

LEADERSHIP



1

“There goes my team, I must hurry and catch up with them!”

- What is the implication of this quote?
- How would it be different if it were constructed to present an image of management?

2

Today's goal

- Increase your knowledge and understanding of:
 - what characterizes great leaders
 - how to distinguish between management and leadership
 - various leadership styles and when to apply them

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Great leaders

The test of a great leader:

- Curiosity
- Creativity
- Communication
- Character
- Courage
- Conviction
- Charisma
- Competent
- Common Sense

Source: Lee Iacocca, *Where have all the Leaders Gone?*

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Great leaders

- Clarify what is expected
- Make materials and equipment available
- Provide opportunities to do what one does best
- Give recognition or praise
- Show workers that they are cared about
- Encourage development

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Four keys of great leaders

- Select for talent
- Define the right outcomes
- Focus on strengths
- Find the right fit

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Leading looks at a new paradigm

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Managing has been about:

- Structure
- Focus on task
- Knowing all the answers
- Control
- Top down
- Not giving good feedback

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Management is being called upon to evolve into leadership!

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Managing vs. leading

- Direct comparison between traditional management and leadership
 - managers were primarily held accountable for decision making

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Managers would:

- Tell
- Sell
- Direct
- Decide
- Delegate
- Solve the problems
- Set goals
- Use authority to get things done

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So what is the good news and bad news?

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Leaders are more about being:

- Open and friendly
- A better listener
- Receptive to new ideas
- A co-participant
- A two-way communicator
- Accomplished in people skills
- Committed to independence
- A champion of cross-communication

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Leaders are facilitators

- Skilled at helping groups solve problems
- Know how to develop, maintain, and motivate teams
- Model what is expected
- Listen well
- Encourage others to participate in decisions and plans
- Can pitch in and do some of what team members do

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Leaders are facilitators

- Coach, motivate, inspire
- Help people focus
- Good communicator
- Are no longer the “expert”
- Understand change
- Can sort through information and draw conclusions

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Questions?



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Leaders share responsibility for decision making

- Listen
- Ask questions
- Direct group process
- Coach
- Teach

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Leadership responsibility

- Build consensus
- Share in goal setting
- Share in decision making
- Empower others to get things done

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Managing

- Tell
- Sell
- Direct
- Decide
- Delegate
- Solve the problems
- Set goals
- Use authority to get things done

Leading

- Listen
- Ask questions
- Direct group process
- Coach
- Teach
- Build consensus
- Share in goal setting
- Share in decision making
- Empower others to get things done

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So what are the advantages of this approach?

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Questions?



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Situational leadership roles
are based on the willingness
and ability of workers to do
the task

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Unable and unwilling
Tell or instruct

23

Able but unwilling
Point out the need and advantage

24

Unable but willing
Participate – model the activity

25

Able and willing
Delegate

26

Four roles for situational leading

- Unable and unwilling
– tell or instruct
- Able but unwilling
– point out the need for and advantage
- Unable but willing
– participate – model the activity
- Able and willing
– delegate

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Summary

- Leaders lead with a clear purpose
- Empower to participate
- Aim for consensus
- Direct the process

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Questions?



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