



### **Our Conviction & Commitment**

You will clarify your purpose and build confidence, competency, and character to have greater influence and impact. You will gain a greater understanding of leadership, fundamental leadership capability, and the foundational leadership attitude and skills needed to "BEcome" a strong effective leader that empowers others.





## Objectives:

- Learn the difference between leading and managing.
- Determine your preference for leading or managing.
- Review leadership theories to confirm the leader you are and the leader you want to BE.



# LESSON 1



## LEADER OR MANAGER?

By the end of this lesson, you will be able to:

- Distinguish the difference between leading and managing.
- Evaluate whether your preference is to lead or manage.



## A STORY

A group of workers and their leaders are set a task of clearing a road through a dense jungle on a remote island to get to the coast where an estuary provides a perfect site for a port.

The leaders organize the labour into efficient units and monitor the distribution and use of capital assets – progress is excellent. The leaders continue to monitor and evaluate progress, making adjustments along the way to ensure the progress is maintained and efficiency increased wherever possible.

Then, one day amidst all the hustle and bustle and activity, one person climbs up a nearby tree. The person surveys the scene from the top of the tree and shouts down to the assembled group below...

**“Wrong Way!”**

### MORAL OF THE STORY

*“Management is doing things right,  
leadership is doing the right things”*

Warren Bennis and Peter Drucker  
Story adapted from Stephen Covey (2004)

The Seven Habits of Highly Effective People Simon & Schuster

*Tom Peters states that:*

Management is about \_\_\_\_\_

Leadership is about \_\_\_\_\_



## Managers vs. Leaders

Manager	Leader





## SELF REFLECTION

1. Do you lead or manage?
2. What is your preference? Why?
3. What would you do differently?



## LESSON 2



### INTRODUCTION TO LEADERSHIP THEORIES

By the end of this lesson, you will:

- Have a general awareness of prominent leadership theories.
- Know the specific theories we will study in the following lessons.
- Know the approach we will take in studying these theories.



## Primary Leadership Theories

- Leader Based
  - Trait (Great Man)
  - Behavioral (Style)
- Follower Based
  - Situational (Contingency)
  - Participative (Democratic)
- Engagement Based
  - Transformational (Change)
  - Transactional (Management)

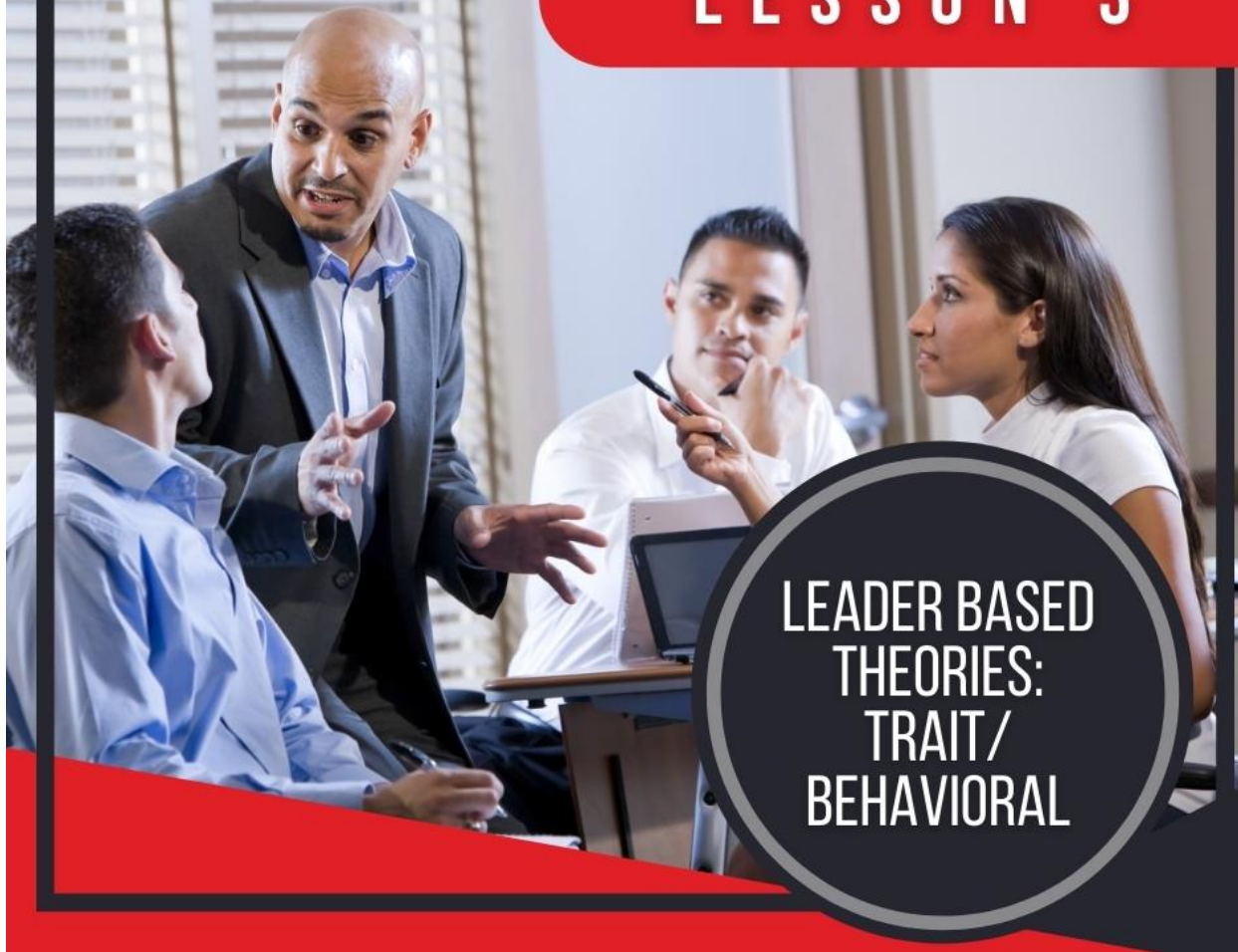
### Approach:

- Define qualities
- Look at pros and cons
- How you may apply each theory





## LESSON 3



By the end of this lesson, you will be able to:

- Define leader-based theories.
- Evaluate if these theories are what you practice.



## TRAIT LEADERSHIP THEORY

### Qualities:

- Leaders are born not made.
  - There are a set of \_\_\_\_\_ that makes them great leaders.
  - These traits cannot be \_\_\_\_\_ only strengthened.
  - Leaders are \_\_\_\_\_ to be leaders because they are born with these characteristics or traits.
  - These traits are:
- 

Pros	Cons



## APPLICATION:

- Small organizations or groups.
- Male dominated organizations.
- Organizations where creativity and innovation are not key factors for success.

- \_\_\_\_\_
- \_\_\_\_\_



## Behavioral Leadership Theory

### Qualities:

- Focuses on how leaders \_\_\_\_\_, their \_\_\_\_\_, what can be \_\_\_\_\_ and demonstrated versus their qualities.
- It focuses on a \_\_\_\_\_ as its definition of leadership.
- Leaders are not born but can \_\_\_\_\_ right behaviors and actions.
- Leadership success is determined by \_\_\_\_\_ a person has taken in their past.
- More process \_\_\_\_\_ oriented.

Pros	Cons



## Application:

- Diverse organizations where diversity is valued and seen as a business strategy.
- Team environments where every person is required to own and lead in their area of responsibility to their team.
- Flat organizations where decision making is not top down but happens closer to the source of the problem by the people who own the problem.

Can you think of other applications?





## LESSON 4



### FOLLOWER BASED THEORIES: SITUATIONAL/ PARTICIPATIVE

By the end of this lesson, you will be able to:

- Define the Follower Based Theories of Leadership.
- Evaluate rather or not you practice these theories.



## Situational Leadership Theory

### Qualities:

- The context of the leader and the leadership behaviors required for success is in the context of what is important.
- Leadership as being flexible – utilizing different leadership styles at different times depending on the circumstances or the capability of the follower.
- Suggests leadership is not a fixed series of characteristics that can be transposed into different context.

Pros	Cons



**Application:**

- Diverse organizations where diversity is valued and seen as a business strategy.
- Organizations or business where creativity and innovation are required and utilizing different approaches is valued.
- Matrix type or multifunctional organization where the nature of the different functions may require different approaches.

Can you think of other applications?



## Participative Leadership Theory

### Qualities:

- \_\_\_\_\_ are involved directly in decision making.
- Leaders are responsible for  
\_\_\_\_\_  
\_\_\_\_\_
- Leaders have the \_\_\_\_\_ to  
make\_\_\_\_\_.
- \_\_\_\_\_ of belonging and identity with the  
organization - that gets communicated to \_\_\_\_\_.

Pros	Cons



**Application:**

- Organizations with highly skilled and mature followers eager to share their knowledge.
- When broad change and acceptance of the change is required or where multiple problems must be solved speedily.
- Where social interaction, engagement, collaboration, and joint decision making is a business strategy.
- When a strong leader values flexibility and adaptation and isn't threatened by the strength of his followers but wants to leverage their strengths.

Can you think of other applications?



## Self-Reflection

### Situational Leadership

1. Can you think of a current situation where situational leadership may be the answer?
2. Are you the type of leader that could benefit from practicing situational leadership? Why?

### Participative Leadership

1. How much do you involve others in your decision making?
2. Do you value the thoughts, opinions, and suggestions of those you lead?  
Why or why not?





By the end of this lesson, you will be able to:

- Define the Engagement Based Theories of Leadership.



- Evaluate if these theories are what you practice.

## Transformational Leadership Theory

### Qualities:

- Focuses on \_\_\_\_\_ change to get results or improve systems.
- Leverages the \_\_\_\_\_ of a charismatic leader to build influencing relationships with followers.
- Is not locked into \_\_\_\_\_.
- \_\_\_\_\_ new ideas.
- \_\_\_\_\_ the \_\_\_\_\_ and the \_\_\_\_\_ for the challenges coming in the future by \_\_\_\_\_.

Pros	Cons



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**Application:**

- Low morale organization where followers don't have hope in the future.
- Organizations where rapid broad change is needed.
- Organizations or teams where citizenship and individual performance and accomplishments are an issue.
- When there is a crisis.

Can you think of other applications?

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## Transactional Leadership Theory

### Qualities:

- Focus on the management of the organization.
- Supervision/control type leadership for group performance.
- Focus on procedures, efficiency, and working to rules.
- Managing current issues and problems.
- Followers are given orders and instruction defining what is expected and are rewarded or punished for results.
- People doing things for reward is the only foundation.

Pros	Cons



**Application:**

- Crisis and emergency situations.
- When work or a project must be done in a specific way.
- Can be effective with athletes and sports team.
- To increase productivity and reduce cost.
- Military or law enforcement organizations.

Can you think of other applications?



## **SELF REFLECTION**

### Transformational Leadership

1. What qualities of transformational leadership do you embrace and practice?
  
  
  
  
  
  
  
  
  
  
2. Are they effective or ineffective?

### Transactional Leadership

1. What qualities of transactional leadership do you embrace and practice?
  
  
  
  
  
  
  
  
  
  
2. Are they effective or ineffective?



## LESSON 6



### LEADERSHIP THEORY REVIEW

By the end of this lesson, you will be able to:

- Formulate a wholistic view of your current leadership approach.
- Identify areas in your approach that you want to improve to be the leader you want to “BE”.



## Module 2 Personal Thought Summary

### Self-Reflection:

1. Which theory resonates with you the most?
2. Which theories do you practice the most?
3. Which theories are you getting the greatest benefit from, and which are a disadvantage?
4. Which theories have you determined need to be incorporated into your leadership behavior?



## Weekly Debrief Questions or Comments

1.

2.

3.

