What is Leadership?
Leadership 101 (Maxwell, 2002)
(“Leadership is for everyone”)

Leadership = influence, nothing more, nothing less
In Leadership 101, Maxwell, makes important points about becoming a leader

- Becoming a leader is a process, requiring self discipline.

- You win peoples hearts by helping them grow personally. Empowering others changes lives.

- You can love people without leading them, but you cannot lead people without loving them.

And he gives some ‘management’ advice

- **Challenge** your excuses.

- **Prioritize**: planned neglect is good... **being wise is the art of knowing what to overlook.** Balance requirements / return / reward to set priorities.
Leading Teams (Hackman, 2002)  
(Leadership of self-managed teams)

3 Aspects of group interaction that shape team effectiveness

1. Amount of effort members apply to their collective work
   • Leaders motivate; minimize free riding and build shared commitment to the group and its work.

2. Appropriateness of the performance strategies they employ in carrying out the work
   • Leaders consult; minimize thoughtless reliance on routines, and foster creative approaches to the work

3. Level of knowledge and skill they apply to the work.
   • Leaders educate; maximize use of all members' contributions and skill.
Effective Leaders of Self Managed Teams have 4 main qualities (Hackman, 2002)

(1) They know some things (Knowledge)
(2) They know how to do some things (Ability)
(3) They have emotional maturity
(4) They have a good measure of personal courage.
Hackman (*Leading Teams*) describes how team leadership gets done in self-managed teams.

What is important is that the leadership functions get fulfilled, not who fulfills them and how they go about doing it. In the best teams everyone contributes to team leadership functions.

It is a good idea to have one person identified as the "leader" of even a self-managing work team to facilitate communication and coordination among members.

Making sure that things do not fall between the cracks and that information finds its way to the people who need it are activities usually handled most efficiently by a single individual who has an overview of the entire work process.
Hackman (*Leading Teams*) describes critical skills for self-managed teams

**Envisioning Skill**
The ability to envision desired end states and to articulate and communicate them to others.

**Inventive Skill**
The ability to think of numerous non-obvious ways of getting something done.

**Negotiation Skill**
The ability to work persistently and constructively with peers and superiors to secure resources or assistance that is needed to support one's team.
Hackman (Leading Teams) describes critical skills for self-managed teams (continued)

Decision-Making Skill
The ability to choose among various courses of action under uncertainty, using all perspectives and data that can be efficiently obtained to inform the decision.

Teaching Skill
The ability to help team members learn (experientially)

Interpersonal Skill
The ability to communicate, listen, confront, persuade, and work constructively with others, particularly in situations where people's anxieties may be high.
Leading Teams (Skills self-managed teams)

Implementation Skill

The **ability to get things done**.

At the simplest level, knowing how to make lists, attend to mundane details, check and recheck for omitted items or people, and follow plans through to completion.

At a more sophisticated level, the ability to constructively and assertively manage power, political relationships, and symbols to get things accomplished in social systems.
Leaders: Strategies For Taking Charge
*(Warren Bennis and Burt Nanus, 1987)*

<table>
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<tr>
<th>Leader</th>
<th>Manager</th>
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<tr>
<td>Focused on Effectiveness</td>
<td>Focused on Efficiency</td>
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<td>Influencing and guiding</td>
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<td>Focuses on people</td>
<td>Focuses on system and structure</td>
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<td>Does the right thing</td>
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The contrarian’s guide to leadership *(Sample, 2002)*
(Sample is an engineer and a University President)

Contrarian principles to break free of the herd:

**Think gray:**
Do not form firm opinions about ideas or people unless and until you have to. (Be open-minded and flexible)

**Think free:**
Move beyond traditional brainstorming by considering really outrageous solutions and approaches. (Be a true original)

**Listen first, talk later; and when you listen, do so artfully:**
Listening and learning lead to untold benefits. Take the time to work on listening skills.
The contrarian’s guide to leadership

Experts are no substitute for your own critical thinking:
Trust yourself and your closest advisors first;
learn the facts and listen well and evaluate the situation

You can't copy your way to excellence
True excellence can only be achieved through original thinking and unconventional approaches

Never make a decision yourself that can be delegated;
Never make a decision today that can be made tomorrow.
Decisions take time and use resources, do not waste resources making decisions that do not need to be made
The contrarian’s guide to leadership

Don't unnecessarily humiliate a defeated opponent:
Try to make allies, not enemies

Work for those who work for you;
Recruit the best lieutenants available, and then spend most of your time and energy helping them to succeed

Many people want to be leader, but few want to do leader
If you’re not in the latter group you should stay away from the leader business altogether

Don't delude yourself into thinking that people are intrinsically better or worse than they really are:
Work to bring out the best in your followers (and yourself) while minimizing the worst.
Character, Competence and Vision form the bedrock for effective leadership

[necessary but not sufficient]

4 actions that combine with these necessary conditions are:

1. Knowing and dealing with yourself
2. Listening and learning
3. Communicating the vision continuously
4. Enlisting, engaging and empowering followers with the vision

Leading by example automatically flows from these actions and conditions.
The Power Principle (Lee, 1997)

**Power is the potential to influence others for good or evil.**

**Coercive power**

*Influencing others through fear.*
Sometimes works in the short term (you get what you want) but not long-term (you have an enemy rather than an ally)

**Utility Power**

*Influencing others through bargaining and negotiation to achieve fairness.*
Not based on trust; easier to achieve, but conditional.

**Principle-centered power**

“Power with” rather than “power over”.
It asks “What can we do and be together?”
It leads to partners and partnerships.
“There is nothing as powerful as true gentleness.”
The Power Principle (Lee, 1997)

10 principles to win trust, respect and admiration:

1. **Persuasion.** Explain and give others the opportunity to voice their views before striving to win them over.

2. **Patience.** Be patient with people and the process and be aware that you are not really in charge and the best you can do is work like crazy to create the best conditions.

3. **Gentleness.** Consider feelings. Show you truly care.

4. **Teachability.** If you want to have influence with someone, exhibit true humility and allow them to influence you.

5. **Acceptance.** Unconditional love. We influence others when they feel our love.

6. **Kindness.** Be sensitive, thoughtful, and act with genuine concern for others.
The Power Principle (Lee, 1997)

10 principles to win trust, respect and admiration:

7. **Knowledge.** Take the time to get to know the people you want to influence - their intentions, desires, values and dreams, not just their actions.

8. **Discipline.** Effective discipline is done with caring to help the disciple who is learning, growing, becoming.

9. **Consistency.** Don’t rely on any gimmick or technique. Demonstrate consistent thought and action based on a set of beliefs and values at your core – your character.

10. **Integrity.** To be whole and authentic, your words, feelings, thoughts and actions must match and you must only say and do what you truly believe.
How to Develop Leadership Ability? – My Summary

1. Personal development comes first
2. Embrace opportunities
3. Practice / Experiment / Gain Experience
4. Reflect
5. Seek Feedback from people you trust
6. Read / Study / Model “great” leaders
7. Act selflessly, and always with integrity
The Power Principle (Lee, 1997)

You will never be more effective as a leader than you are as a person. Leadership is a journey toward integrity, union and wholeness…

As you align your actions with your values, you generate the personal power that enables you to help others do the same.

The principles we live by create the world we live in; when we change the principles we live by, we will change the world.
Fail to honor people,  
They fail to honor you;  
But of a good leader,  
who talks little,  
When his work is done,  
his aim fulfilled,  
They will all say,  
"We did this ourselves."  
Lao-tzu
... the most successful leader of all is one who sees another picture not yet actualized.

[A leader] sees the things which belong in [the] present picture but which are not yet there....

Above all, [a leader] should make his/her co-workers see that it is not his/her purpose which is to be achieved, but a common purpose, born of the desires and the activities of the group.

[Mary Parker Follett]
If you want your opinion to be heard it is important that you choose your words carefully.

From observing our group I have confirmed my assumption that the easiest way to lose control of the group is to talk when you have nothing to say.

[SrD student, 2009]
What does Leadership mean to your team?