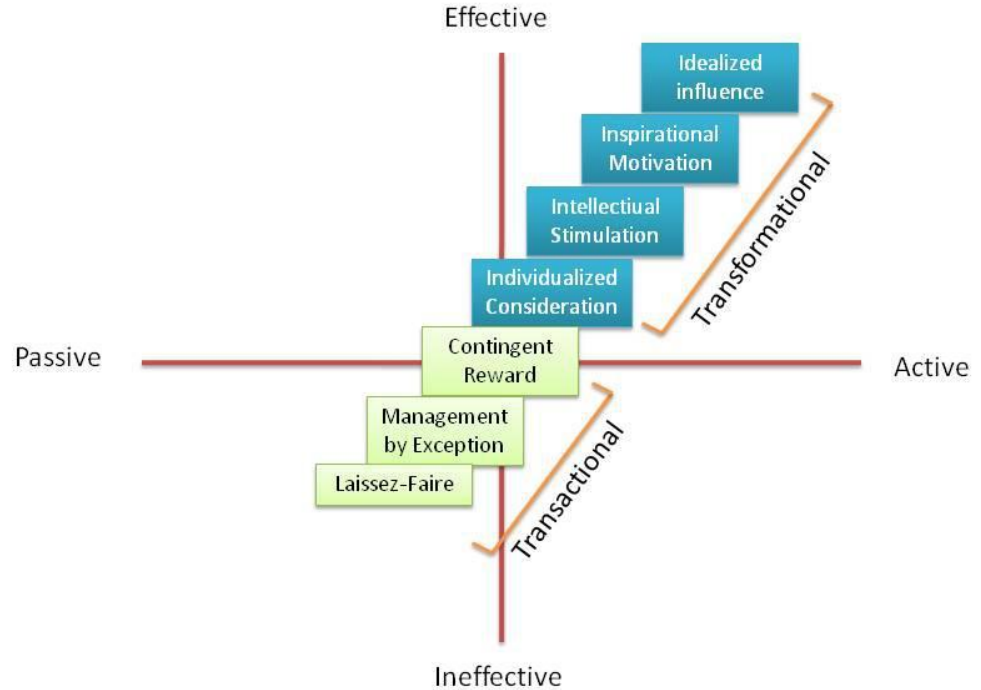
In-group vs. out-group

Behavioral Approach

Behavioral Approach

Transformational Theory

Transformational Theory

Uncovered models

- Adaptive Leadership
- Authentic Leadership
- Path-Goal Theory
- Psychodynamic Leadership
- Trait approach

1. Leadership: Theory and Practice, 7th Edition - https://www.amazon.com/Leadership-Practice-Peter-G-Northouse/dp/1483317536
2. Useful link with more details about mentioned models - https://wikispaces.psu.edu/display/P5PFL/PSY+532+Psychological+Foundations+of+Leadership+Home
3. Why good leaders make you feel safe (12 min) - https://www.youtube.com/watch?v=lmyZMtPVodo