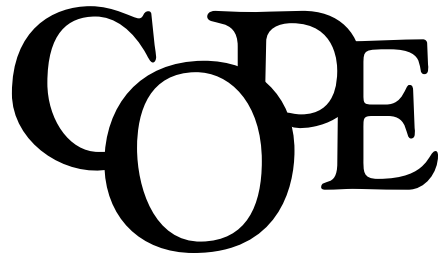


The Center for Organizational and Personal Excellence



Module #12: Effective Leadership

Module Objectives

- Learn about a leadership model called Effective Leadership,
- Distinguish between leadership task behaviors and relationship behaviors,
- Identify four basic leadership and decision styles, and
- Practice using an effective leadership approach by matching and role playing leadership behavior that is appropriate to an associate's independence level.

Module Description

This Management Development module focuses on developing managers understanding of Leadership. This module introduces the concept of Effective Leadership as a model for making choices based on factors such as Task Behavior and Relationship Behavior. In addition, an Associate's Independence Level is discussed as the most important element which determines which Leadership Style should be used (i.e. Directing, Coaching, Facilitating or Delegating).

People don't want to be managed.
They want to be led.
Whoever heard of a world manager?
World leader, yes.
Educational leader.
Political leader.
Scout leader.
Labor leader.
Business leader.
They lead.
They don't manage.
The carrot always wins over the stick.
Ask your horse
You can lead your horse to water,
but you can't manage him to drink.
If you want to manage somebody,
Manage yourself.
Do that well
and you'll be ready to
stop managing.
And start
leading.

Published in the *Wall Street Journal*

Leadership Questionnaire

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1. I feel the most important quality a leader can have is:

2. A person whose leadership capabilities I respect is:

3. Three things I admire most about this person are:

4. I feel my strongest leadership qualities are:

5. I would like to improve my leadership skills in the following areas:

On a scale of 1 (low) to 10 (high), I feel my rating as an effective leader is ____

"Leadership is an Influence Relationship
Between Two or More Individuals"

"Managers Manage Things
But Leaders Lead People"

"Leadership is the visible, observable behavior
that makes people want to follow or emulate another."

"Leaders Lead By Articulating a Positive Vision
of the Future of the People
Whom They Seek to Lead."

"Leadership is any attempt to influence the behavior
of another individual or group."

Individual or Small Group Activity: Review the above definitions of leadership and reflect on your own understanding of leadership. Individually, jot down several key words that you believe capture what "leadership" means to you in your role within your organization. Then, in a small group, or with a colleague, discuss each others answers and agree on six words which collectively you believe defines leadership.

Leadership is _____

Management vs Leadership

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Management

- *To Produce Order
- *To Achieve Consistency
- *Planning
- *Coping With Complexity
- *Organizing and Staffing
- *Independent Functions
- *Controlling
- *Other Directed
- *Reactive

Leadership

- *To Produce Change
- *To Achieve a Vision
- *Setting The Direction
- *Coping With Change
- *Aligning People
- *Interdependent Functions
- *Motivating
- *Self Directed
- *Proactive

Leaders not only manage people and resources, but potential.