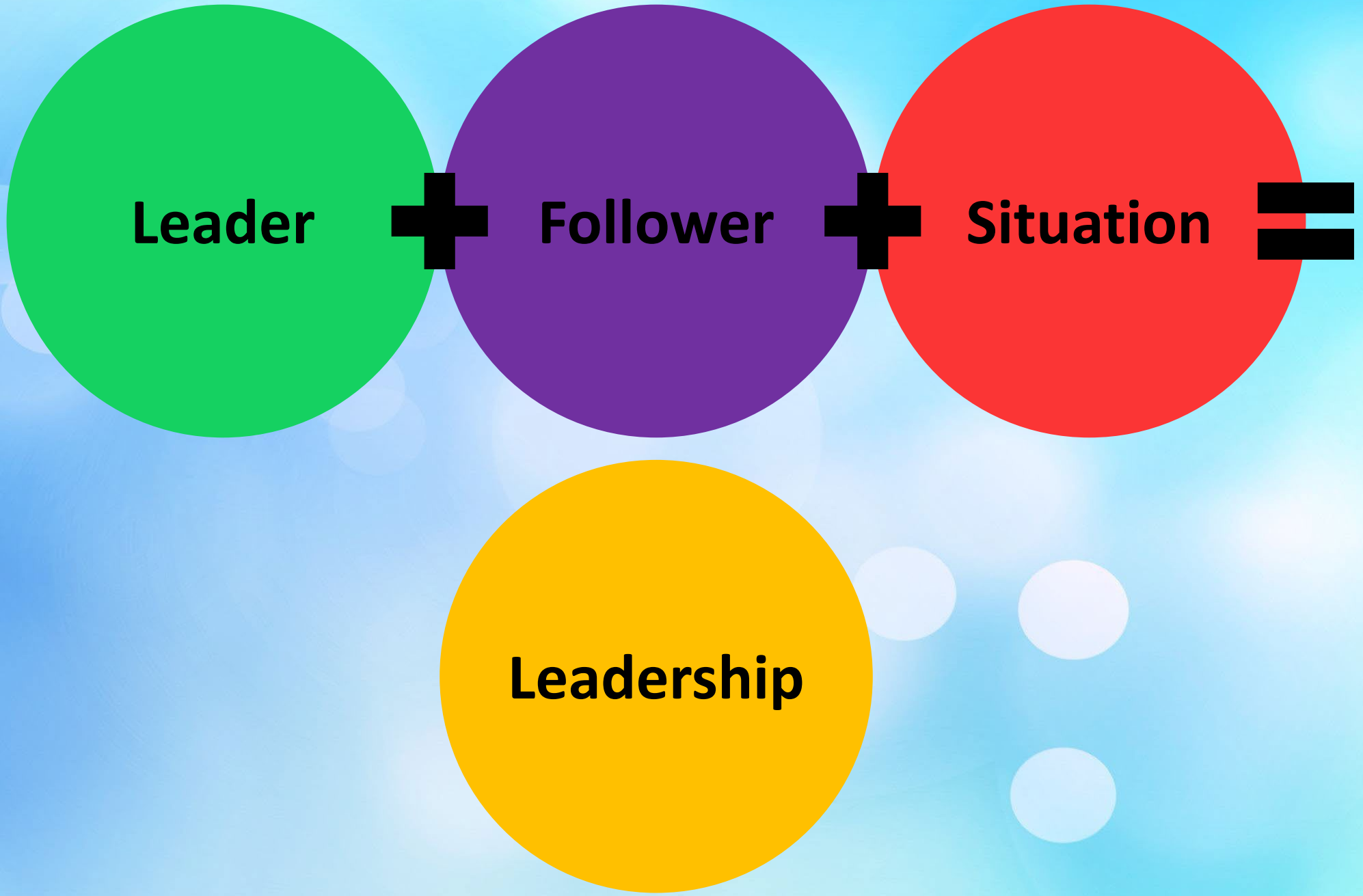
What is leadership?

Leadership:

The process whereby leaders and followers work together to achieve a common goal

Context
Motivation
Facilitation
Communication
Leadership
Communication
Ethics
Followers
Integrity
Diversity
Mission
Collaboration
Vision
Teams
Change
Skills
Teams
Service
Relationships
Mission
Perceptions
Shared Purpose
Collaboration
Culture
Integrity
Change
Skills
Facilitation
Perceptions
Communication
Leadership
Development
Integrity
Vision
Tasks
Influence
Motivation
Diversity
Teams
Power
Context
Culture
Strategy
Leadership
Relationships
Ethics
Service
Strategy
Teams
Service
Development
Shared Purpose
Followers
Integrity
Behaviors
Culture
Power
Vision
Influence
Communication
Collaboration
Change
Diversity
Influence
Vision
Mission
Skills
Facilitation
Development
Perceptions
Context
Shared Purpose
Strategy
Facilitation
Ethics
Development
Strategy
Ethics
Tasks
Collaboration
Perceptions
Followers
Behaviors
Diversity
Tasks
Mission
Service
Power
Motivation
Change
Behaviors
Power
Followers
Influence
Shared Purpose
Culture
Context
Relationships
Motivation


Leader
Follower
Situation
Leadership

Leadership Themes

- Relationships
- Influence
- Vision
- Shared purpose
- Collaboration
- Change
- Development
- Diversity
- Integrity
- Service

Change BLVD
Same Old ST

-INTEGRITY-

SUCCESS
BUSINESS
BUSINESS

I ♥ my job
my job ♥ me

What is the difference between leadership and management?

Leaders

- Create vision and strategy
- Focus on long-term goals
- Facilitate change
- Create alignment

Managers

- Execute vision and strategy
- Focus on short-term goals
- Maintain stability
- Create assignments

YESTERDAY

TODAY

TOMORROW

Managers

YESTERDAY

TODAY

TOMORROW

Leaders

Leaders

- Create vision and strategy
- Focus on long-term goals
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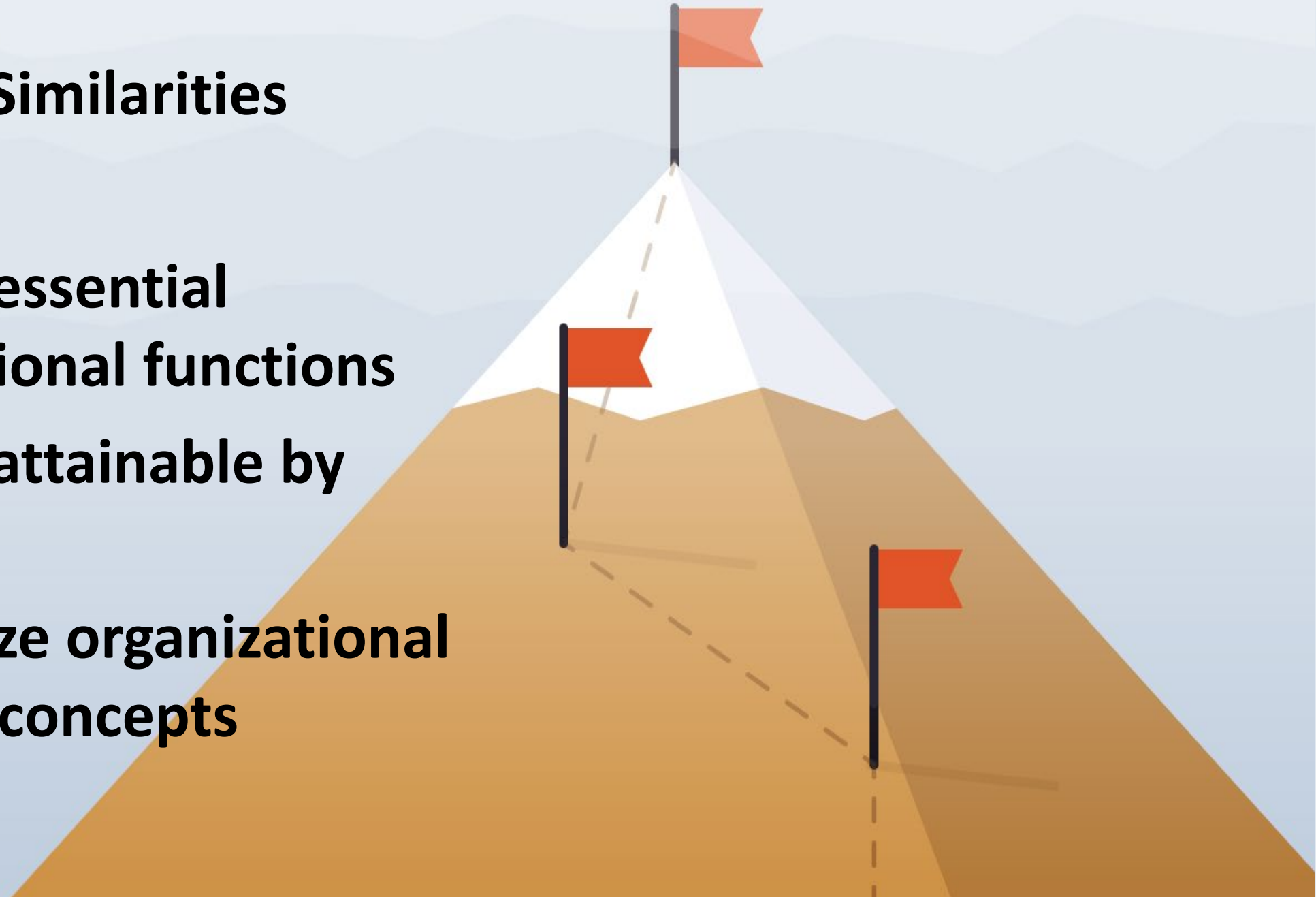
Similarities

- Both are essential organizational functions
- Both are attainable by everyone
- Both utilize organizational behavior concepts



What are the different types of leadership?

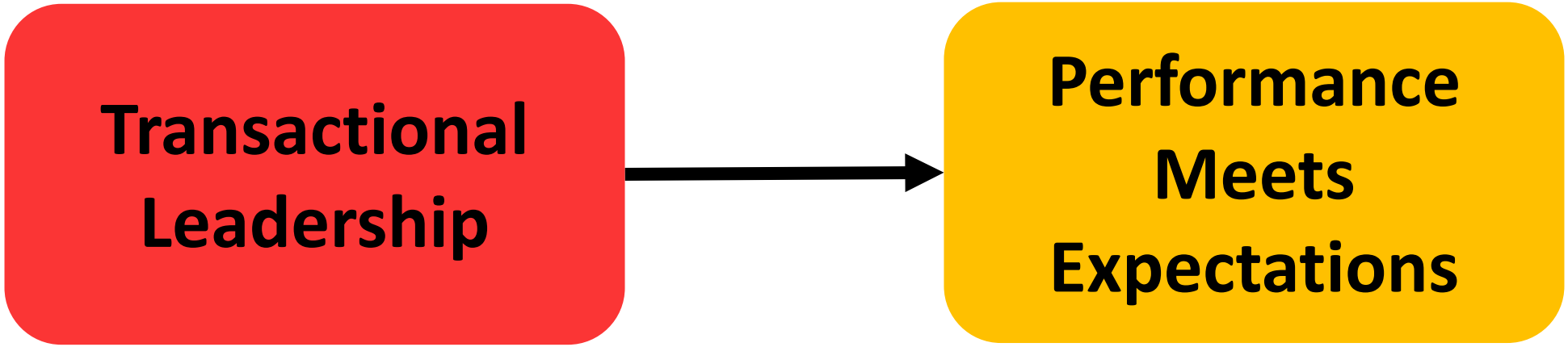
Emergent leadership: When others view you as the leader

Attempted leadership: When you try to influence a follower

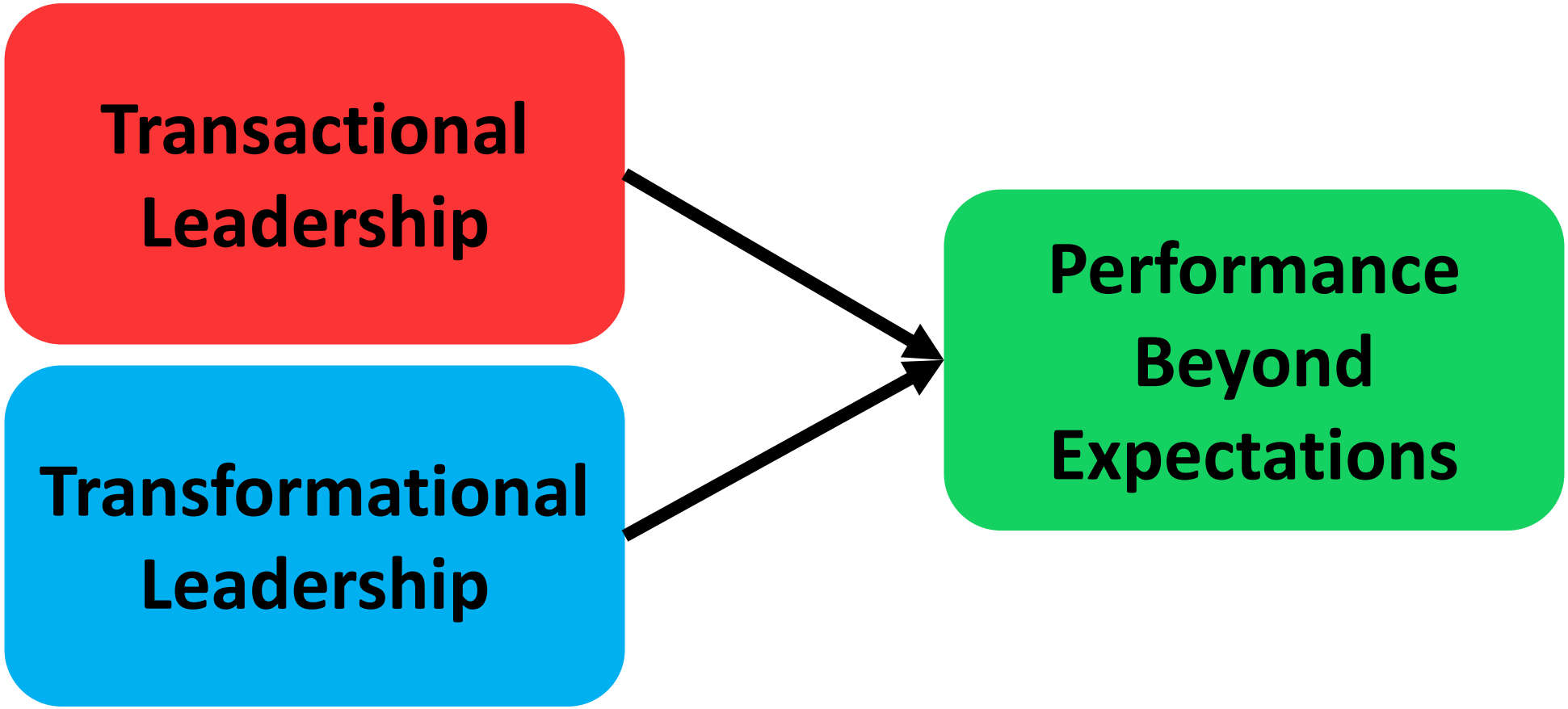
Successful leadership: When you actually influence a follower

Effective leadership: When you influence a follower and all levels benefit

Full-Range Leadership Model



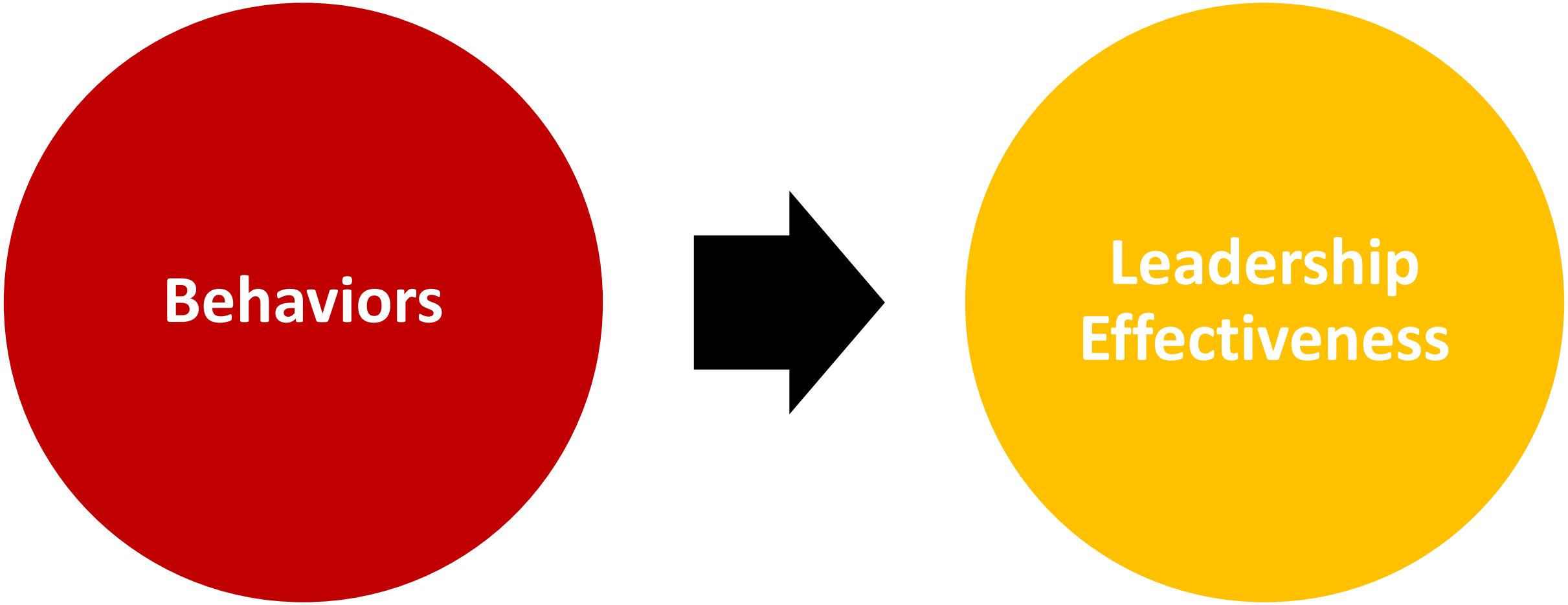
Full-Range Leadership Model

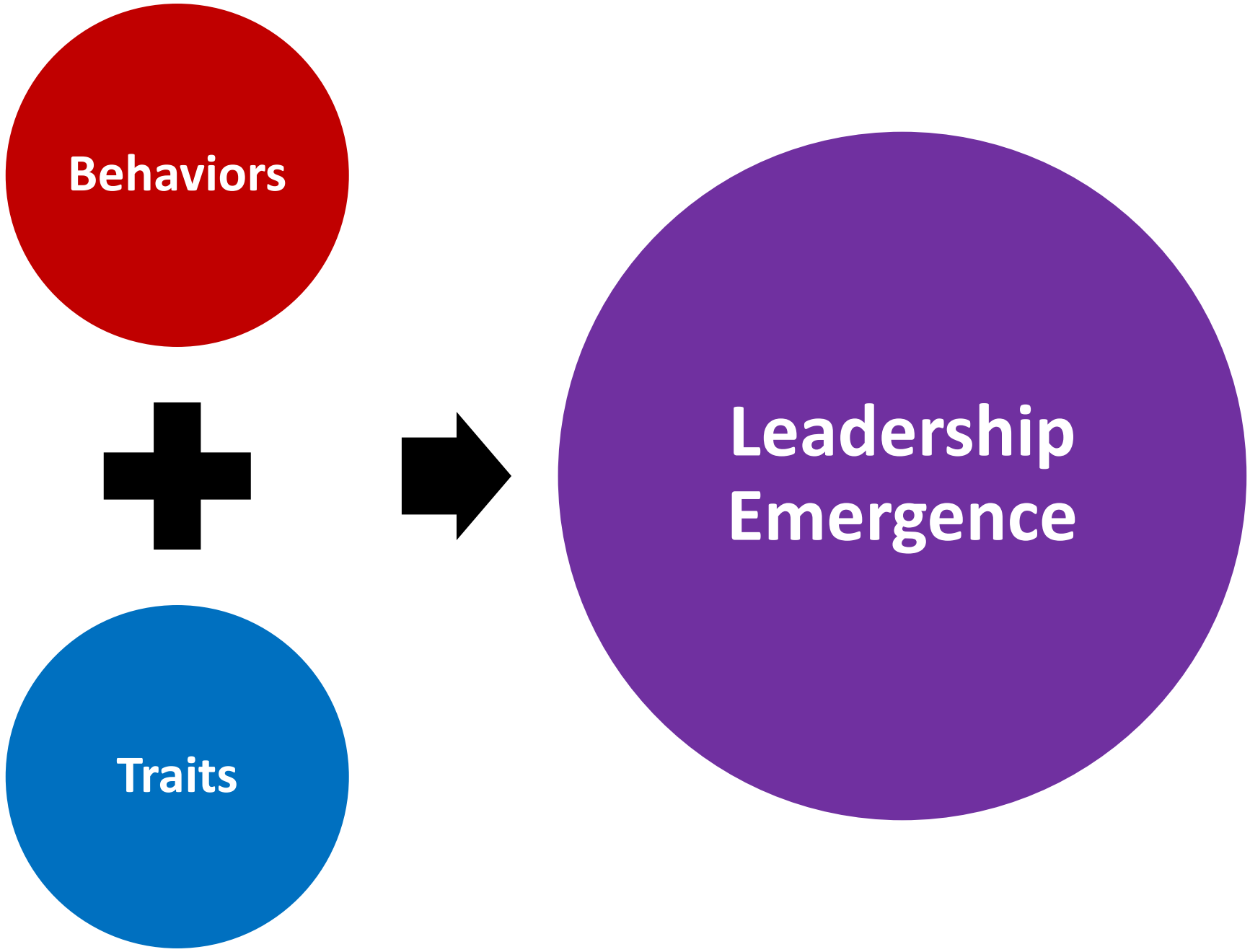


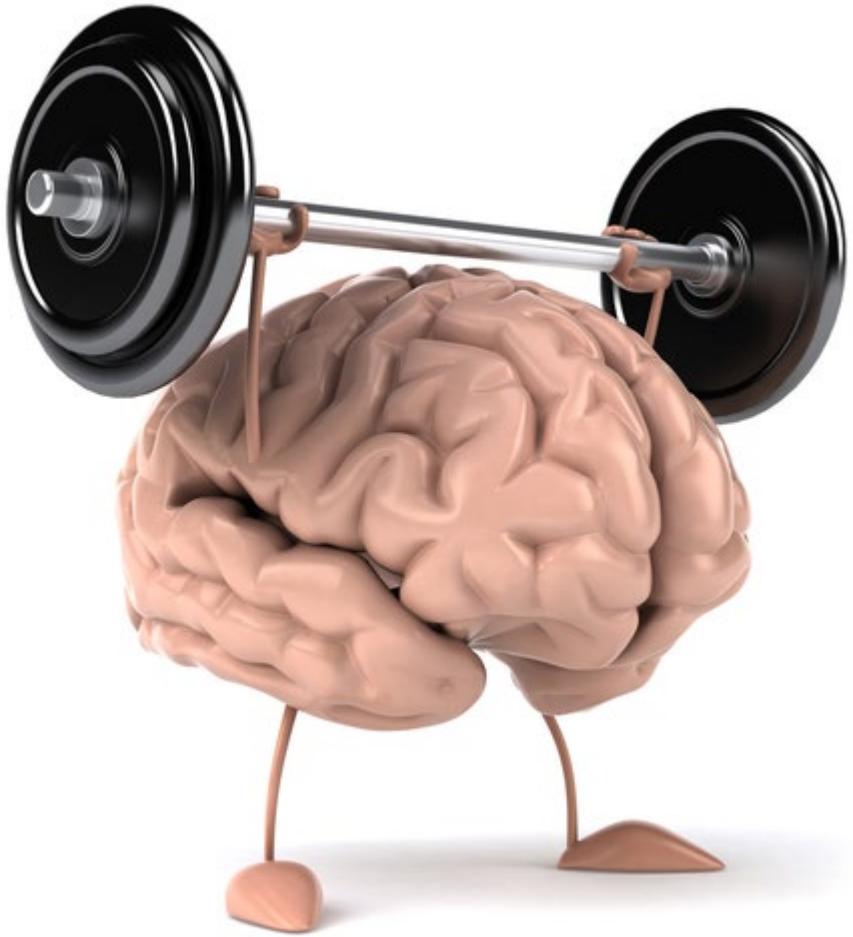
Destructive Leadership

Type of Destruction	Supports Organization's Goals	Supports Followers' Goals
Tyrannical		
Supportive-Disloyal		
Derailed		

What traits do emerging leaders possess?


Behaviors
Leadership Effectiveness


Behaviors
Traits
Leadership Emergence



Intelligence

Self-Confidence

Determination

Integrity

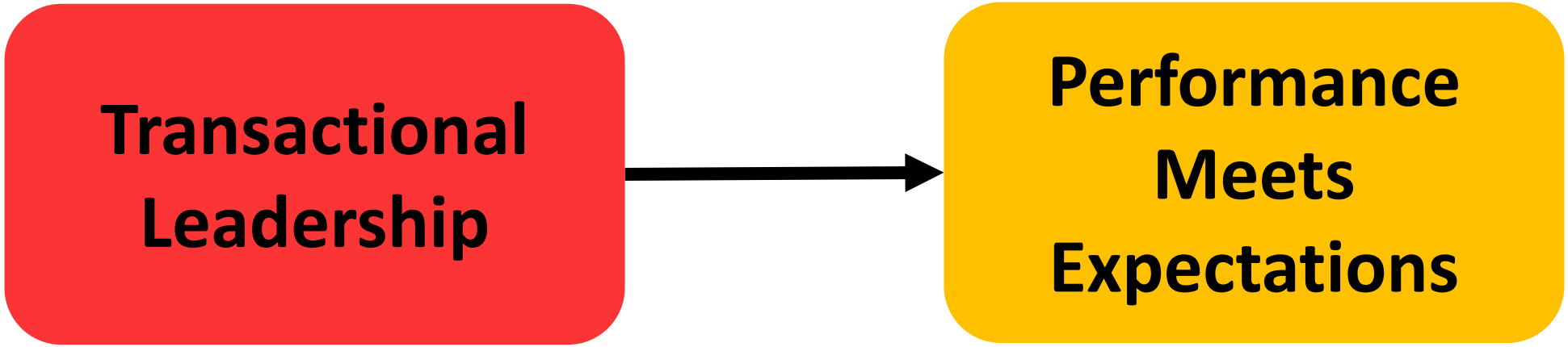
Sociability

Conscientious

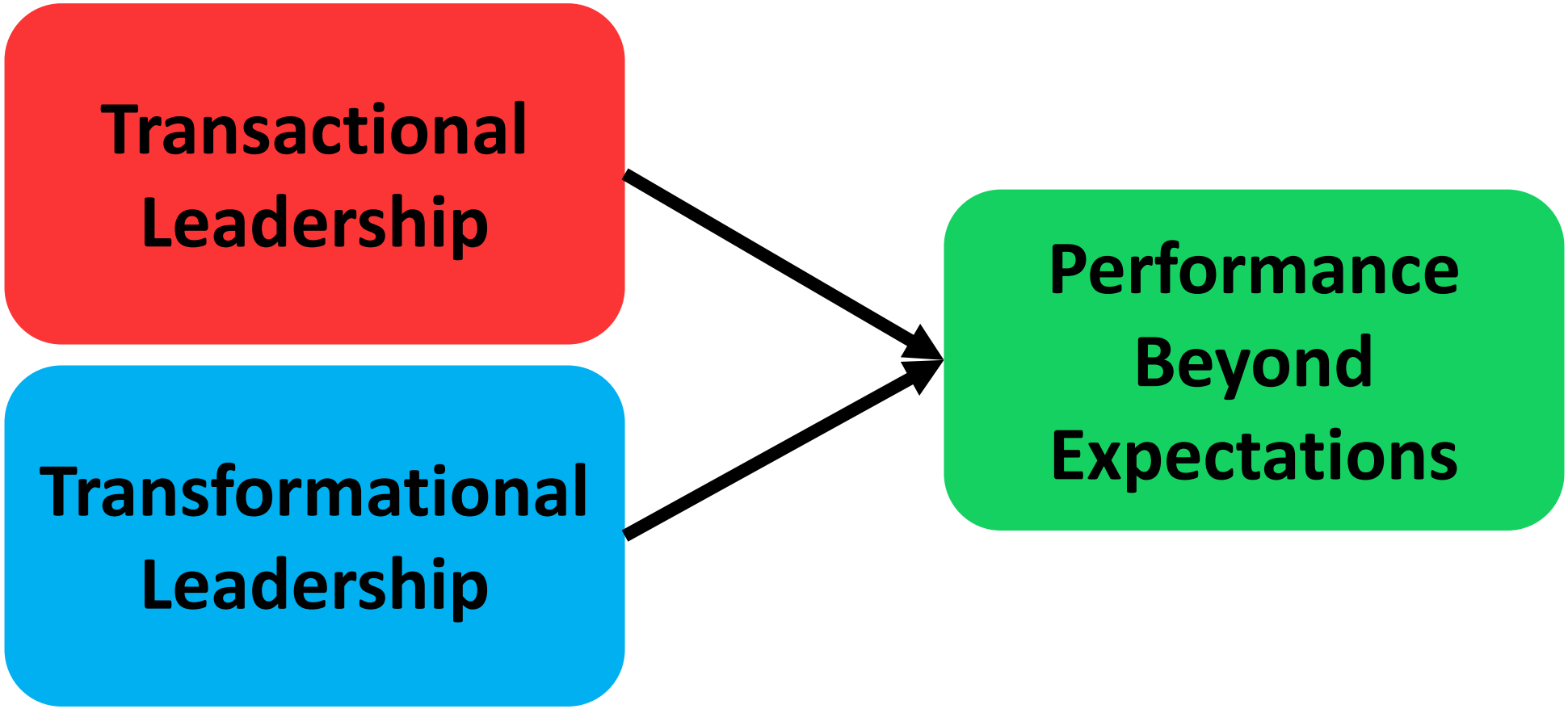
Traits only predict leadership emergence (not leadership effectiveness)!

What is transactional leadership?

Full-Range Leadership Model



Full-Range Leadership Model



Transactional leadership:

A process whereby rewards and corrective actions are used to shape behavior

Task Behaviors

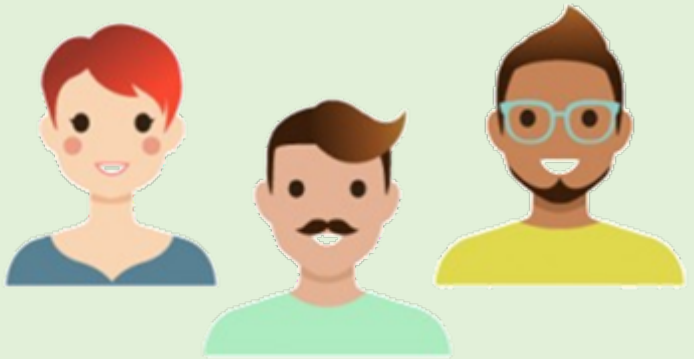
Relationship Behaviors

Needs to be rewarded

Needs to be corrected

Contingent reward:

A process whereby desired performance is rewarded



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Rewards

Management-by-exception:

A process whereby undesired performance is corrected or punished

Active versus Passive Management-by-Exception

Rewarding and Correcting Behavior

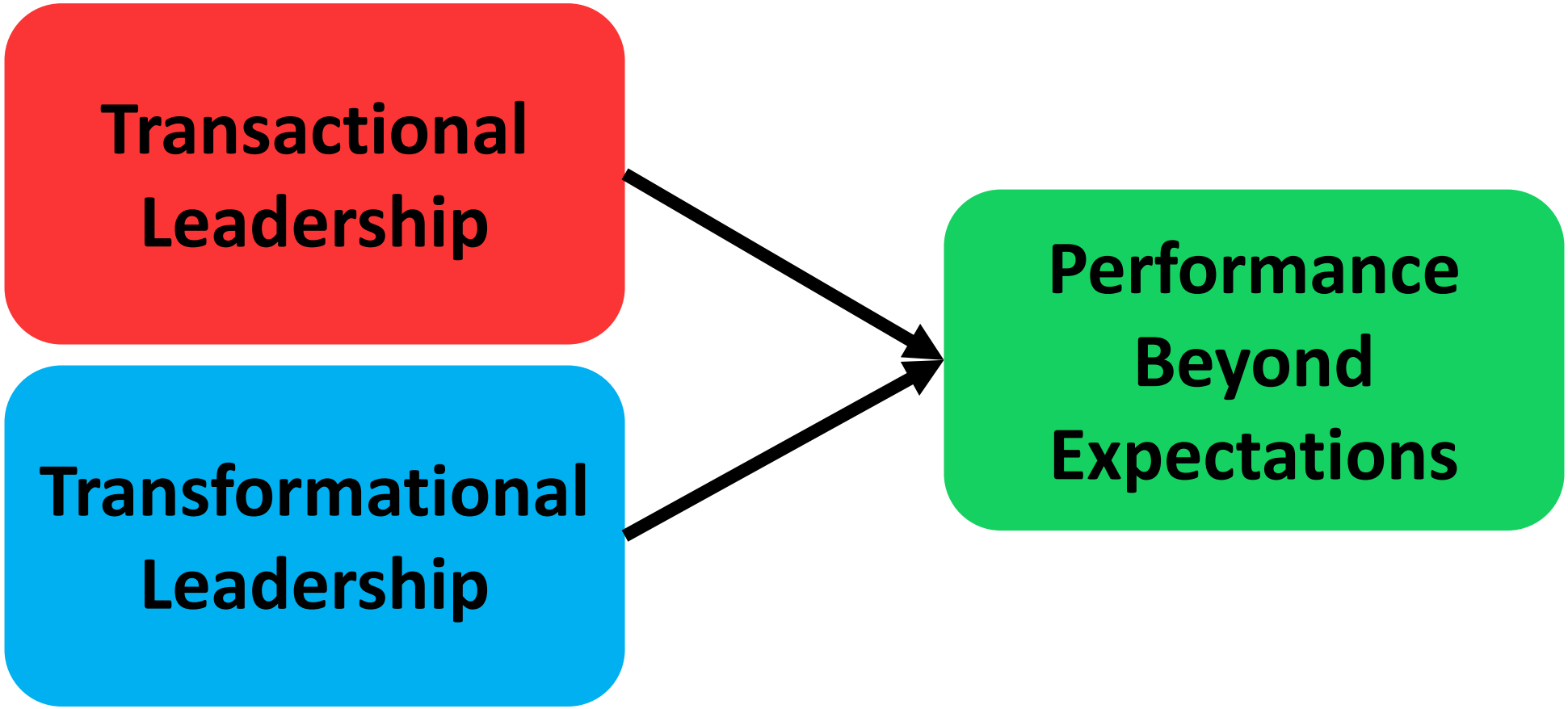
1. Communicate expectations
2. Explain desirable and undesirable behaviors
3. Link behaviors with rewards and consequences
4. Monitor behaviors
5. Follow-up with expected consequences

Full-Range Leadership Model

Transactional Leadership

What is transformational leadership?

Full-Range Leadership Model



Transformational leadership:

A process that changes people, and inspires them to exceed performance expectations

Dimensions of Transformational Leadership

- Inspirational motivation
- Intellectual stimulation
- Idealized influence
- Individualized consideration

Outcomes of Transformational Leadership

- Increased satisfaction
- Increased motivation
- Increased performance
- Decreased cynicism
- Decreased turnover
- High-quality relationships
- Well-developed networks
- More successful mergers

GO THE EXTRA
MILE

- Communicate an inspiring vision
- Gain commitment to superordinate goals
- Communicate high performance expectations
- Become a role model of desired behavior
- Challenge the status quo and be a change agent
- Develop a unique relationship with each follower

Communicate an inspiring vision

Gain commitment to superordinate goals

Communicate high-performance expectations

Become a role model
of desired behavior

Challenge the status quo and be a change agent

Develop a unique relationship
with each follower

Full-Range Leadership Model

Transformational Leadership

Transactional Leadership

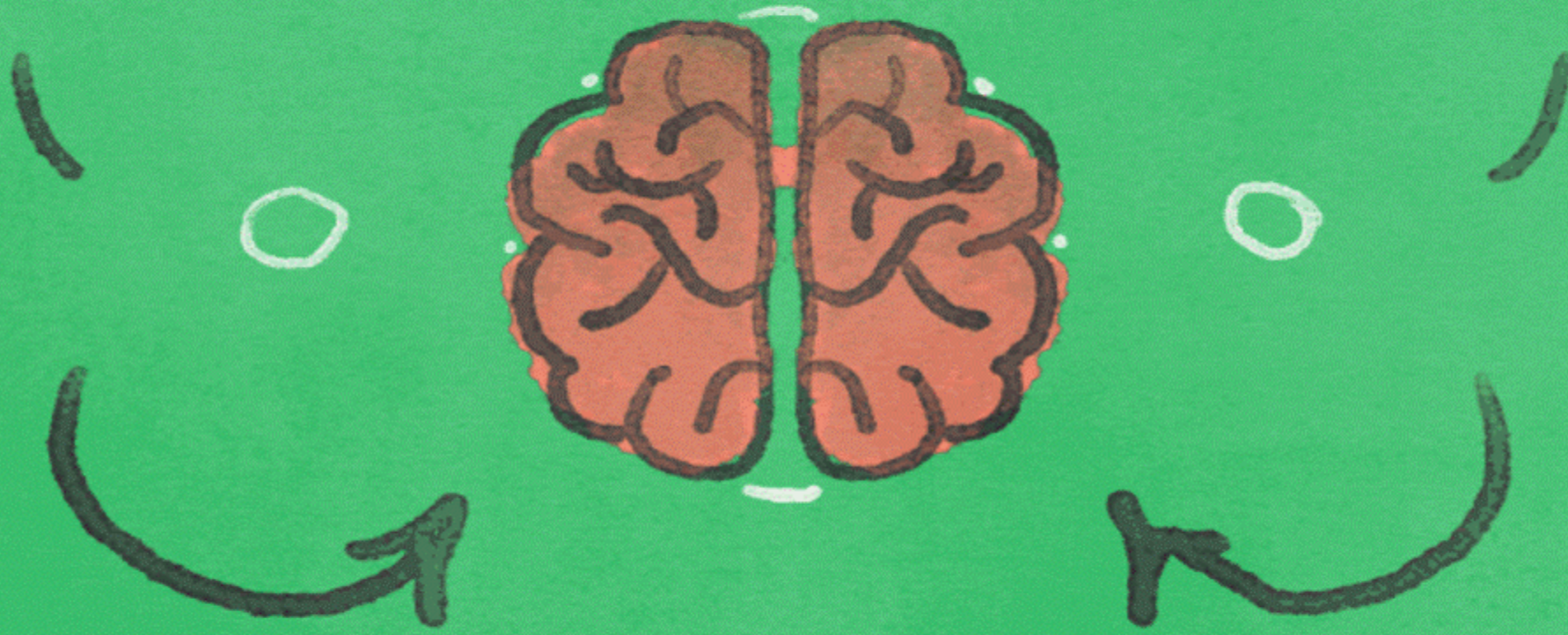
Exceeds expectations

Meets expectations

Needs improvement

Unsatisfactory

How can we develop our leadership potential?



Leadership can be learned!

Leader development:

The process of developing one’s leadership capabilities

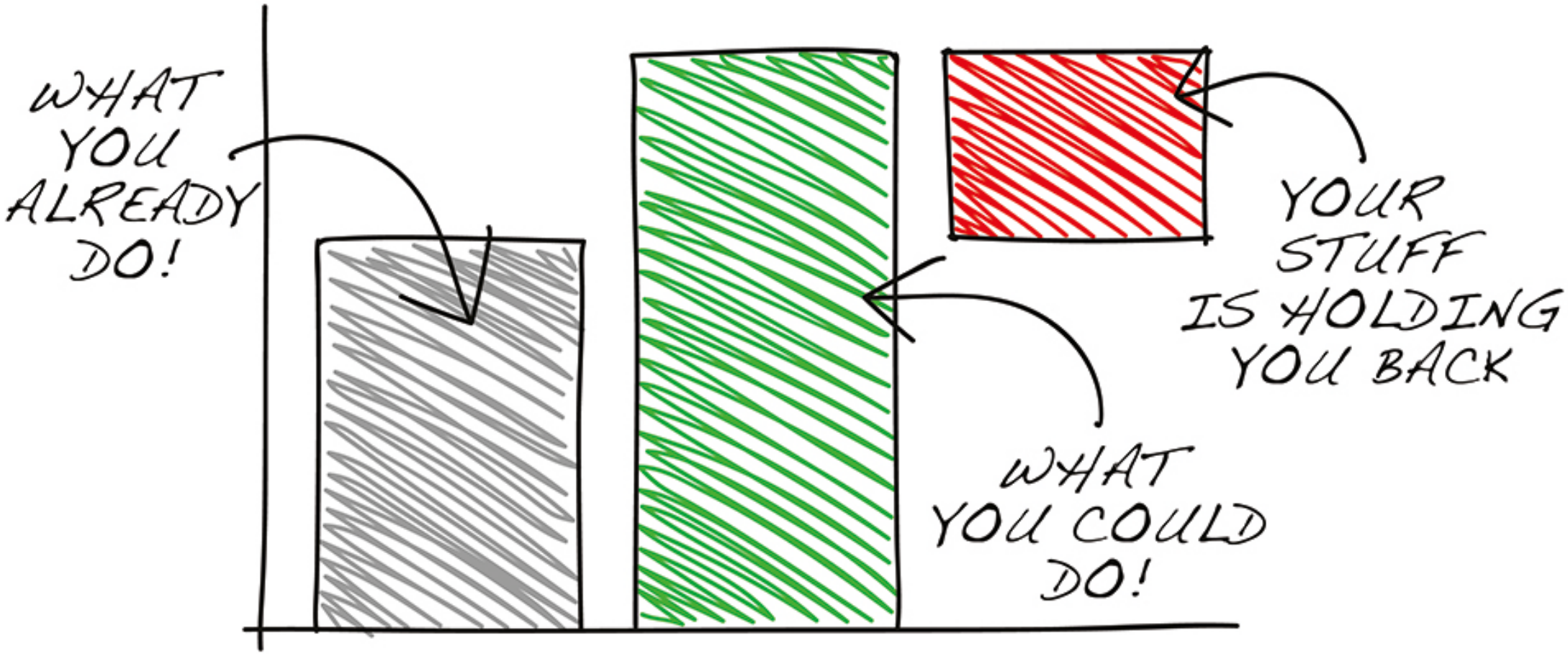
Current state of leadership potential

Desired state of leadership potential

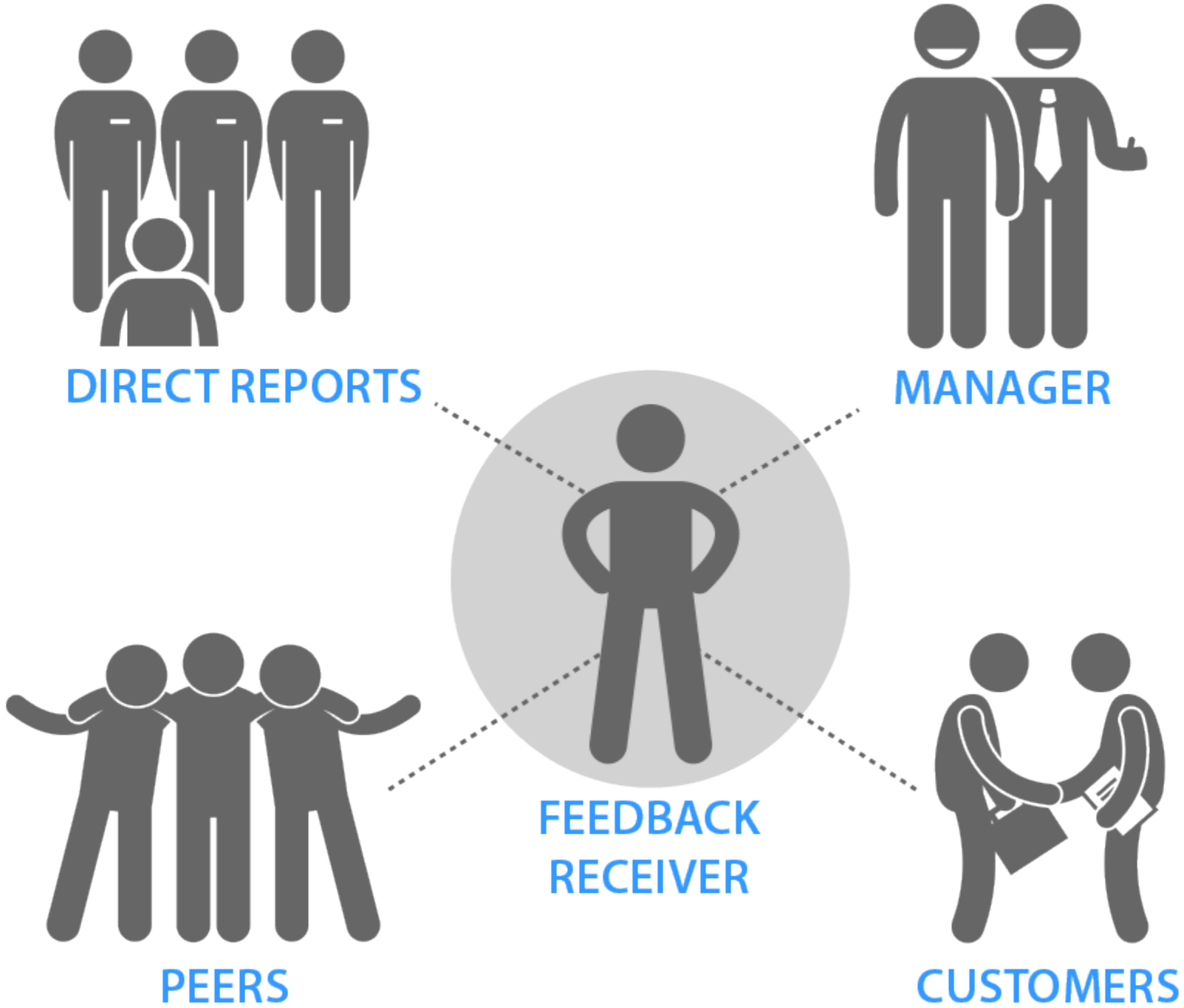
Conduct a gap analysis

Reflect on your
work experiences

Identify and remove obstacles

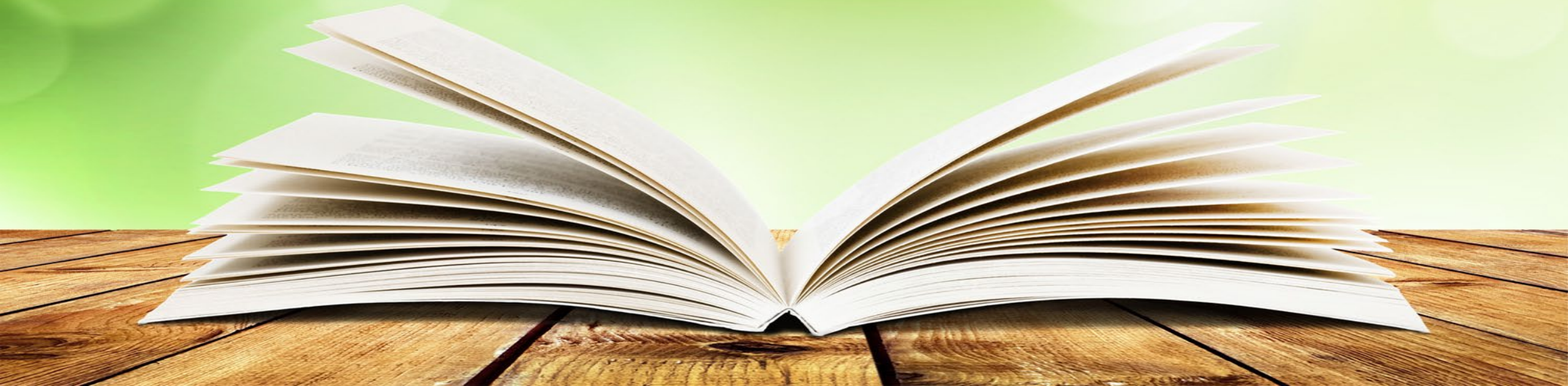


Collect 360° feedback



Take advantage of opportunity

- Job transitions
- More responsibilities
- Solve problems
- International travel
- Team projects
- New challenges



Learn from mentors and role models

Everyone has leadership potential!

Unleash it!