Assuming Your New Role: Skills for Effective Leadership

Supervisory Development Core
Minnesota Management & Budget

Question 1: ________________________________________________________________
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Question 2: ________________________________________________________________
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Learning Objectives:

Explore the concept of “leadership” versus that of “supervision”;

Discover the importance and usefulness of using a flexible leadership style;

Learn about your personal style of leadership.
Leadership: Definitions and Concepts

**Supervision** is about processes, structures, and procedures.

**Leadership** is about people. Its goal is to enhance performance, making employees’ strengths effective and their weaknesses irrelevant.

Discussion:

Think about someone you know who is an “effective leader”. How would you describe that person? As a group, make a list of the most important characteristics/traits/strengths of an effective leader.
Leadership Assumption

Effective leaders use a flexible leadership style.

The way they lead depends on the situation at hand,

and on what the people they supervise need.
Leadership Definition

Leadership is a PROCESS.

Leadership is a PATTERN OF BEHAVIORS.

Leadership is getting things done through and with people – INFLUENCING PEOPLE to do what you want them to do.
Directive Behavior

*Leads by taking charge*

- Sets goals or objectives.
- Gets people moving.
- Takes charge no matter how challenging the situation
- Plans work in advance to be accomplished by the follower.
- Sets timelines.
- Communicates job priorities.
- Follows up to see if the work is done.
Considerate (Supportive) Behavior

*Leads by building group harmony.*

- Considers others’ feelings.
- Listens actively.
- Works cohesively with others.
- Ask for suggestions or input on task accomplishment.
- Encourages or reassures the follower that he/she can do the task.
- Facilitates follower problem-solving and decision making.
- Communicates and demonstrates appreciation for tasks well done.
Systematic Behavior

*Leads through careful planning.*

- Needs (and asks for) specific details
- Analytical
- Accuracy is a key competency
- Better at being objective versus subjective
- Thinks in a linear pattern
- Excellent at long-term planning
- Prefers data, facts, and information to abstract concepts and ideas
Spirited Behavior

Leads by inspiring.

• Generate enthusiasm; know how to facilitate fresh thinking.

• Inspire others to develop fresh, new approaches to situations and problems.

• Creates fun work atmosphere.

• Tends to act spontaneously.

• Skilled at rallying support for new ideas.

• Delegate details to others.

• Energetic, emotional, and persuasive

• Embraces new ways of doing things.
Which Leadership Approach?

Consider the following:

- The task or job – do certain tasks or jobs call for a particular leadership style?

- The particular employee – what kind of leadership does this person need and how do you know that?

Competence  Task knowledge
Organization knowledge
Transferable skills
Commitment  Motivation
Confidence

- Yourself – what do you need to consider about yourself?

- The organization – how does it play a part in determining which leadership is likely to work best?
Leaders as Askers of Questions

With the shift to the learning organization goes a mutation in the self-understanding of leaders and CEOs. They move from being charismatic decision-makers and infallible bosses to becoming people who facilitate questioning, visioning and problem solving. The participatory principle requires the art of asking questions. For such a long time, managers in organizations have been expected to solve and answer every question. But with this shift comes a realization that power lies in asking questions, and that a prime skill for the manager today is the capacity to ask questions and elicit answers from others.

Leaders and managers are realizing that, while it is simpler to call people together and tell them clearly what to do, it is not effective in the long run, since receiving orders provides no challenge to creativity, no summons to participation, no buy-in, and no honoring of people’s intellectual talents. Everyone understands the change in tone when the manager comes into the room and says, “We have a problem. Let’s talk through how to deal with it.”

More and more leaders see facilitation as an absolutely critical management skill. Why? Because these days everyone wants to participate in everything, and those who can facilitate a useful conversation will be at a premium.