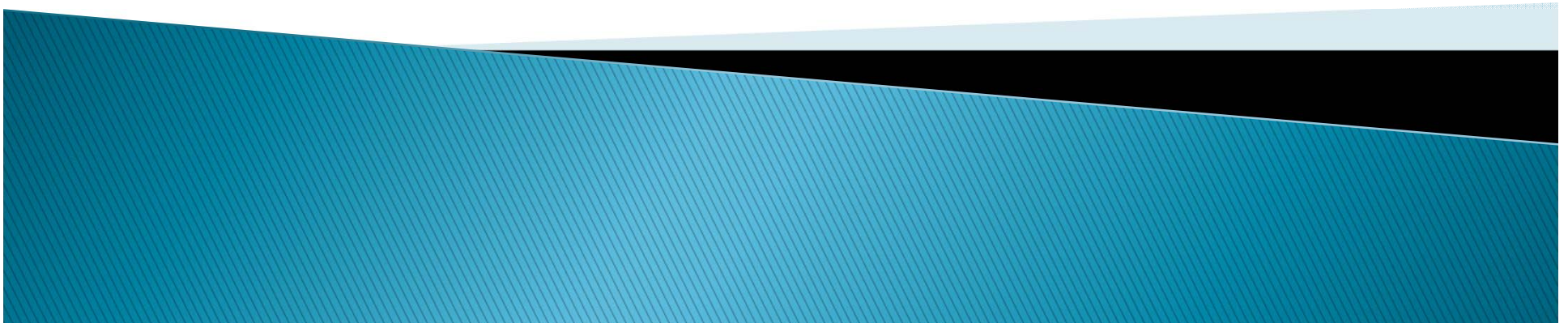


LEADERSHIP

A QUICK EXAMINATION

ma'gas, lider, fueher, pangulo

Robert A. Underwood Sept. 12, 2016





Leadership: A Quick Examination

DR. ROBERT UNDERWOOD

MONDAY, SEPTEMBER 12, 2016



LEADERSHIP: action words

- ▶ orders, directs, instructs
- ▶ encourages, inspires, motivates
- ▶ corrects, monitors, evaluates
- ▶ explains, clarifies, interprets



SEPARATING FUNCTIONS

- ▶ ADMINISTRATION
a given– what do you administrate
- ▶ MANAGEMENT
aor's – what do you manage
- ▶ LEADERSHIP
organizational movement

IN DESCENDING ORDER



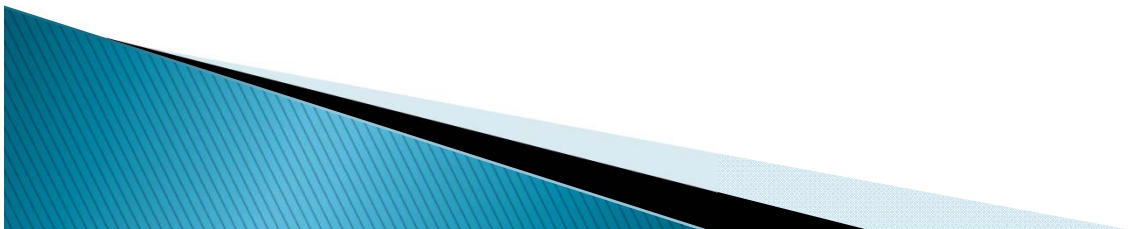
QUOTATIONS

- ▶ "You manage things; you lead people." – Admiral Grace Murray Hopper, USN
- ▶ "Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt to offer a solution everybody can understand." – Gen. Colin Powell
- ▶ "Always do right. It will gratify some people and astonish the rest." – Mark Twain
- ▶ "You cannot be a leader, and ask other people to follow you, unless you know how to follow, too." – Sam Rayburn



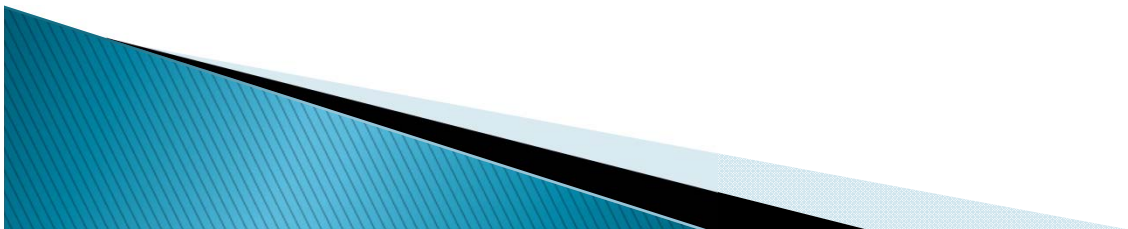
POLITICS AND LEADERSHIP

- ▶ Politics is the art of the possible utilizing power and relationships to achieve a given end
- ▶ Leadership is the art of getting someone else to do something you want done because he wants to do it. Dwight D. Eisenhower



TRANSACTIONAL LEADERSHIP

- ▶ Transactional leadership, also known as managerial leadership, focuses on supervision, organization, and group performance; transactional leadership is a style of leadership in which leaders promote compliance by followers through both rewards and punishments.



TRANSFORMATIONAL

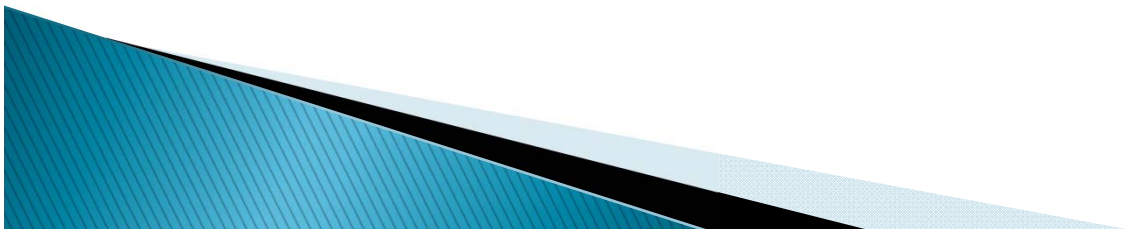
- ▶ Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group.



SIX LEADERSHIP STYLES

- ▶ Six Emotional Leadership Styles
- ▶ Visionary | Coaching | Affiliative | Democratic
| Pace-setting | Commanding | See also

Source: Daniel Goleman, Richard Boyatzis and Annie McKee, *Primal Leadership, Realizing the Power of Emotional Intelligence*. Macmillan, 2012



VISIONARY LEADER

- ▶ The Visionary Leader moves people towards a shared vision, telling them where to go but not how to get there – thus motivating them to struggle forwards. They openly share information, hence giving knowledge power to others.
- ▶ They can fail when trying to motivate more experienced experts or peers.
- ▶ This style is best when a new direction is needed.
- ▶ Overall, it has a very strong impact on the climate.



COACHING LEADER

- ▶ The Coaching Leader connects wants to organizational goals, holding long conversations even beyond the workplace, helping people find strengths and weaknesses and tying these to career aspirations and actions. They are good at delegating challenges and demonstrating faith that demands justification which in turn leads to loyalty.
- ▶ Done badly, this style looks like micromanaging.
- ▶ It is best used when individuals need to build long-term capabilities.
- ▶ It has a highly positive impact on the climate.



AFFILIATIVE LEADER

- ▶ The Affiliative Leader creates people connections and thus harmony within the organization. It is a very collaborative style which focuses on emotional needs over work needs.
- ▶ When done badly, it avoids emotionally distressing situations such as negative feedback. Done well, it is often used alongside visionary leadership.
- ▶ It is best used for healing rifts and getting through stressful situations internally.



DEMOCRATIC LEADER

- ▶ The Democratic Leader acts to value inputs and commitment via participation, listening to both the bad and the good news.
- ▶ When done badly, it looks like lots of listening but very little effective action.
- ▶ It is best used to gain buy-in or when simple inputs are needed (when *you* are uncertain).
- ▶ It has a positive impact on climate.



PACE SETTING LEADER

- ▶ The Pace-setting Leader builds challenge and exciting goals for people, expecting excellence and often exemplifying it themselves. They identify poor performers and demand more of them. If necessary, they will roll up their sleeves and rescue the situation themselves.
- ▶ They tend to be low on guidance, expecting people to know what to do. They get short term results but over the long term this style can lead to exhaustion and decline.
- ▶ Done badly, it lacks Emotional Intelligence, especially self-management.
- ▶ It is best used for results from a motivated and competent team. It could have a negative effect on climate (because it is often poorly done).



COMMANDING LEADER

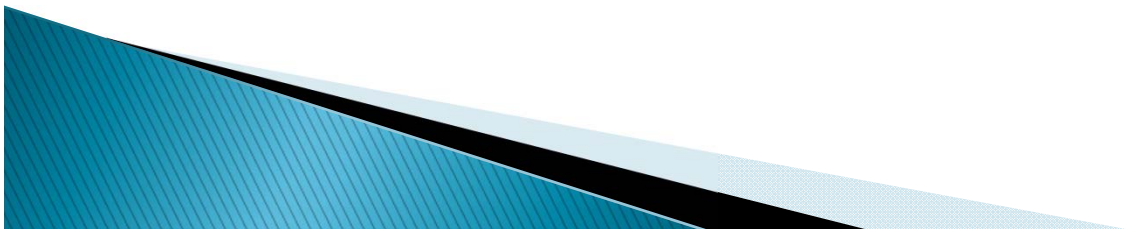
- ▶ The Commanding Leader soothes fears and gives clear directions by his or her powerful stance, commanding and expecting full compliance (agreement is not needed). They need emotional self-control for success and can seem cold and distant.
- ▶ This approach is best in times of crisis (especially external situations) when you need unquestioned rapid action and with problem employees who do not respond to other methods.



AMBITION, KNOWLEDGE, COURAGE

- ▶ **AMBITION** reflects personal drive
- ▶ **KNOWLEDGE** reflects preparation
- ▶ **COURAGE** reflects values

▶ **IN EQUAL MEASURE**



INNOVATION

- ▶ “Problems cannot be solved by thinking within the framework that the problems were created.” Albert Einstein



WE CANNOT DO THAT



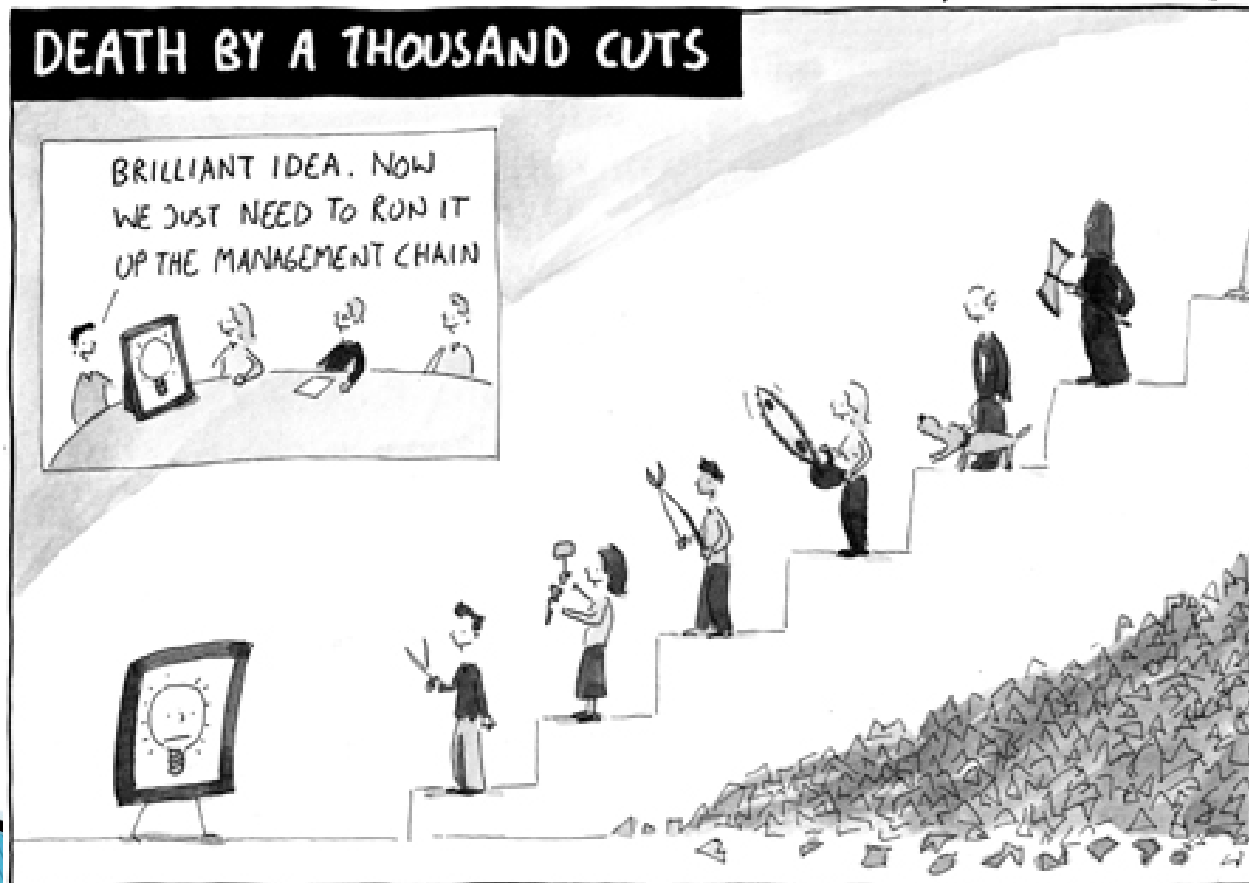
"Your proposal is innovative. Unfortunately, we won't be able to use it because we've never tried something like this before."

LETS REVIEW AND ANALYZE

BRAND CAMP

by Tom Fishburne

DEATH BY A THOUSAND CUTS



© 2006

SKYDECKCARTOONS.COM

EVERYONE WANTS LEADERSHIP



"Thanks, Pop, but today's kids don't want money, they want leadership."

QUESTIONS; ANSWERS

*"A leader...is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind."
Nelson Mandela

**"Management is doing things right; leadership is doing the right things." Peter Drucker

***"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." —Maya Angelou

