Leadership 101

Presentation to the GW Women's Leadership Program
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September 2013

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What IS Leadership? and.. Who is a leader?

1) Write your own definition
2) Write on flip chart sheet
Some examples

- The behavior of an individual when directing the activities of a group toward a shared goal

- interpersonal influence, exercised in a situation, and directed, through the communication process, toward the attainment of a specified goal or goals

- The incremental influence over and above mechanical compliance with the routine directives of an organization
What’s in a definition?

- Definition reveals different perspectives on the nature of the process and identification of leaders

- Commonly defined in terms of either:
  - Traits
  - Behaviors
  - Situations
  - Influence/Relationships

These correspond to the major approaches to leadership
TRAITS Approaches: Who Will Lead?

- Early explanations of leadership studied the “traits” of great leaders
  - “Great man” theories (Ghandi, Lincoln, Napoleon)
  - Belief that people were born with these traits and only great people possessed them

- But when researchers and reviewers compared the characteristics of leaders to non-leaders, found few differences

- A few characteristics were correlated with leadership, but either the relationships were weak, or they didn’t generalize across situations

- Emerging consensus is that leaders do have qualities that set them apart, but that these qualities differ across situations
BEHAVIOR Approaches

Ohio State Studies showed leader behaviors fell into two primary categories:

- **INITIATING STRUCTURE**: defining, organizing, planning, distributing work, setting goals, focusing on task issues

- **CONSIDERATION BEHAVIOR**: showing concern and respect for followers, being friendly and approachable, looking out for follower welfare, expressing appreciation and support
Are there gender differences?

- Most differences are small, but good evidence suggests that:
  - Women tend to adopt more participative and transformational leadership styles
    - Women score higher on motivating respect and providing individualized consideration to followers
  - Men are more likely to adopt autocratic, laissez-faire and transactional styles
- Transformational leadership styles are generally seen as superior

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SITUATIONAL Issues

- Focus on the match between leader traits and characteristics and the needs/demands of particular contexts

- So.... Some situations call for more task-oriented leadership and some for more relationship-oriented leader styles

- Experts differ on whether task or relationship orientation are BEHAVIORS that one can change according to need or are TRAITS that cannot be changed
Fiedler’s Situational Model: Task and Relationship Orientation are TRAITS

- Low Situational Favorableness
  - Poor relations, little task structure

- High Situational Favorableness
  - Good relations, high task structure

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Fiedler’s Model:
Task and Relationship Orientation are TRAITS

- **P**: Task-oriented leader

**LOW**
Poor relations, little task structure

**Situational Favorableness**
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**HIGH**
Good relations, high task structure
Fiedler’s Model:
Task and Relationship Orientation are TRAITS

- P: Task-oriented leader
- Task-oriented Leader

Situational Favorableness

- LOW: Poor relations, little task structure
- HIGH: Good relations, high task structure

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Fiedler’s Model:
Task and Relationship Orientation are TRAITS

- **Task-oriented leader**
- **Relationship-oriented leader**

- **LOW** Poor relations, little task structure
- **Situational Favorableness**
- **HIGH** Good relations, high task structure

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Hersey & Blanchard Model:
Task and relationship orientation are BEHAVIORS

SITUATIONAL LEADERSHIP®
LEADER BEHAVIORS

(HIGH)

High relationship & low task

HIGH

Task Behavior Directive

S2

S3

DIRECTIVE

Supportive Relationship Behavior

S4

Low relationship & low task

(LOW)

UNABLE AND UNWILLING OR INSECURE

ABLE BUT UNWILLING OR INSECURE

UNABLE BUT WILLING OR CONFIDENT

ABLE AND WILLING OR CONFIDENT

FOLLOWER READINESS

S1

UNABLE AND UNWILLING OR INSECURE

ABLE BUT UNWILLING OR INSECURE

UNABLE BUT WILLING OR CONFIDENT

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INFLUENCE/RELATIONAL Approach

- Leaders and followers influence each other
  - they “exchange” follower performance and loyalty for leader support and promotion
- Leaders often have “ingroups” of followers with whom they have better quality relationships
- Ingroup members tend to be more productive and satisfied
  - they have more demands placed on them but have greater opportunities for advancement and choice tasks in return
Note that ...

- Terms “leader” and “follower” suggest sharp differences, but this is not always true
  - All leaders are to some degree followers at times
  - Followers are not powerless, passive – leaders need them!
- Power can be used “with” rather than “over”

- Leadership is a *process*, not a person, though the leader is often a focal point
  - No leadership without followership
  - “Without his armies, Napoleon was just a man with grandiose ambitions”
Both are important!

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Behavioral Strategies

Self-set goals

Management of Cues

Rehearsal

Self-Observation

Self-administered Rewards

Self-Administered Punishments

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The “Romance of Leadership”
(Meindl)

the
Heroic Leader
model
The most effective leaders are rarely public heroes...

“Of all the will toward the ideal in mankind, only a small part can manifest itself in public action. All the rest of this force must be content with small and obscure deeds. The sum of these, however, is a thousand times stronger than the acts of those who receive wide public recognition. The latter, compared to the former, are like the foam on the waves of a deep ocean.

----- Albert Schweitzer

Thus, much of leadership is “quiet”
Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light not our darkness that frightens us. We ask ourselves, "Who am I to be brilliant, gorgeous, talented and fabulous?"
Actually, who are you not to be? You are a child of God.
Your playing small doesn't serve the world. There's nothing enlightened about shrinking so that other people won't feel insecure around you. We are born to make manifest the glory of God that is within us. It's not just in some of us; it's in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fears, our presence automatically liberates others.

-- Nelson Mandela, 1994 inaugural speech
So Imagine Leadership....

Imagine.... You!!!

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