Developing Leaders at All Levels

Staff Development Conference

Melissa K. Carsten, Ph.D.
Associate Professor of Management
Winthrop University
Agenda

• Defining Leadership
• Leadership as a process
• Developing your own leadership capacity
• Leadership development plan
Leadership PopQuiz

1. The effectiveness of leadership is determined solely by the leader.
2. Only managers can be leaders.
3. Unless you are assigned the “leadership role,” you should not try to lead.
4. Leaders are 100% responsible for the success/failure of a company.
5. Leadership and management are essentially the same thing.
What are the first things that come to mind when you hear the word LEADER?

Text 220950 and your answer to the following number: 37607
“There are almost as many definitions of Leadership as there are persons who have attempted to define the concept.” - Stogdill, 1974

“Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.”

- Gary Yukl, 2010
Leadership

“The most influential, and positive forms of leadership often come from those who aren’t ‘leaders’ at all. They are the person in the cube next to you or the one you see in the cafeteria. While they may not be leaders by title, they have one very important characteristic – they care enough to use their energy to make positive changes around them.”
Leaders vs. Leadership

• Leadership is a long-term partnership between leaders and group members.
• The power between leader and group members is approximately balanced.
• *Factors necessary for a valid partnership to exist are:*
  – Shared purpose
  – Shared accountability
  – Honesty
What is Leadership

- Power
- Organization
- Teambuilding
- Vision
- Passion
- Influence
Leadership Vs. Management

• Use of formal authority and power afforded to them by their position.

• Driven by accountability and results focused agendas.

• Influence attempts result more often in compliance than true commitment.

• Focus on budgets, resources, and constraints.
Leadership Vs. Management

• Uses personal power and relationships.
• Driven by passion for an issue and motivation to improve functioning.
• Influence cannot be coercive, and thus must be based on trust and empowerment of others.
• Focus on learning, improving, and sharing knowledge with others.
• Builds on the shared beliefs and values of members.
Leading from a Non-Managerial Position

- Sample Quote:

  “I am not a manager, so I have no formal authority. People aren’t just going to arbitrarily listen to what I have to say. So I have to get people engaged, help them understand why they should care, and then help them use their energy for the good of the organization.”
Developing Your Capacity to Lead

• It’s not as hard as you think!
• Find something you don’t like, and propose an idea to fix it.
• Speak up with ideas and suggestions to peers and superiors.
• Take the opportunity to get involved in initiatives you care about.
• Encourage others to get involved.
• Don’t be complacent.
Using your Capacity to Lead

- Find your personal power.
- Take up tasks that you have expertise in and that you are passionate about.
- Influence others to join in the task.
- Create a plan, organize your resources, and lead the effort.
- Evaluate the results.
Leadership Planning and Goal Setting

• Identify one goal for either developing or using your leadership capacity to influence positive changes in your work unit. Goals should be specific, attainable, and measurable.

• Sample Goal Statements
  – “I will be more effective in problem-solving and decision-making, I will ask my associates to keep me informed about any anticipated problems.”
Sample Goal Statements

- “I will look for opportunities to get involved, develop plans for improvement, and help fix any problems that exist.”
- “I will be more effective in problem-solving and decision-making, I will ask my associates to keep me informed about any anticipated problems.”
- “I will take initiative when problems/opportunities arise, be action-oriented, and be willing to take risks.”
- “When I report problems to my supervisor, I will also recommend solutions.”
Work on Individual Leadership Development Plans
Questions??