Track : Develop Managerial Skills
Module : Leadership

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Management School - University of Liege

Agenda - Techniques

10'	**Agenda, Objectives**
20'	**Introduction** (Basic concepts, theories)
60'	**Leading Self**
15'	*break*
40'	**Leading Others - Leading the Organization**
60'	**Leadership game**
20'	**Conclusions** (Myths, Leadership journey) **Next Steps** (Evaluation)
10'	**Wrap-up** A long time ago, in a galaxy far, far away….

- **"You will get out at least what you put in"**
  - This module is build to be interactive
  - It leverages the following techniques: Q&A, Lectures, Group discussions, Personal reflection time, Self-Coaching, Share of experience and Feed-Back.

Objectives

- **At the end of this session, you will be able to**

  - Understand and explain basic concepts and theories around leadership

  - Identify your personal leadership style to date

  - Share thoughts and personal experience around leadership; Learn from other's stories

  - Recognize, evaluate and nurture some of your strengths as a Leader, both in your private and academic / professional life.

  - Identify some areas for development as a Leader and how you could do differently tomorrow, both in your private and academic / professional life.

Introduction

- **What is "Leadership" ?**
- **What is the difference between "Leader" and "Manager" ?**
- **What is a "Leadership style" ?**
- **Overview of different leadership theories**

Basic concepts

What is "Leadership" ?

- **The Leadership is the individuals who are the leaders in an organization, regarded collectively.**

- **"Leadership is the ability of an individual to influence, motivate and enable others to contribute towards the effectiveness and success of the organization"**
  - James MacGregor Burns, « Leadership », Harper Collins 1978.

- **"Leadership is a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task"**
  - M. Chemers , "An integrative theory of leadership", 1997

What are the key elements of these 2 definitions?

Basic concepts

What is the difference between "Leader" and "Manager" ?

- **" Managers are people who do things right and leaders are people who do the right thing. Both roles are crucial, and they differ profoundly. I often observe people in top positions doing the wrong things well. "**
  - Bennis Warren and Burt Nanus (1985) Leaders: The Strategies for Taking Charge. Harper and Row

- **" Management is doing things right; leadership is doing the right things. "**
  - Peter Drucker, and Warren Bennis, as quoted in Seven Habits of Highly Effective People (1989) by Stephen R. Covey

- **" Business Leaders have much more in common with artists than they do with Managers "**
  - Abraham Zaleznik, "Managers and Leaders, Are they different?" (1977)

Basic concepts

What is a "Leadership style" ?

- **Leadership style is the manner and approach of providing direction, implementing plans, and motivating people.**
  - As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom, Davis, 1993).

- **Leadership style is the result of the philosophy, personality, and experience of the leader.**

- **The search for the ideal <u>leadership style</u> has continued for centuries and <u>leadership theories</u> are numerous.**

Overview of different leadership theories

Time →

Assumption	Theories
Leadership is based on a set of traits and behaviors are learned	**<u>1. Behavioral and style theories</u>** • Kurt Lewin, Ronald Lipitt, and Ralph White "Leadership climates" (1939) • Tannenbaum,Schmidt "Continuum of leadership behavior" (1958,1973)
Leadership is based on times and situation	**<u>2. Situational and contingency theories</u>** • Robert Blake, Jane Mouton "Managerial grid model" (1964) • Robert House "Path-goal theory" (1971) • Paul Hersey, Ken Blanchard "Situational leadership model" (1979) • Fiedler "Contingency model" (1987) • Victor Vroom, Phillip Yetton, Arthur Jago "Vroom–Yetton decision model" (1973-1988)
Leadership is based on function to fulfill	**<u>3. Functional theories</u>** • John Adair's Action Centered Leadership Model (1970) • Hackman & Walton (1986); McGrath (1962); Adair (1988); Kouzes & Posner (1995)
1. + 2. + 3.+ Leadership is based on attitudes towards others and behavioral flexibility	**<u>4. Integrated psychological theory (</u>**also called **<u>3P model of leadership)</u>** • James Scouller "The Three Levels of Leadership: How to Develop Your Leadership Presence, Knowhow and Skill" (2011)
Leadership is based the way to engage with followers	**<u>5. Transactional and Transformational theories</u>** • Douglas McGregor "Theory Y and Theory X" (1960) • James McGregor Burns, "The transactional leader" (1978) • Bernard M. Bass, "Leadership and Performance" (1985 & 2008)

« Connais-toi toi-même »
Socrate, Philosophe, 470-400 av. JC

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Leading Self

- **Workgroup "The Leadership Journey"**
- **Reflection time on your "Leadership style survey"**

Workgroup

Timing

15' lecture

15' discussion

15' debrief

- **Article "The Leadership Journey"**
  - Leonard D. Schaeffer, Harvard Business Review, October 2002

- **Individual lecture of the article**

- **In sub-group of 4-5 people, discuss and answer the following questions**
  - Describe high-level (1 sentence) the leadership styles illustrated in the article
  - Describe what the leader DO and IS
  - Imagine the reasons for change (advantage, inconvenient)

- **Nominate a reporter for your sub-group that will report to the entire group**
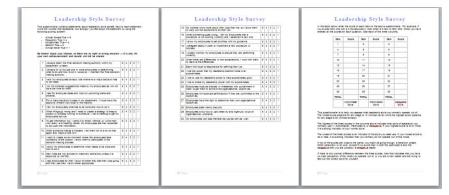
Reflection time on your "Leadership style survey"

Timing

15' Reflection

- **For your-self, answer following questions**
  - In your leadership style, what are the 3 key strengths you want to preserve, further develop and build on?
  - In your leadership style, what are the 3 areas that would benefit from some development? For each area:
    - In what specific situation or context?
    - What are the barriers? The enablers?
    - How can you make this come true? (resources, support)
    - What are the + and – to change?

« Le plus grand bien que nous faisons aux autres hommes n'est pas de leur communiquer notre richesse, mais de leur révéler la leur »
Louis Lavelle, Philosophe, 1883-1951

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Leading Others – Leading the Organization

- **Workgroup "Notable leaders have a lot in common"**
- **Difference between "Leader" and "Manager" towards the organization**
- **Lecture "What Leaders Really Do" – "Leading Change - Why transformation effort fail"**
- **Character and traits of an effective leader**
- **Lecture "What makes a leader?" – "Why should any one be led by you?"**

Group discussion - Notable leaders have a lot in common

Timing

15' discussion

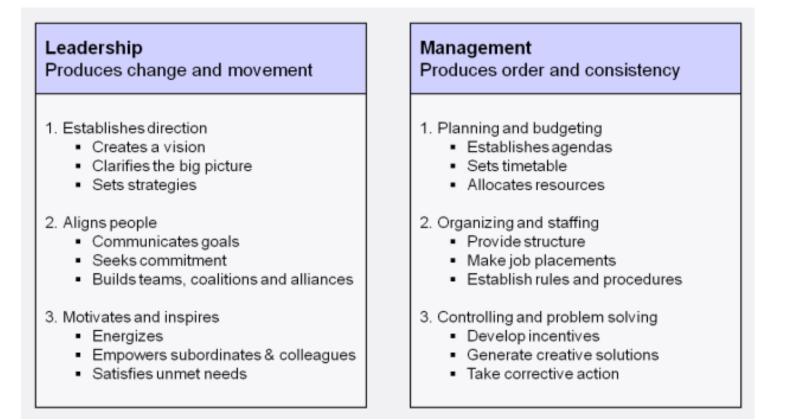- **Name 10 leaders**
- **Here some leaders**

- **Discuss and answer the following questions**
  - Why are these people considered as leader? Or not?
  - What have they achieved ? (describe in 1 line)
  - What **acts** have they posed to achieve that result ?
  - What are their major **traits of character** ?

Leadership acts – Management acts

- **A summarized view**

Leadership Produces change and movement	Management Produces order and consistency

1. Establishes direction
    ■ Creates a vision
    ■ Clarifies the big picture
    ■ Sets strategies
 	
2. Aligns people
    ■ Communicates goals
    ■ Seeks commitment
    ■ Builds teams, coalitions and alliances
 	
3. Motivates and inspires
    ■ Energizes
    ■ Empowers subordinates & colleagues
    ■ Satisfies unmet needs
	1. Planning and budgeting
	    ■ Establishes agendas
	    ■ Sets timetable
	    ■ Allocates resources
	
	2. Organizing and staffing
	    ■ Provide structure
	    ■ Make job placements
	    ■ Establish rules and procedures
	
	3. Controlling and problem solving
	    ■ Develop incentives
	    ■ Generate creative solutions
	    ■ Take corrective action

   – From Peter G. Northouse's Leadership: Theory and Practice, Fourth Edition (2007) in which he draws from John Kotter's A Force for Change: How Leadership Differs from Management, (1990).

Lecture

- **Article "What Leaders Really Do"**
  - John P. Kotter, Harvard Business Review, 1990
- **Article "Leading Change - Why transformation effort fail"**
  - John P. Kotter, Harvard Business Review, 2007

- **Question**
  - Explain the actions that great Leaders take <u>towards success of the organization</u>
    - Establish a sense of urgency
    - Create powerful coalition, align people
    - Set and communicate a vision
    - Remove obstacles, motivate
    - Plan to create short term wins
    - Stabilize (Avoid declare victory too soon)
    - Anchor change in corporate culture

Character and traits of an effective leader

- **To be an effective leader, your followers must have trust in you and they need to be sold on your vision.**

- **One of the ways to build trust is to display a good sense of character composed of beliefs, values, skills, and traits**
  - **Beliefs** are what we hold dear to us and are rooted deeply within us.
  - **Values** are attitudes about the worth of people, concepts, or things. Values are important as they influence a person's behavior to weigh the importance of alternatives.
  - **Skills** are the knowledge and abilities that a person gains throughout life.
  - **Traits** are distinguishing qualities or characteristics of a person, while character is the sum total of these traits. There are hundreds of personality traits (see next page)

Character and traits of an effective leader

Honest	Display sincerity, integrity, and candor in all your actions.
Competent	Base your actions on reason and moral principles (avoid childlike emotional desires or feelings)
Forward-looking	Set goals and have a vision of the future, owned throughout the organization, envision how to get it.
Inspiring	Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire others to reach for new heights. Take charge when necessary.
Intelligent	Read, study, and seek challenging assignments.
Fair-minded	Show fair treatment to all people. Prejudice is the enemy of justice. Display empathy by being sensitive to the feelings, values, interests, and well-being of others.
Broad-minded	Seek out diversity.
Courageous	Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.
Straightforward	Use sound judgment to make a good decisions at the right time.
Imaginative	Make timely and appropriate changes in your thinking, plans, and methods. Show creativity by thinking of new and better goals, ideas, and solutions to problems. Be innovative!

Compiled by the Santa Clara University and the Tom Peters Group

Lecture

- **Article "What makes a leader?"**
  - Daniel Goleman, Harvard Business Review 1998
- **Article "Why should any one be led by you?"**
  - Robert Goffee and Gareth Jones, Harvard Business review, Sep2000

- **Question**
  - Explain following traits that characterize great Leaders <u>towards others</u>:
    - Self-awareness
    - Self-regulation
    - Motivation
    - Empathy
    - Social skills
    - Reveal weakness
    - Become sensor
    - Dare to be different

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Leadership game

Leadership theories

- **Behavioral and style theories**
- **Situational and contingency theories**
- **Functional theories**
- **Integrated psychological theory (3P model of leadership)**
- **Transactional and Transformational theories**

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Time

Behavioral and style theories

- **The first major study of leadership styles was performed in 1939 by Kurt Lewin and remained quite influential as it established the 3 major leadership styles still observed today:**

do x	do x or y as you see fit	which is best, x or y?
Autocratic	**Delegative**	**Participative**
Authoritarian	**Laissez-faire**	**Democratic**

- **Other leadership style**
  - **Narcissistic** (range from anywhere between healthy to destructive / toxic)
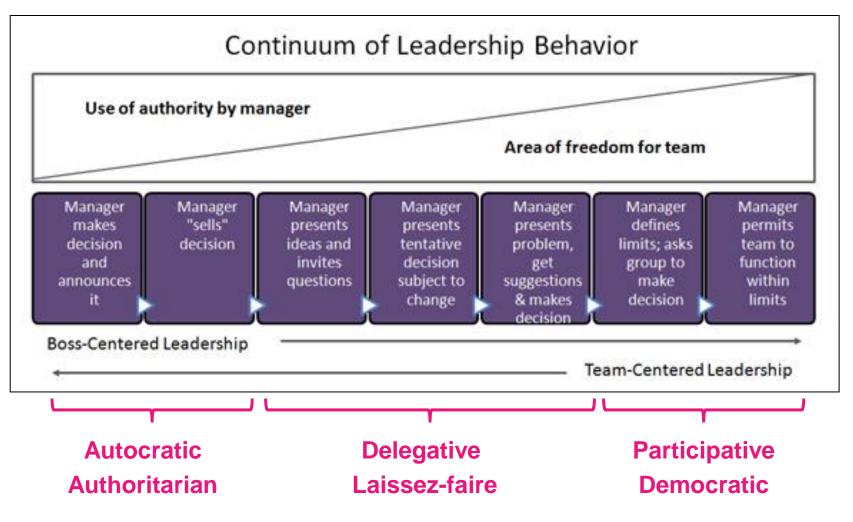
Behavioral and style theories

- **A good leader uses all three styles in a balanced way, depending on what forces are involved between the leader, the followers, and the situation.**

- **Forces that influence the style to be used include (non-exhaustive):**
  - Amount of time available (emergency or not)
  - Knowledge / Skills / Expertise owner
  - Seniority of team (e.g. new crew or temporary work-force)
  - Type of task (structured / unstructured, simple / complicated)
  - Laws or established procedures
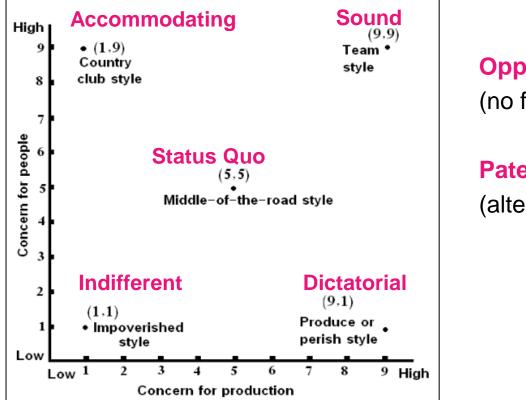 - Climate, internal conflicts, stress level, motivation level

Behavioral and style theories

- **In 1958 Tannenbaum and Schmidt (1973) expanded on Lewin 3 leadership styles by extending them to seven styles and placing them on a continuum as shown in the diagram below:**

Continuum of Leadership Behavior

Use of authority by manager

Area of freedom for team

| Manager makes decision and announces it | Manager "sells" decision | Manager presents ideas and invites questions | Manager presents tentative decision subject to change | Manager presents problem, get suggestions & makes decision | Manager defines limits; asks group to make decision | Manager permits team to function within limits |

Boss-Centered Leadership

Team-Centered Leadership

Autocratic Authoritarian   **Delegative Laissez-faire**   **Participative Democratic**

Situational and contingency theories

- **The managerial grid model (Robert Blake, Jane Mouton, 1964) originally identified five different leadership styles based on the _concern for people_ and the _concern for production_.**
  - The optimal leadership style in this model is based on Theory Y of human motivation (McGregor, 1960s) In this theory, management assumes employees may be ambitious, self-motivated and exercise self-control.
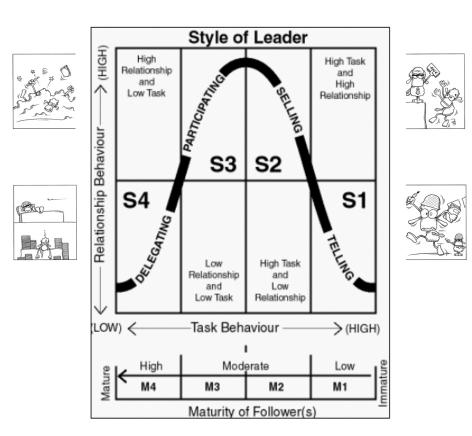

Opportunistic

(no fixed location)

Paternalistic

(alternate between (1,9) and (9,1)

Situational and contingency theories

- **The Situational Leadership model (Paul Hersey, Ken Blanchard, 1977-1988)**

  - There is no single "best" style of leadership. Leadership depends upon each individual situation.
  - The most successful leaders are those that adapt their leadership style to the maturity level (capacity + willingness + ability + education and/or experience) of the individual or group they are attempting to lead or influence.

Maturity level	Most appropriate leadership style
M1 : Low maturity	S1 : **Telling** / **Directing**
M2 : Medium maturity, limited skills	S2 : **Selling** / **Coaching**
M3 : Medium maturity, higher skills but lacking confidence	S3 : **Participating** / **Supporting**
M4 : High maturity	S4 : **Delegating**

Functional theory

- **Functional leadership** theory argues that the leader's main job is to see that whatever is necessary to group needs is taken care of; thus, a leader can be said to have done their job well when they have contributed to group effectiveness and cohesion

  (Fleishman et al., 1991; Hackman & Wageman, 2005; Hackman & Walton, 1986).

- **In summarizing literature on functional leadership, authors observed five broad functions a leader performs when promoting organization's effectiveness. These functions include**

  - environmental monitoring
  - organizing subordinate activities
  - teaching and coaching subordinates
  - motivating others
  - intervening actively in the group's work

  (see Kozlowski et al. (1996), Zaccaro et al. (2001), Hackman and Walton (1986), Hackman & Wageman (2005), Morgeson (2005)), Klein, Zeigert, Knight, and Xiao (2006)

Integrated psychological theory (3P model of leadership)

- **The Integrated Psychological theory of leadership**
  - Is an attempt to integrate the strengths of the older theories while addressing their limitations
  - Introduces a new element: the need for leaders to develop their leadership presence, attitude toward others and behavioral flexibility by practicing psychological mastery
  - Offers a foundation for leaders wanting to apply the philosophies of **servant leadership** and **authentic leadership**

- **The three levels in his model are Public, Private and Personal leadership (Scouller, 2011):**
  - **Public** leadership focuses on the 34 behaviors involved in influencing two or more people simultaneously.
    - Setting the vision, staying focused (4 behaviors)
    - Organizing, planning, giving power to others (2 behaviors)
    - Ideation, problem-solving, decision-making (10 behaviors)
    - Executing (6 behaviors)
    - Group building and maintenance (12 behaviors)   …/…

Integrated psychological theory (3P model of leadership)

- **<u>Private</u>** leadership covers the 14 behaviors needed to influence individuals one to one.
  - Individual purpose and task (e.g. appraising, selecting) (5 behaviors)
  - Individual building and maintenance (e.g. recognizing) (9 behaviors)

- **<u>Personal</u>** leadership is an "inner" level and concerns a person's growth toward greater leadership presence, technical knowhow and skill.
  - **7 qualities of presence**: (1) personal power – command over one's thoughts, feelings and actions; (2) high, real self-esteem; (3) the drive to be more, to learn, to grow; (4) a balance of an energetic sense of purpose with a concern for the service of others and respect for their free will; (5) intuition; (6) being in the now; (7) inner peace of mind and a sense of fulfillment
  - "**Presence**" is not the same as "**Charisma**".
    - Leaders can be charismatic by relying on a job title, fame, skillful acting or by the projection of an aura of "specialness" by followers
    - Presence is something deeper, more authentic, more fundamental and more powerful and does not depend on social status

Transactional and Transformational theories

- **Transactional Leadership** involves exchange of labor for rewards
- **Transformational Leadership** is based on concern for employees, intellectual stimulation, and providing a group vision
  - Bernard Bas, James MacGregor Burns, 1978

Transactional	Transformational
Leadership is responsive	Leadership is proactive
Works within the organizational culture	Works to change the organizational culture by implementing new ideas
Employees achieve objectives through rewards and punishments set by leader	Employees achieve objectives through higher ideals and moral values
Motivates followers by appealing to their own self-interest	Motivates followers by encouraging them to put group interests first
Management-by-exception: maintain the status quo; stress correct actions to improve performance[1]	Individualized consideration: Each behavior is directed to each individual to express consideration and support Intellectual stimulation: Promote creative and innovative ideas to solve problems
Focuses on the role of supervision, organization, and group performance	Enhances the motivation, morale, and job performance of followers through a variety of mechanisms

6

Conclusions and Next steps

- Myths about Leadership
- My personal leadership journey
- Evaluation of this module, of your knowledge and skills

Myths about Leadership

- **Although largely talked about, Leadership has been described as one of the least understood concepts across all cultures and civilizations.**

- **Some myths about leadership**
  - Leadership is innate
  - Leadership is possessing power over others
  - Leaders are positively influential
  - Leaders entirely control group outcomes and deliver business results
  - All groups have a designated leader
  - Group members resist leaders
  - Everyone can be a leader
  - People who get to the top are leaders
  - Leaders are great coaches

Evaluation of your knowledge and skills

- **As part of the report for the seminar "Develop your managerial skills"**

- **Answer to following questions**
  - According to you, what are the top 3 traits / characters that an effective Leader should have? And why?
  - According to you, what are the priority 3 tasks an effective Leader should do? And why?

- **Length : Maximum 2 pages in MS-Word**