

Leadership Training

Visegrad Summer School

July 15, 2008

“Leadership Survey”

Questions:

1. What is the most important quality of a leader?
2. Which contemporary leader could serve as a role model?
3. What is the most important ingredient of good conflict management?
4. What are the worst time-killers?

Workshop Outline

- I. Introduction and Leadership Concepts*
- II. Leading a Team – Motivation and Feedback*
- III. Conflict Management and Negotiation*
- IV. Leading Yourself – Personal Priorities and Self-Management*

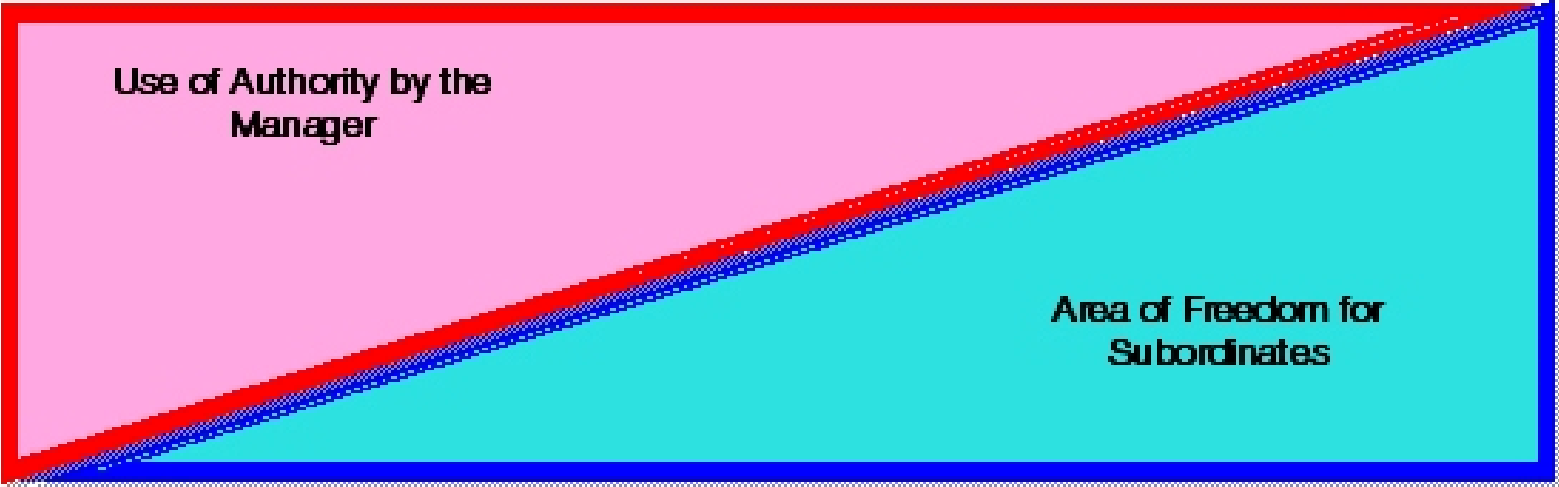
Exercise “Vacation Dilemma”

Leadership Continuum

Outcome



Relationship



Authoritative



Facilitative/ Democratic

Leadership Concepts

“Leadership is the goal-oriented, social exercise of influence towards achieving common goals.” (Wunderer/ Grunwald)

“The job of a leader is to get things done through influencing others.” (John Maxwell)

Leadership Quotes

"A leader is best when people barely know he exists, not so good when people obey and acclaim him, worst when they despise him. But of a good leader, they will say, 'We did this ourselves'" (Lao-Tse)

**"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it."
(Theodore Roosevelt)**

Leadership Quotes

“Management is doing things right; leadership is doing the right things.” (Peter F. Drucker)

"Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall." (Stephen R. Covey)

Leadership Quotes

“Leadership cannot really be taught. It can only be learned.” (Harold Geneen)

THE leader does not exist

THE leadership concept does not exist

→ Leadership must be appropriate to context and situation

Leadership Theories

1. Trait theories of leadership

try to attribute leadership success to particular qualities or personality traits of the leader – controversial; which qualities?

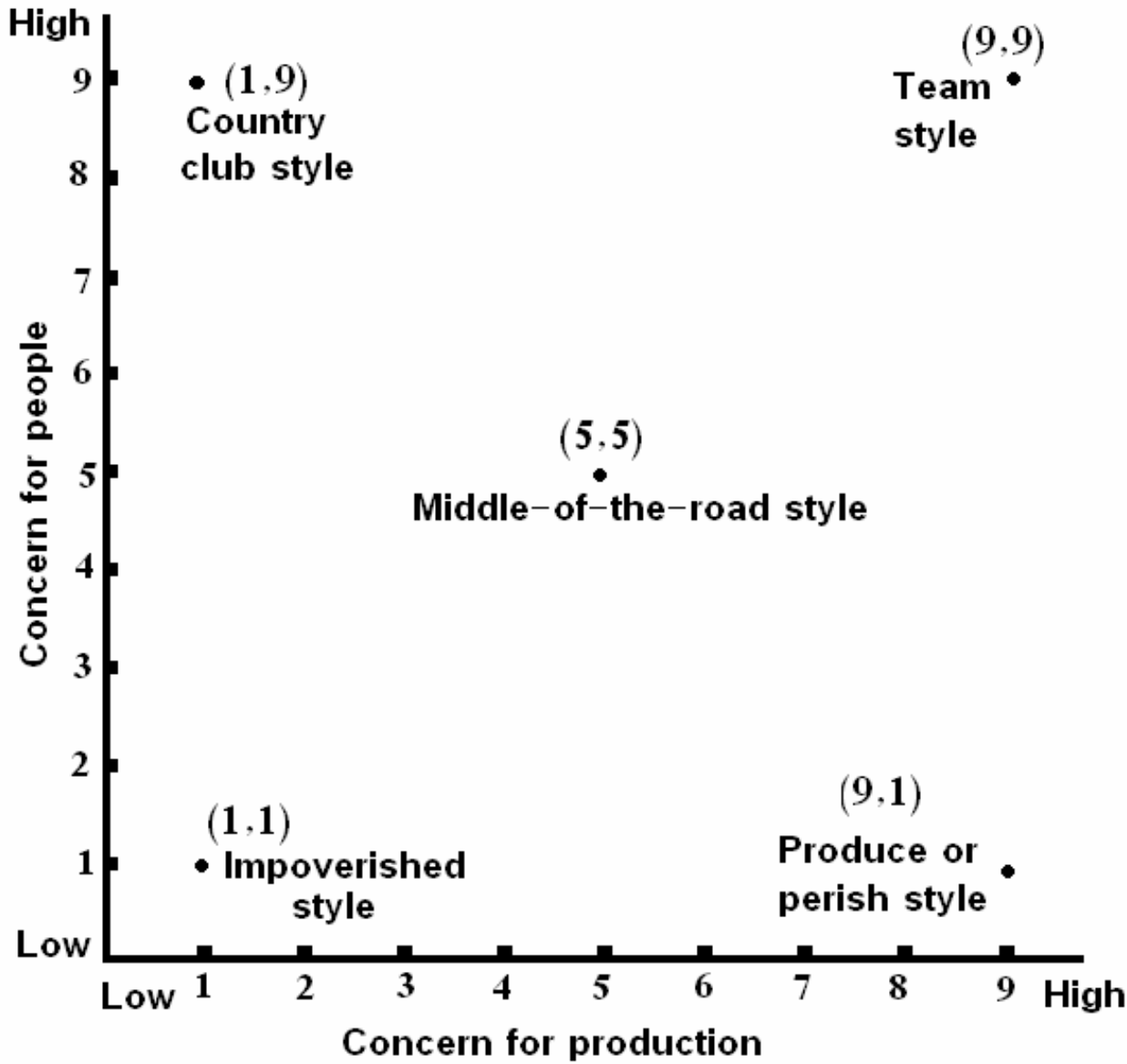
2. Behavioural theories of leadership

look at the behaviour of the leader as a central determinant of leadership success.

3. Situational leadership theory

assumption that different situations call for different characteristics. No single optimal psychographic profile of a leader exists.

“Managerial Grid”



“Managerial Grid”

Impoverished style (1,1)

- Low concern for both people and production.
- Managers use this style to avoid getting into trouble. The main concern is not to be held responsible for any mistakes
- Result: less innovative decisions

The country club style (1,9)

- High concern for people, low concern for production.
- Much attention paid to the security and comfort of the employees, hoping this increases performance
- Result: friendly atmosphere, but not necessarily productive

“Managerial Grid”

The produce or perish style (9,1)

- High concern for production, low concern for people.
- Employee needs unimportant; performance for money
- Pressure on employees through rules and punishments to achieve company goals.

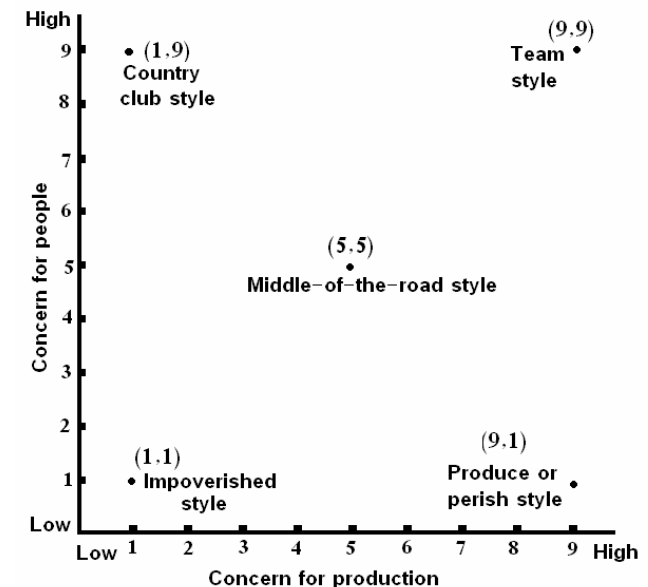
The middle-of-the-road style (5,5)

- Trying to balance between company goals and workers' needs.
- By giving some concern to both people and production, managers who use this style hope to achieve performance.

“Managerial Grid”

The team style (9,9)

- In this style, high concern is paid both to people and production. Managers choosing to use this style encourage teamwork and commitment among employees, making employees feel as a constructive part of the company.



“Managerial Grid”

Characteristics of the team style (9,9)

- Orientation on higher-level aims
- Open and trust-based communication
- Trust in employees
- Delegation of power
- Direct resolution of conflicts
- Joint problem-solving and decision-making
- Performance-related pay and promotion opportunities
- Learning-oriented feedback
- Lateral communication and cooperation

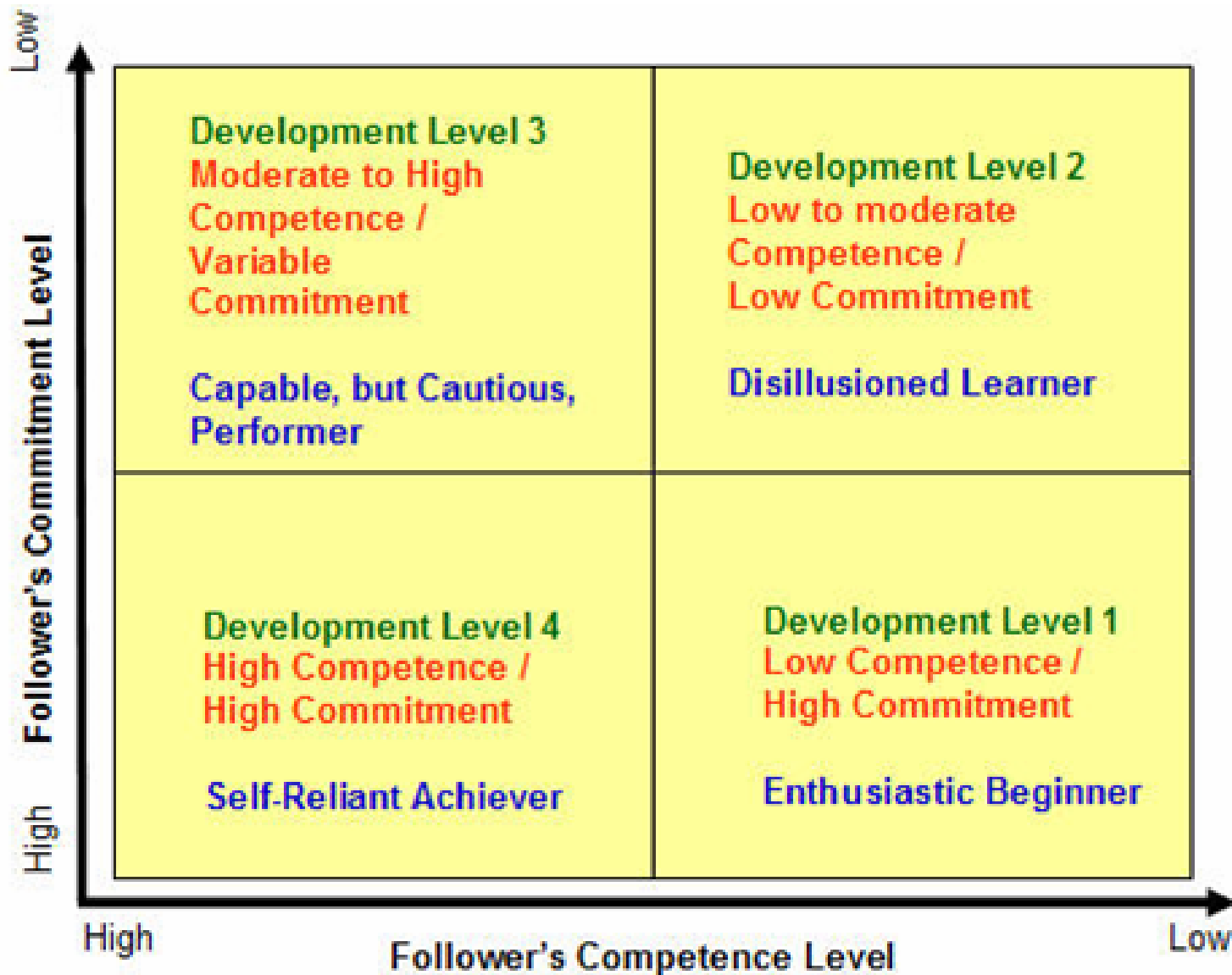
“Managerial Grid”

Other possibilities:

- **“Benevolent Dictator”**: Combination of “Produce or Perish” and “Team Style”
- **Opportunist**: Combination of different styles according to personal advantage
- **Façade-style**: E.g. pretending to be using “Team Style”, but doing something else internally

Situational Leadership Theory

- Different leadership styles are better in different situations
 - Leaders must be flexible enough to adapt their style to the situation and change it when the situation changes
 - Most of us do this in our dealings with people: we try not to get angry with a new employee, and we remind forgetful people.
 - Hersey/Blanchard model says you should match your leadership style with the development level of the employee
- The Leader follows the follower!



Competence - ability/knowledge/skills to do a particular task
Commitment - willingness and confidence to do a particular task.

Development Levels

- **“Enthusiastic Beginner” (Low Competence, High Commitment)**
Generally lack the specific skills required for the job in hand; but they are eager to learn and willing to take direction
- **“Disillusioned Learner” (Some Competence, Low Commitment)**
They may have some relevant skills, but won't be able to do the job without help. The task or the situation may be new to them.
- **“Capable but Cautious Performer” (High Competence, Variable Commitment)**
They are experienced and capable, but may lack the confidence to pursue it on their own, or the motivation to do it well or quickly.
- **“Self-reliant Achiever” (High Competence, High Commitment)**
Experienced at the job, and comfortable with their own ability to do it well. They may even be more skilled than the leader.

“Hersey/Blanchard Model”

The Hersey/Blanchard-Model defines leadership styles appropriate to the development level of the follower

Directive Behavior:

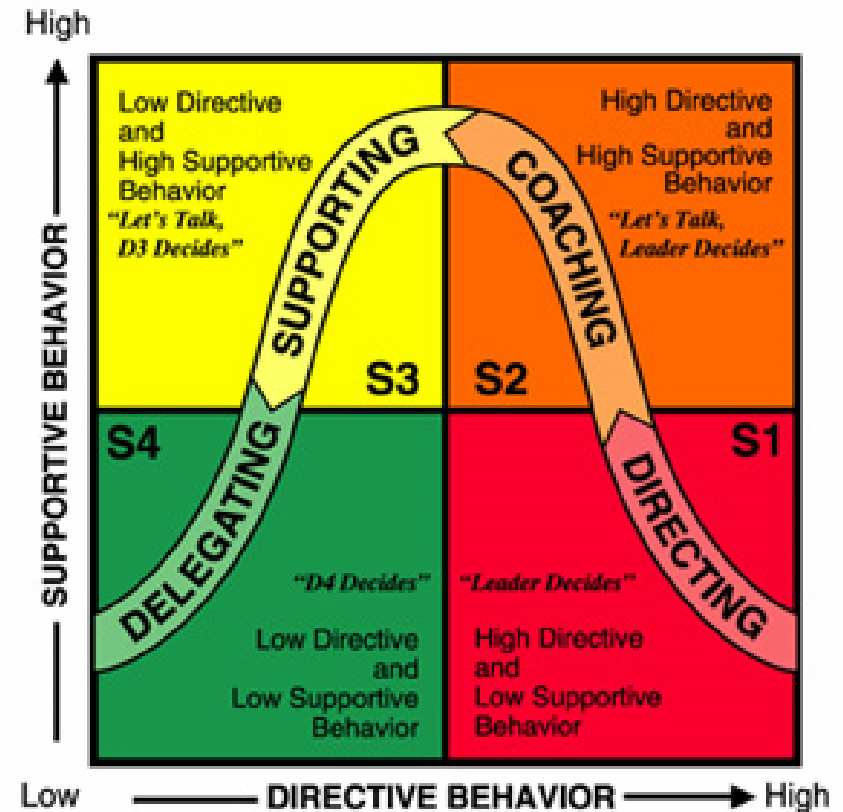
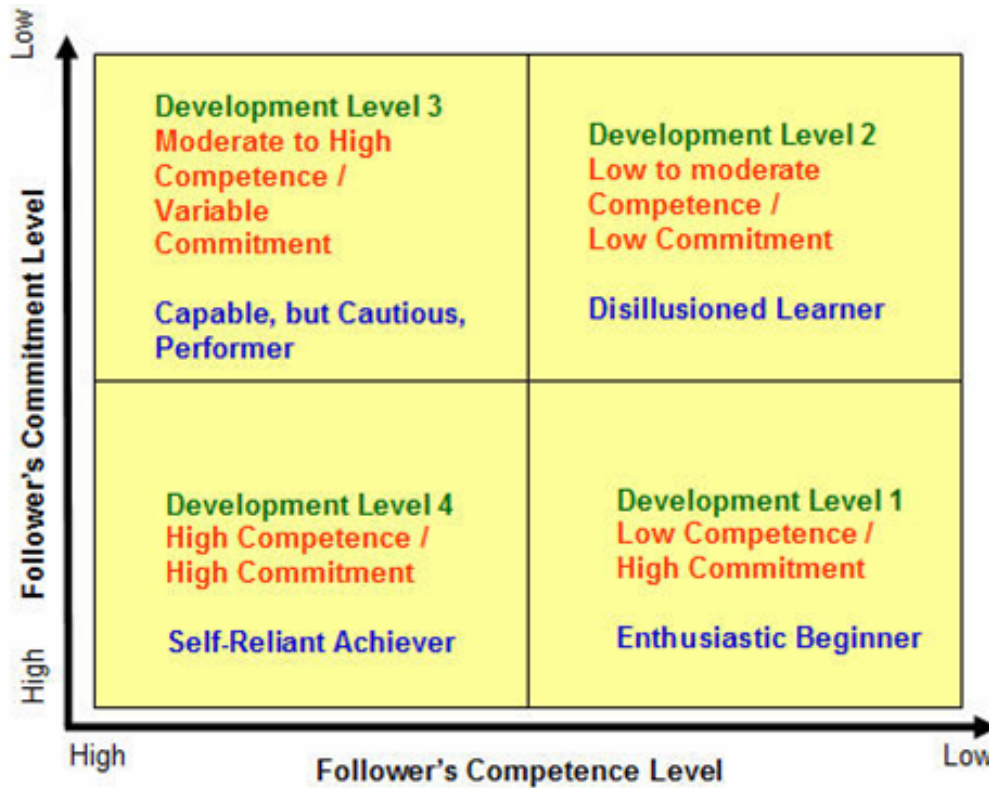
- Explaining what each follower has to do, as well as when, where, and how tasks are to be accomplished; one-way communication

Supportive Behavior:

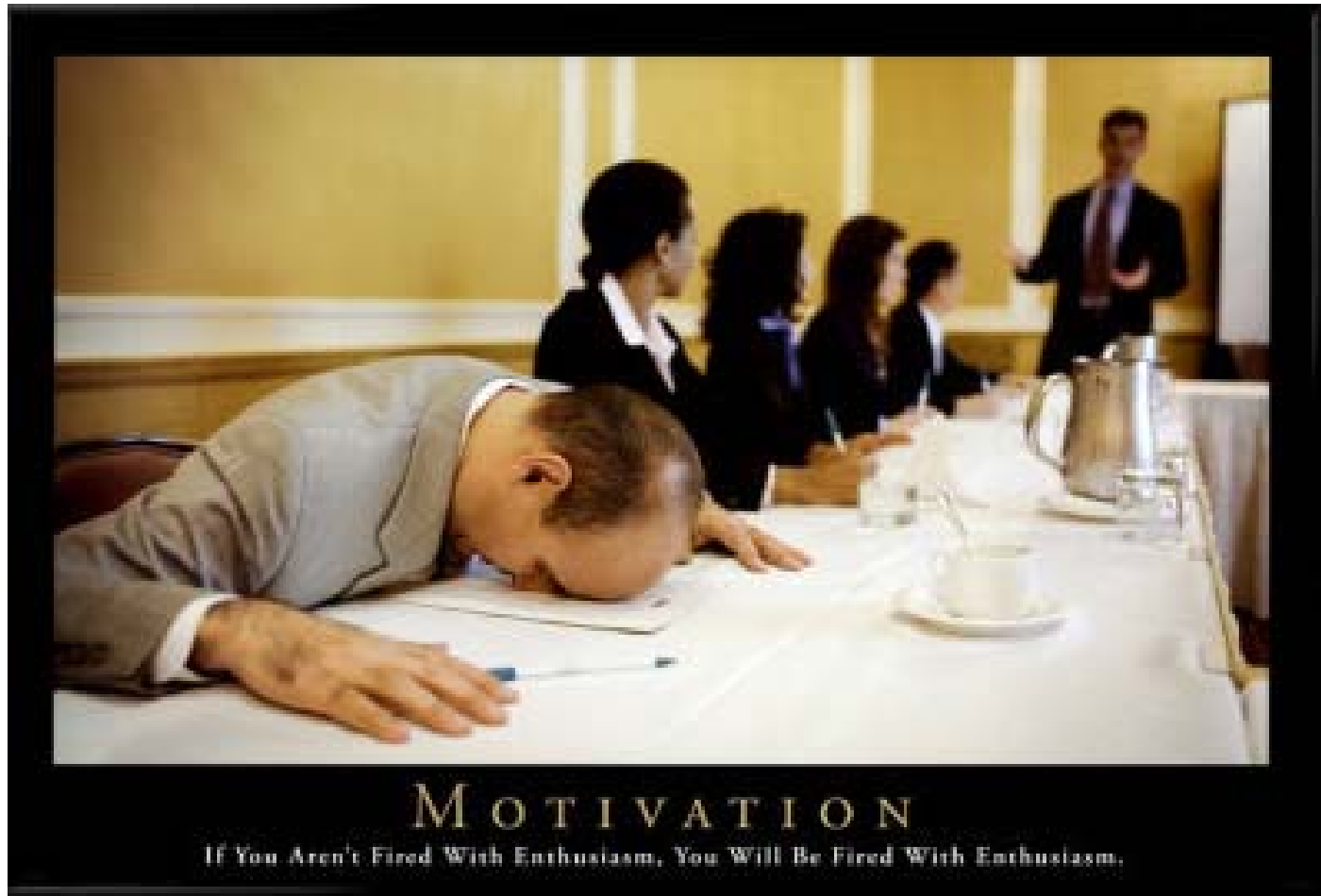
- Extending help to complete a task and facilitating behaviors.



Matching Leadership Style



Leading a Team: Motivation



Motivation (“why we do what we do”)

“If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea”

(Antoine de Saint-Exupery)

Motivation (“why we do what we do”)

... It all starts in the head (yours and theirs)

... If you want to inspire, you need to think positive

- Positive statements better reach the other side, and they are easier to decode
- Self-fulfilling prophecies

Let's try...!

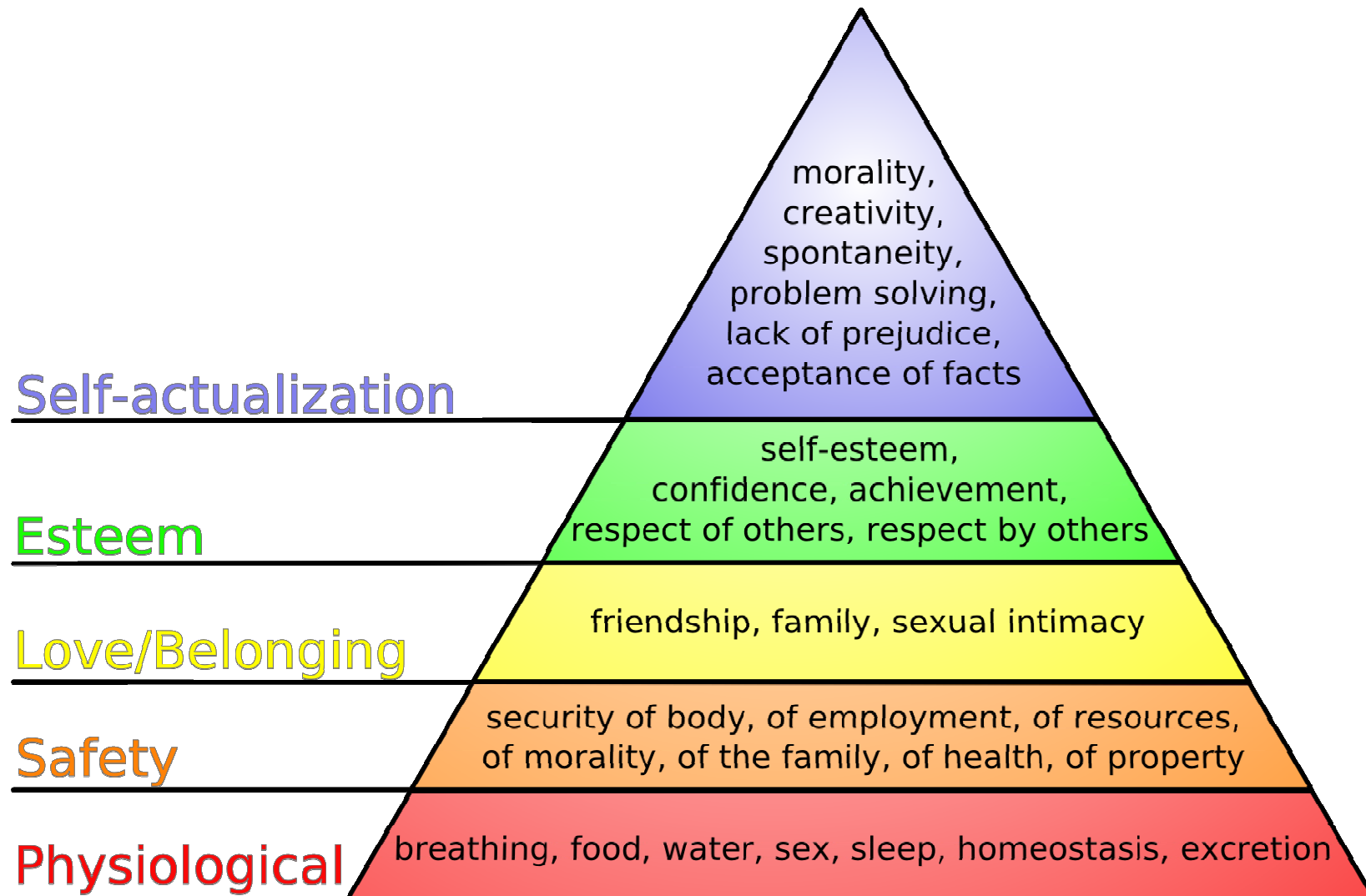
Exercise: Positive talk

- Don't smoke here!
- Don't slam the door!
- I have never argued with my colleagues.
- I have no problem with accomplishing this task.
- Your colleagues' performance is better than yours.
- Not so bad!
- I don't want to have ineffective conversations anymore.
- Cooperation with the other departments is absolutely unsatisfactory
- I have no problems dealing with customers
- Our department should be better than the competitors.
- I never lose my nerve when I'm under stress.
- We don't want to do this anymore!

Exercise: “Interrupted Meeting”

- 5 “employees”, 5 “leaders”, all others observe

Maslow's Hierarchy of Needs



Leading a Team: Communication

Some rules for giving feedback

When I have to criticize somebody...

- I should speak from my point of view/about myself, e.g. what my impression is of his/her performance and how I feel about it (avoid generalizations)
- I do not use “you” because this indicates that accusations, interpretations or judgments will follow. By this, I would signal the other person that I am in the position to judge him/her.
- I state observations, situations of concrete well-/mis-behaviour or address one specific aspect, so that I avoid judging him/her as a person.
- I do it immediately in order to circumvent a big argument in the long-run
- I rather pose a question than surmise anything beforehand. The other person can give explanations her-/himself if need be.

Exercise: “Conflict Talk”

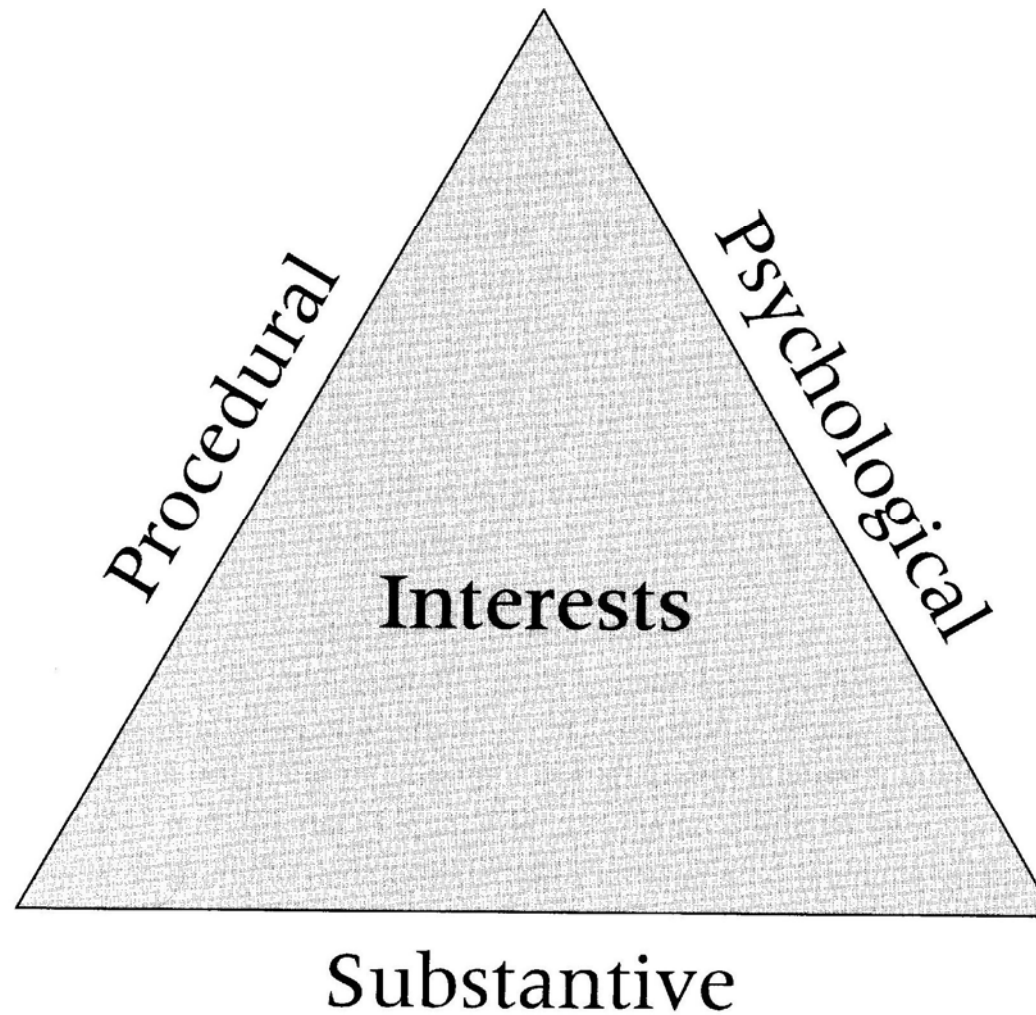
Conflict Management and Negotiation

- **Important qualification in leadership positions – but often done in a way that could be improved**
- **Many different personal styles, but some general remarks possible**

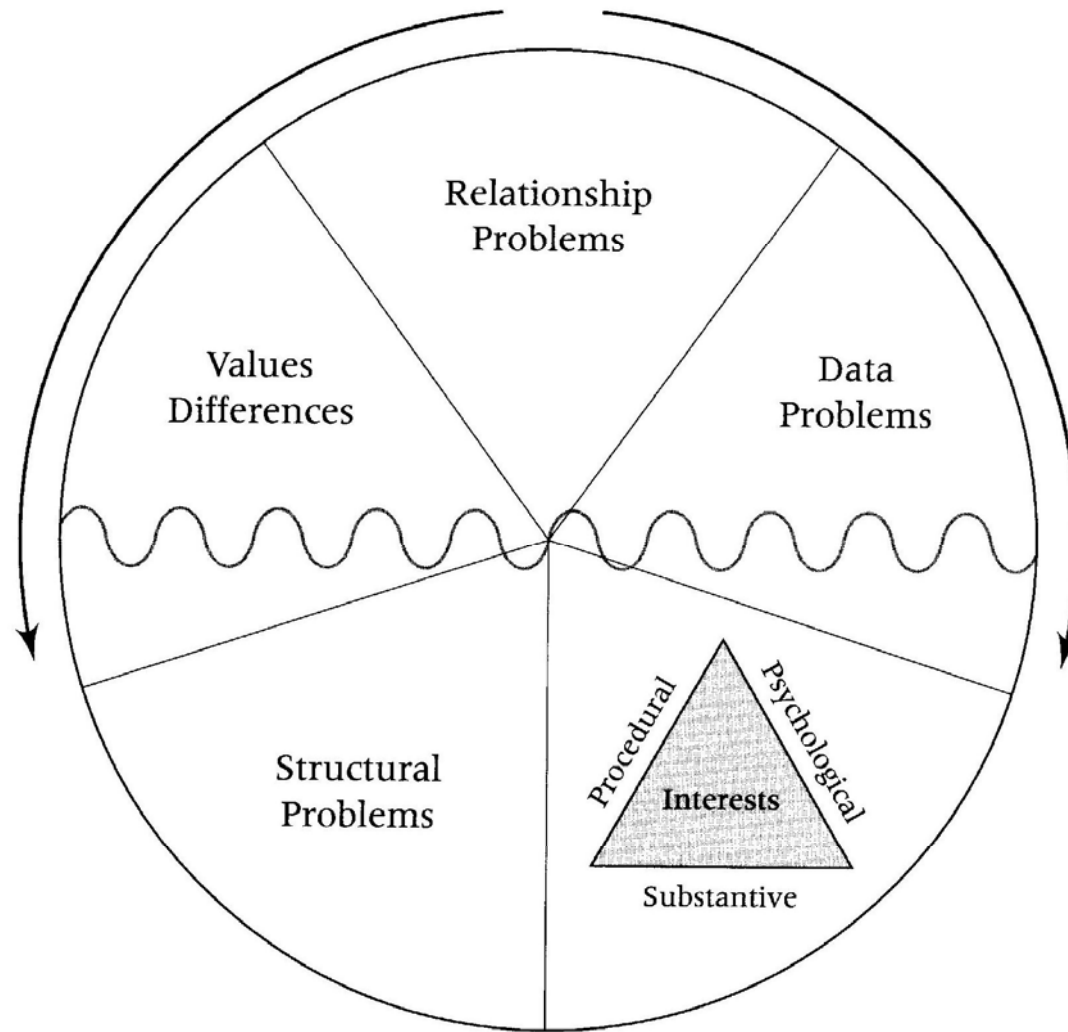
Conflict Management and Negotiation

- I. What do people have conflicts about?*
- II. Two ways of dealing with conflict through negotiation*

“Triangle of Satisfaction”



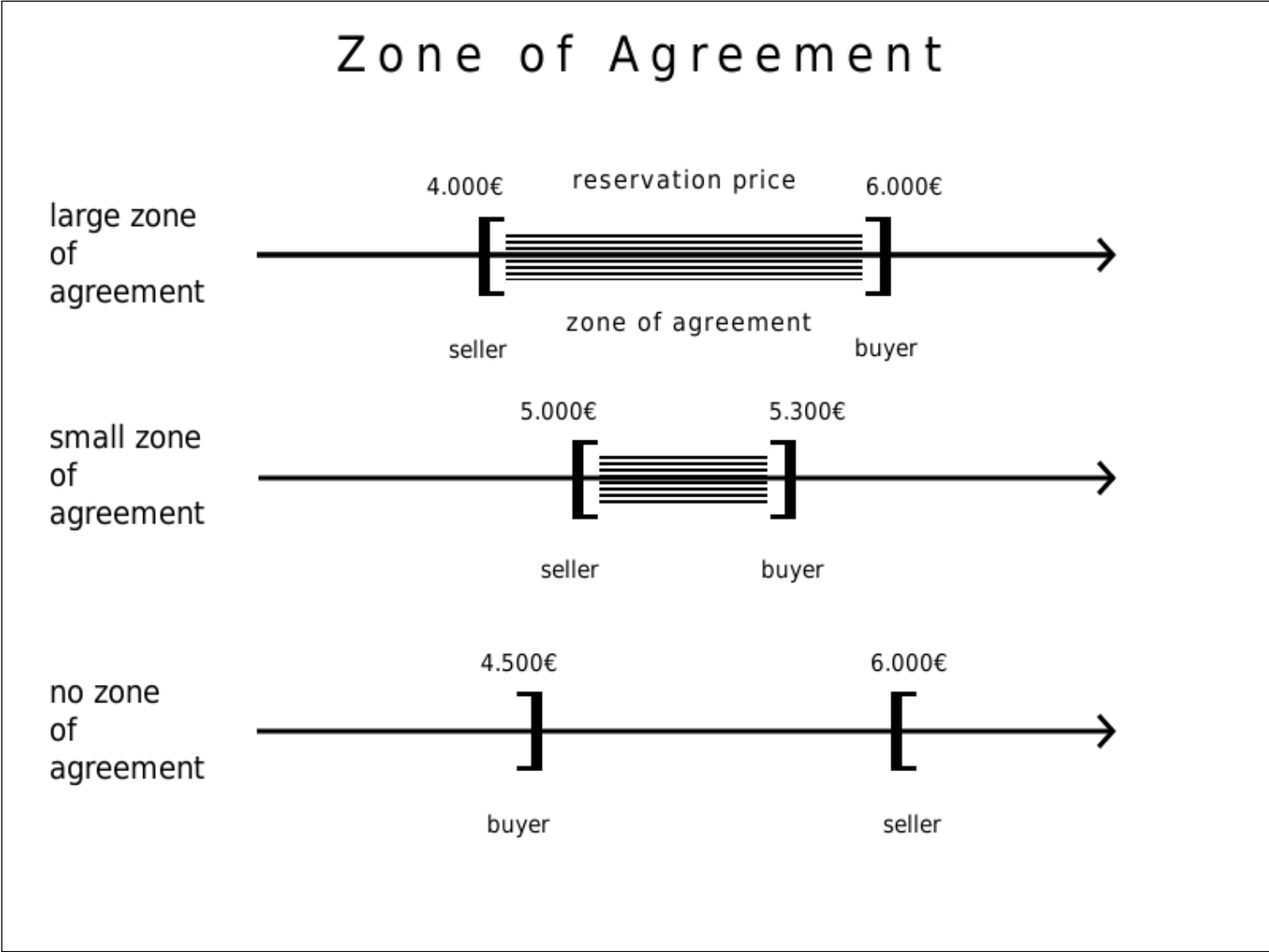
“Circle of Conflict”



Positional and interest-based bargaining

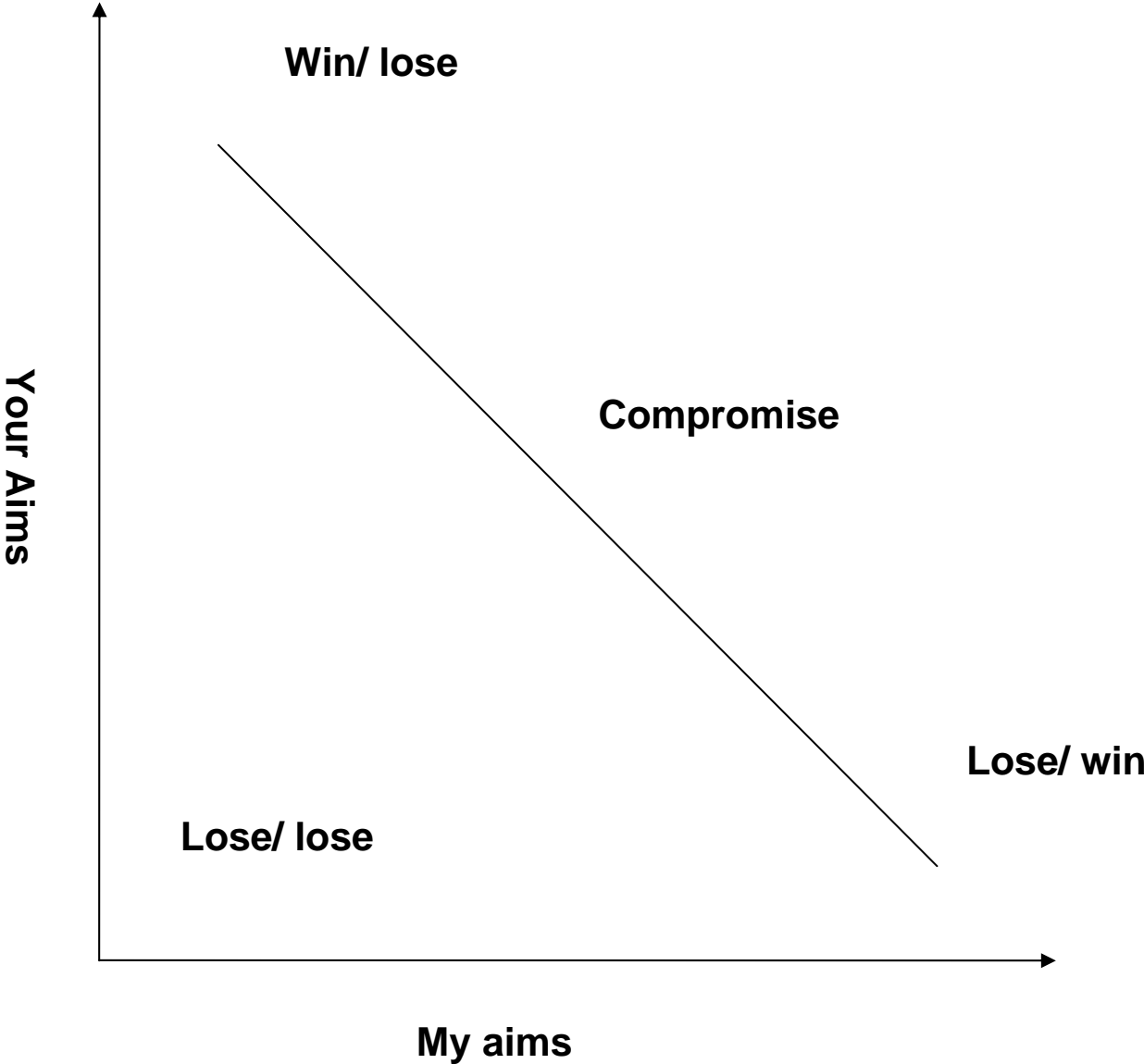
“Positional Bargaining”

- Two (or more) parties take a position
- They try to convince the other side that they should get what they want, and that their solution is ‘right’ or ‘fair’
- Positional bargaining starts with an opening position, often one that is higher than what you really want to achieve
- Both sides propose *solutions* to one another until they hit upon a solution that is acceptable to both.



Attitudes of Positional Negotiators

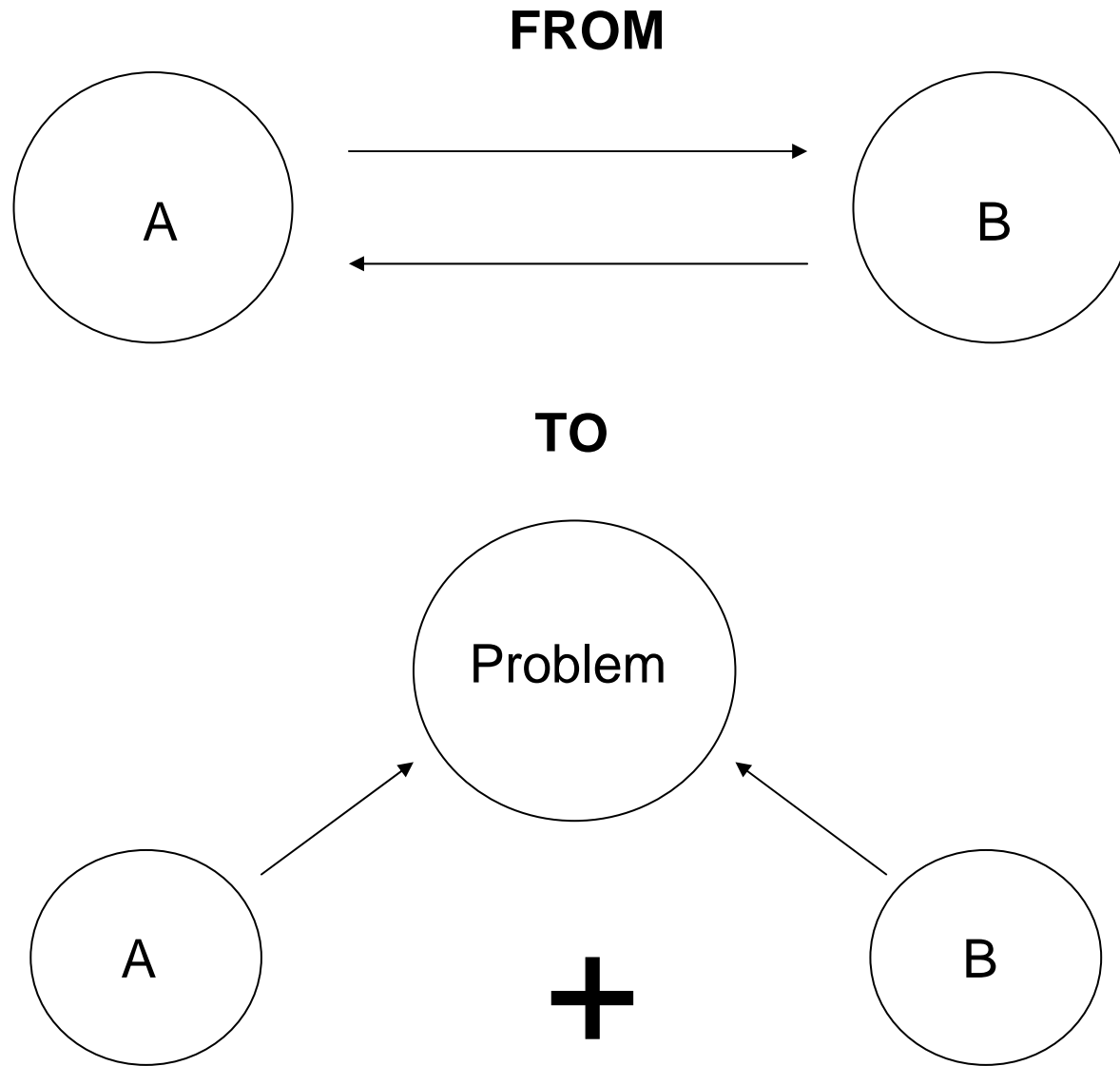
- The pie is limited; my goal is to get the biggest piece
 - A win for me equals a loss for you
 - We are opponents
 - There is one right solution - mine
 - I must stay on the offensive
 - A concession is a sign of weakness
- Examples?
- Advantages and disadvantages?
- Relation to leadership?



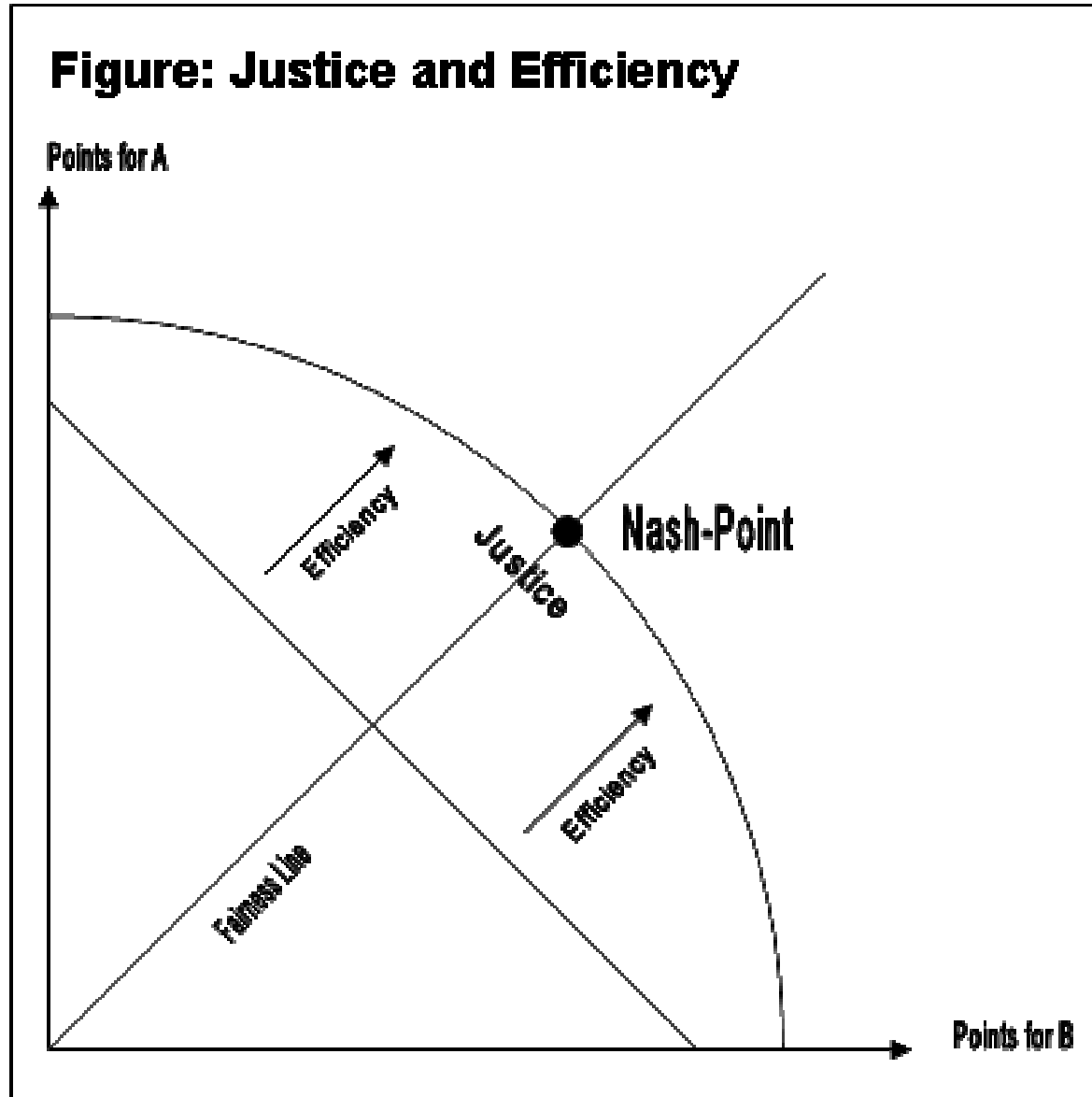
Interest-based Negotiation

- **Starts with developing and preserving the relationship**
 - **The parties educate each other about their needs**
 - **Then they try to jointly solve the problems to satisfy as many of their interests as possible**
- Parallels with Facilitative Leadership**

Changing the Negotiation Dynamic



Interest-based Negotiation



Attitudes of Interest-based Negotiators

- The pie is not limited
- The goal = win-win
- The needs of all parties must be addressed to reach agreement
- We are cooperative problem solvers
- The relationship is important
- There are probably several satisfactory solutions
- Self-esteem is preserved

→ Examples?

→ Advantages? Problems?

Interest-based Negotiation – The Harvard Method –

The Harvard Method „Getting to Yes“

Main Assumptions:

1. Separate the people from the problem
2. Focus on interests, not positions
3. Invent options for mutual gain
4. Insist on using objective criteria

Facilitative Manager Activities

- **Set a positive, optimistic tone**
- **State the problem**
- **Ask participants about their needs and concerns and help them move from positions to interests**
- **Listen actively, summarize what you hear**
- **Deal with interpersonal concerns – acknowledge feelings and concerns**
- **Frame the problem jointly – how can we meet all interests?**
- **Ask participants for ideas that will solve the problem(s)**

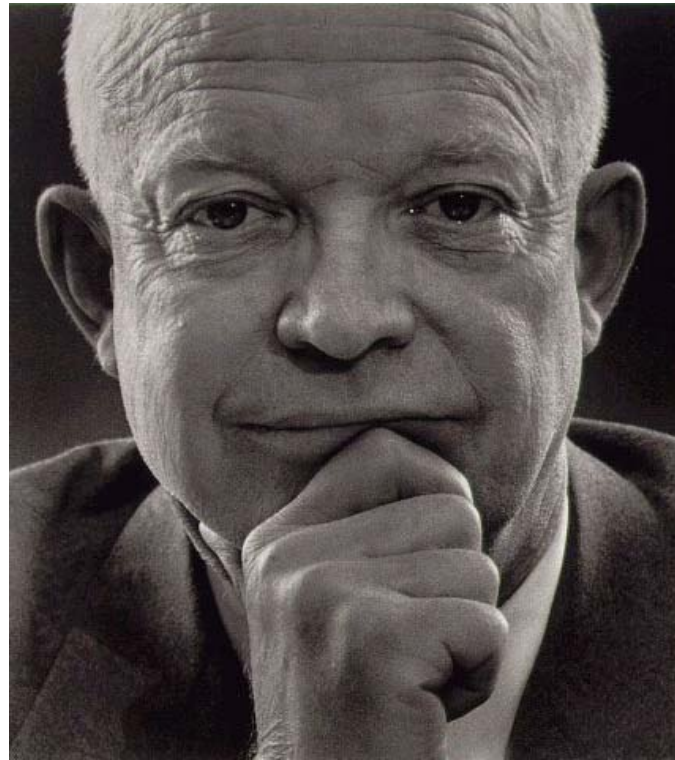
The Facilitative Leader

- **Is as concerned with process as with content**
- **Manages the decision-making process**
- **Contributes ideas in a way that doesn't dominate the discussion or push the group to his or her point of view**
- **Expresses assumptions or constraints up front, so that the group knows parameters**
- **Must really believe that the group can make a better decision**
- **Must present a back-up to consensus (“If you can't, I will decide”)**

Factors to Consider in Choosing a Decision-making Approach

- The time available to make a decision
- The need for buy-in
- The importance of the issue
- The effect on working relationships
- Information and expertise – Is it in one person or in the group?
- Have you already decided? (Don't use a collaborative process if you're not truly open to the outcome!)

Leading Yourself: Self-management



Time-Management

