

Leadership and Organizational Management

The art and science of
advancing the mission and
playing well with others

“Management is about human beings.”

Peter Drucker

Leadership in Organizations

*“Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves.” **

*“Leadership is when one person attempts to influence the behavior of an individual or group.” ***

In this definition leadership is NOT about using power, using your power is not about leading. People need to be willing to follow or leadership is ineffective.

The goal is to set in motion the action of people to
see, do, and become

* Stephen R. Covey – *The 8th Habit*

** Hersey, Blanchard, Johnson – *Management of Organizational Behavior*

Leadership and Vision

“Leaders Do The Right Things, Managers Do Things Right”

Warren Bennis

- What is a “vision” for an organization?
- How does your personal vision relate to the organization’s vision?
- How do you resolve differing visions in the organization in a satisfactory way?
- How much change is too much change when it comes to altering the vision of an organization?

“Rowing harder does not help if the boat is headed in the wrong direction.”

Kenichi Ohmae

Leadership: Personal Perspective

Three Competencies of Leadership

- *Diagnosing* – What is *really* going on?
- *Adapting* – Altering and aligning your behavior and assessing the resources you have available
- *Communicating* – Interacting with others and explaining the outcomes and processes

Skills of a Manager

- *Technical Skill* – Ability to use knowledge, techniques, processes and equipment in specific tasks
- *Human Skills* – Ability and understanding of how to work with people and what motivates them
- *Conceptual Skill* – Ability to understand the overall organization and how your work fits into realizing the mission

Leadership: Personal Perspective

Behavior = $f(\text{Person} \leftrightarrow \text{Situation})$ *Kurt Lewin*

- Do you understand your leadership and management style? Are you
 - ✓ An introvert or extrovert
 - ✓ A judger or perceiver
 - ✓ A sensing data person or an intuitive person
 - ✓ A thinker analyst or feeling trusting person
- What does your needs profile look like?

Achievement

Dominance

Affiliation

Deference

Abasement

Change

Order

Autonomy

Nurturance

Assistance

Endurance

Intensity

Introspection

Aggression

Exhibition

Leadership: Personal Perspective

- What power do you have and how do you use it?
 - ❖ Position, Personal, Reward, Expert, Information, Referent, Coercive
- What is your conflict resolution style?

WIN/LOSE	LOSE/LEAVE	COMPROMISE
LOSE/YIELD	COLLABORATE	COMBINATIONS

- How do you approaching negotiating with people?

HARD BARGAINING	SOFT BARGAINING	NEGOTIATION ON THE MERITS
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Leadership: Theory Overview

- **Trait Approaches to Leadership** (Yukl)
 - ✓ Adaptable to situations
 - ✓ Alert to social environment
 - ✓ Ambitious and achievement-oriented
 - ✓ Cooperative and decisive
 - ✓ Dominant and persistent
 - ✓ Tolerant of stress
 - ✓ Willing to assume responsibility

Leadership: Theory Overview

- **Skills Found in Effective Leaders and Managers in Organizations**

- ✓ Clever
- ✓ Creative
- ✓ Diplomatic and tactful
- ✓ Fluent in speaking and socially skilled
- ✓ Knowledgeable about group tasks
- ✓ Organized (administrative ability)
- ✓ Persuasive

Leadership: Theory Overview

- ***And some negative traits . . .***

- ✓ Insensitive, abrasive, bully
- ✓ Cold, aloof, arrogant
- ✓ Untrustworthy
- ✓ Overly ambitious
- ✓ Unable to delegate
- ✓ Micromanage
- ✓ Unable to think strategically

Leadership: Theory Overview

- **Attitudinal Approaches**

- Ohio State and Michigan Leadership Studies

(high) ---- Consideration ---- (low)	High Consideration and Low Structure	High Structure and High Consideration
	Low Structure and Low Consideration	High Structure and Low Consideration
	(low) ----- Initiating Structure ----- (high)	

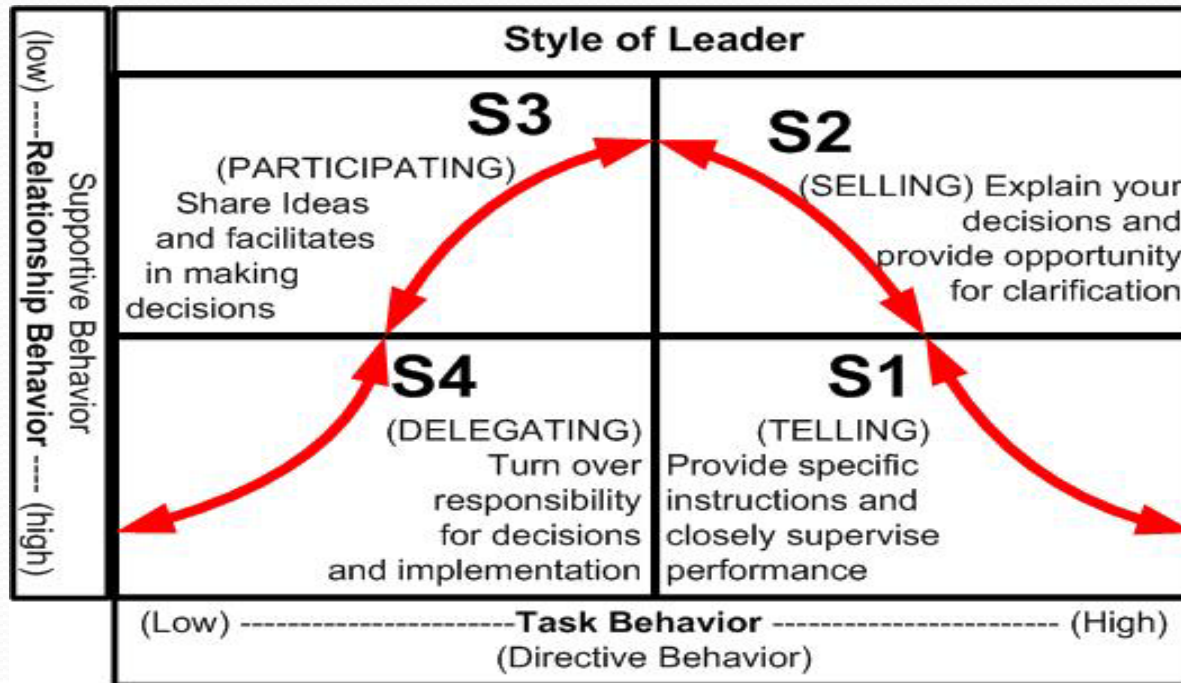
Ohio State Leadership Quadrants

Leadership: Theory Overview

• **Situational Leadership Models**

- ✓ Tannenbaum-Schmidt Continuum of Leader Behavior
- ✓ Fiedler's Contingency Model
- ✓ House-Mitchell Path-Goal Theory
- ✓ Vroom-Yetton Contingency Model
- ✓ Hersey-Blanchard Tridimensional Leader Effectiveness Model

Situational Leadership Model



R4 Great Deal | R3 Quite a Bit | R2 Some | R1 Little
ABILITY: Job Readiness

The person is **ABLE** (has the knowledge & skill)

R4 Usually | R3 Often | R2 On Occasion | R1 Seldom
WILLINGNESS: Psychological Readiness

Person is **WILLING** (has necessary confidence and commitment)

Follower(s) Readiness or R levels

Applying Situational Leadership

Goal – To Increase Our Effectiveness

- ✓ What you expect and the way you treat people determines how people perform in the workplace
- ✓ Successful leaders and managers have the ability to create high expectations for people to fulfill
- ✓ People do what they think they are expected to do
- ✓ We are all driven by emotional reactions that take focus from our reason

Leading Groups & Teams

- **Applying Situational Leadership in organization group settings**
 - Working with Project or Product Managers
 - Working with Task Groups – e.g. Committees in areas such as a product roll out or rebranding, sponsorships, special events, marketing, finance or benefits

Leadership Summary

- **Leadership Formula: $L = f(l, f, s)$**

Leadership is a function of the leader, the follower and the situation and back to our definition:

“Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves.”

Stephen R. Covey – *The 8th Habit*



QUESTIONS & DISCUSSION?

Thank you!