

Aspects of Leadership



OUR LADY OF THE LAKE UNIVERSITY

Mark T. Green

MEd, MBA, MS, PhD

Chair, Leadership Studies

Our Lady of the Lake University

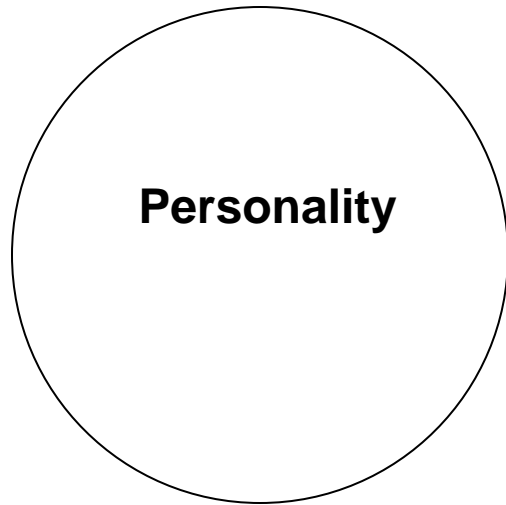
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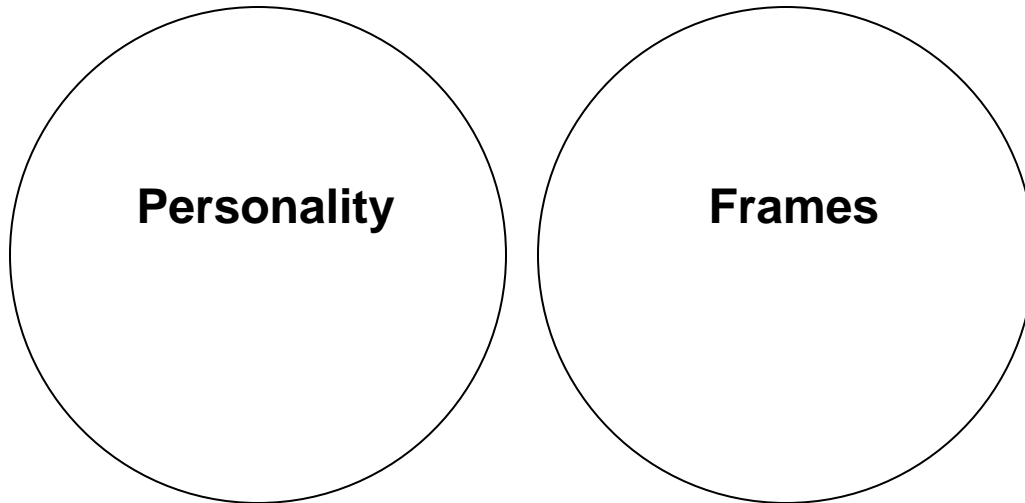
GreeM@Lake.Ollusa.Edu

210.434.6711

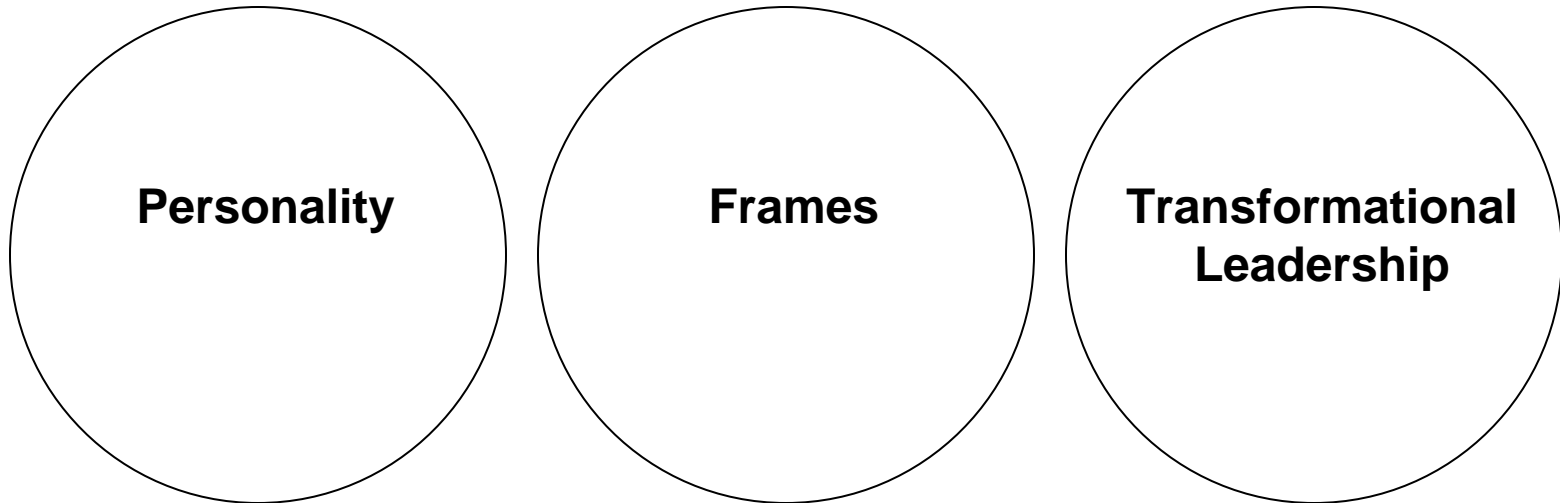
Aspects of Leadership



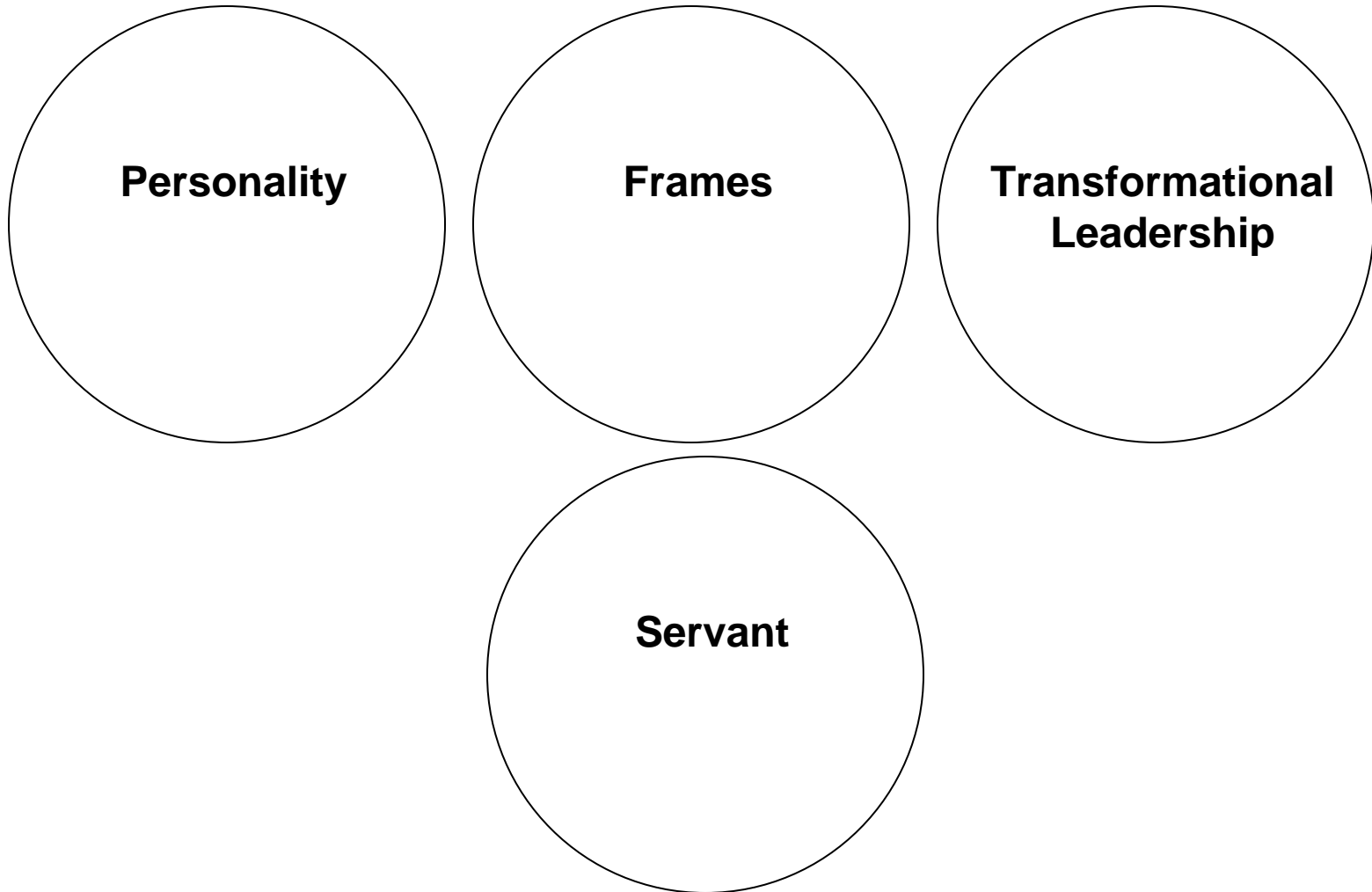
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Personality and Leadership





Agreeableness is the degree to which a person is able to get along with others by being good natured, cooperative, forgiving, compassionate, understanding, and trusting.

(Trust, Modesty, Compliance, Altruism, Straightforwardness, Tender-Mindedness)



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A leader who scores high on agreeableness seems warm and approachable, whereas one who is low may seem cold, distant, and insensitive.







Conscientiousness refers to the degree to which a person is responsible, dependable, persistent, and achievement-oriented.

(Competence, Self-Discipline, Achievement-Striving, Dutifulness, Order, Deliberation)

A conscientious person is focused on a few goals, pursued in a purposeful way, whereas a less conscientious person is easily distracted and impulsive.

This dimension relates to the work itself, not to relationships.



- Conscientiousness
- Agreeableness





Openness to experience is the degree to which a person has a broad range of interests and is imaginative, creative, and willing to consider new ideas.

(Fantasy, Aesthetics, Feelings, Actions, Ideas, Values)

These people are intellectually curious, and seek out new experiences.

People lower in this dimension have narrower interests and stick to the tried-and-true ways of doing things.



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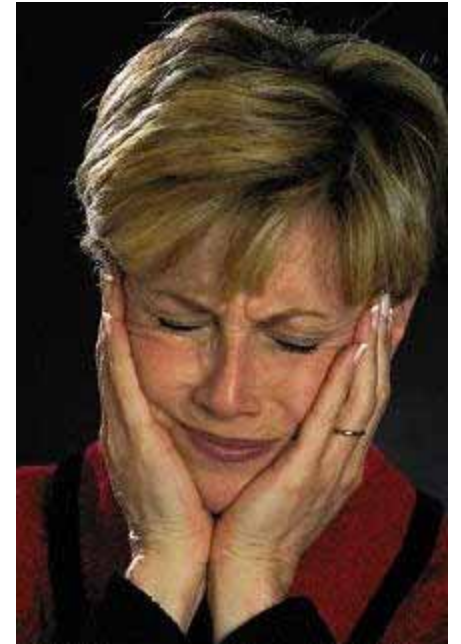
People lower in this dimension have narrower interests and stick to the tried-and-true ways of doing things.

Open-mindedness is important to leaders because leadership is about change rather than stability.



- Openness to New Experiences
- Conscientiousness
- Agreeableness

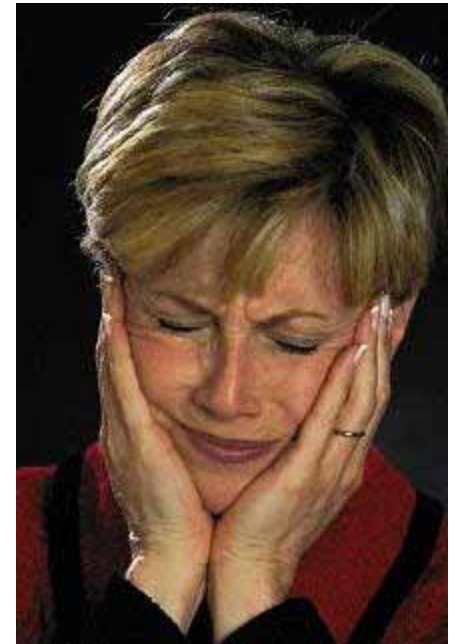




Neuroticism / Emotional stability refers to the degree to which a person is well-adjusted, calm, and secure.

Neuroticism includes (Anxiety, Hostility, Depression, Self-Consciousness, Impulsiveness, Vulnerability)

A leader who is emotionally stable handles stress well, is able to handle criticism, and generally doesn't take mistakes and failures personally.

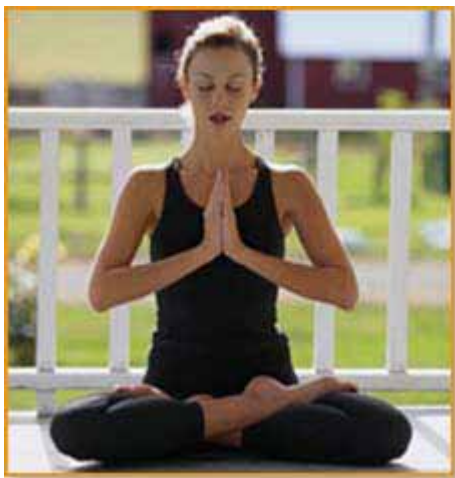
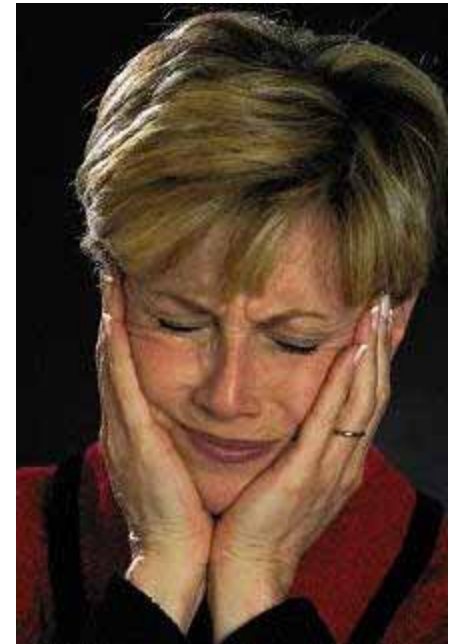


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Leaders, low in emotional stability, are likely to become tense, anxious, or depressed.



- Emotional Stability
- Openness to New Experiences
- Conscientiousness
- Agreeableness





Extroversion refers to the degree to which a person is outgoing, sociable, talkative, and comfortable meeting and talking to people.

(Warmth, Gregariousness, Assertiveness, Activity, Excitement-Seeking, Positive Emotions)

This dimension also includes the characteristic of *dominance*.

These people are self-confident, seek out positions of authority and are competitive and assertive.



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Both dominance and extroversion could be valuable for a leader, but not all effective leaders have a high degree of these characteristics.



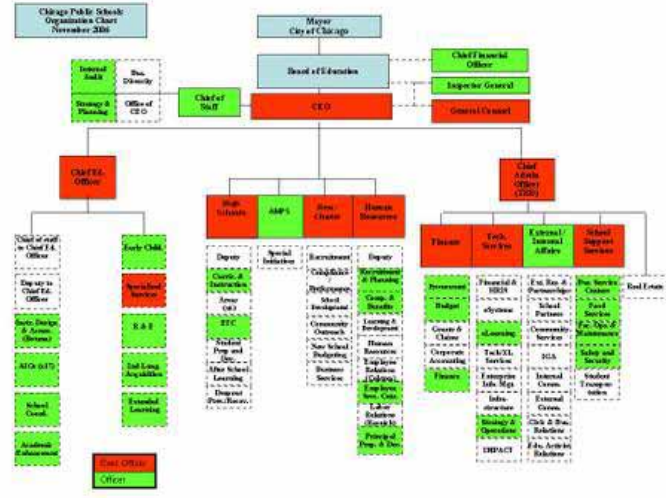
Which are Important

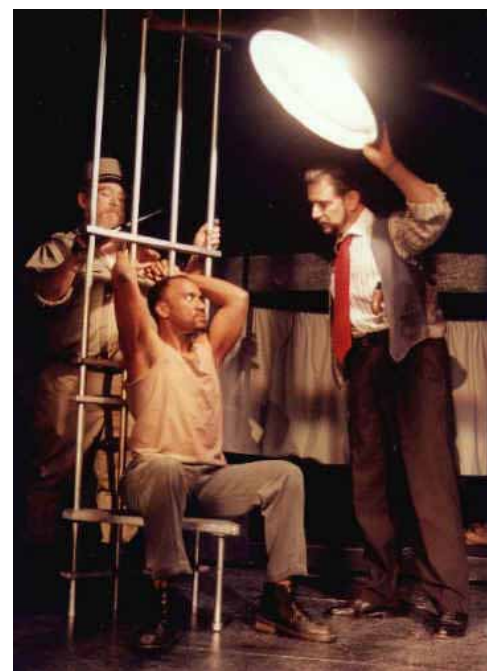
- Extraversion
- Emotional Stability
- Openness to New Experiences
- Conscientiousness
- Agreeableness

Personality and Leadership



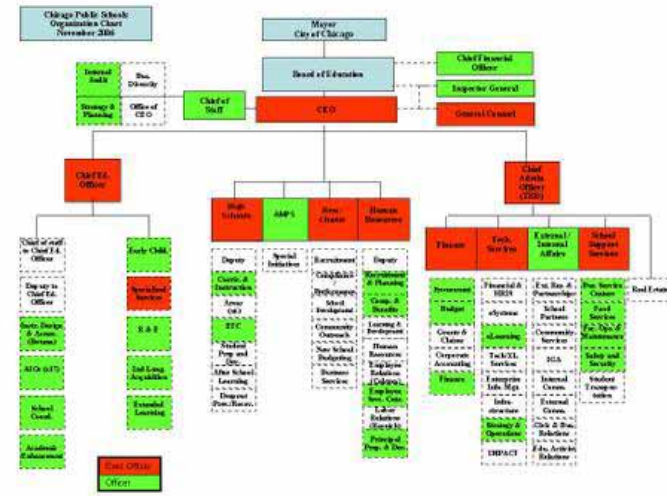
Frames of Reference





The Structural Frame

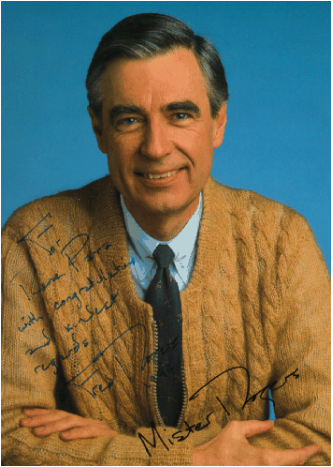
- The organization as a machine is the dominant image in the structural frame; leaders strive for machine-like efficiency and make decisions based on economic efficiency.
- Plans and goals are the primary tools of management, and leaders rely heavily on power and authority granted through their position to influence others.
- A *structural frame* places emphasis on goal setting and clarifying job expectations as a way to provide order, efficiency, and continuity.



The Structural Frame

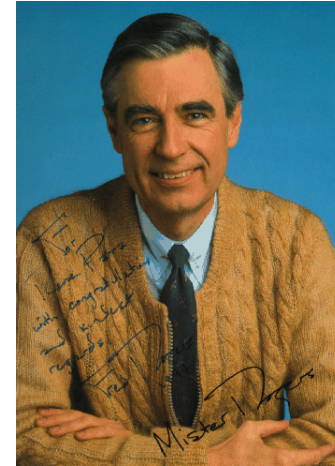
- Leaders emphasize job descriptions, hard data, specific policies, accepted standards, and the bottom line.
- Acceptance to rules brings order and logic to organizations.
- Task-oriented leadership styles, some of the contingency approaches, and transactional leadership rely on this frame.
- Carried to an extreme, the structural frame leads to rigidity and even tyranny among leaders.





The Human Resource Frame

- According to the *human resource frame*, people are the organization's most valuable resource.
- This frame defines problems and issues in interpersonal terms and adjusts the organization to meet human needs.
- Leaders focus on relationships and feelings, lead through empowerment and support and encourage open communication.



The Human Resource Frame

- Effective leaders use the human resource perspective to involve others and give them opportunities for personal and professional development.
- They value people, are visible and accessible, and serve others.
- This frame can be ineffective if the leader bends to the whims of others, using caring and participation to avoid leadership responsibility.





The Political Resource Frame

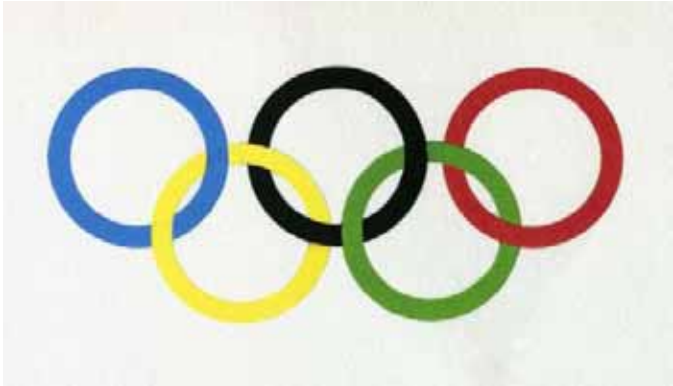
- The *political frame* of reference views organizations as arenas of ongoing conflict or tension over the allocation of scarce resources.
- Leaders spend their time networking and building alliances and coalitions to influence decisions.
- These leaders strive to build a power base and frequently exercise both personal and organizational power to achieve their desired results.



The Political Resource Frame

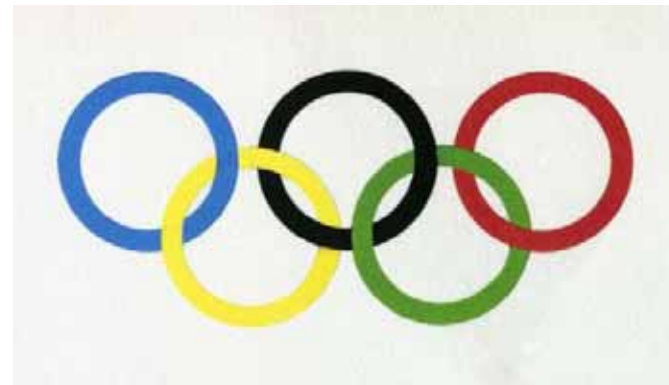
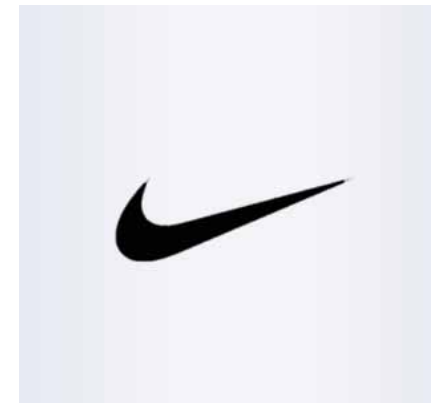
- Carried to an extreme, this frame can lead to deception, dishonesty, and power plays for the purpose of self-interest.
- Yet, effective political leaders use their negotiating, bargaining, and coalition-building skills to serve organizational needs.
- Power and politics are an important, although often hidden, part of all organizations.
- Power is a reality, and political schemes are a natural part of organizational life.





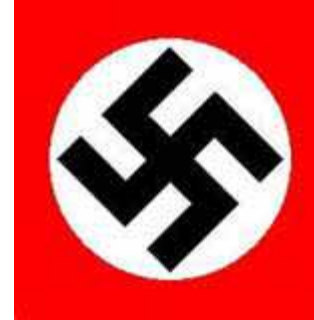
The Symbolic Frame

- To use full leadership potential requires that leaders also develop the *symbolic frame*, in which leaders perceive the organization as a system of shared meaning and values.
- The symbolic leader focuses on shared vision, culture, and values to influence others and lead the organization.
- Charismatic and transformational leadership rely on this frame.
- Leaders use rituals, ceremonies, stories, and symbols to create and reinforce a corporate culture.



The Symbolic Frame

- Symbolic leaders inspire people to higher levels of performance and commitment; however, this frame can lead to the “messiah” complex by relying too heavily on symbols.
- Symbols can be used for dishonest, unethical, and self-serving purposes.
- Symbolic leaders are effective when they articulate a vision that is widely shared and understood, and when they support the deepest concerns and values of followers.



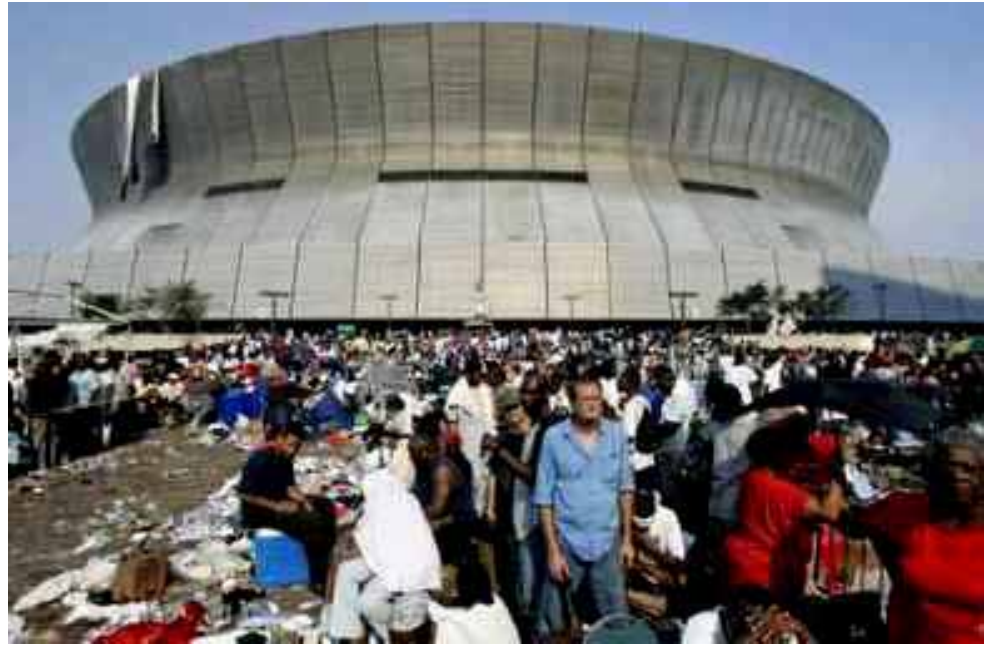
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**Our People
are our
greatest
Resource**





1. Structural

Mind-set: Sees organization as machine, economics, plans
Emphasis: Goals, systems, efficiency, formal authority
Dangers: Rigidity and tyranny

People want rules, structure and stability

<p>1. Structural</p> <p>Mind-set: Sees organization as machine, economics, plans</p> <p>Emphasis: Goals, systems, efficiency, formal authority</p> <p>Dangers: Rigidity and tyranny</p>	<p>2. Human Resource</p> <p>Mind-set: Sees organization as family, belonging, clan</p> <p>Emphasis: People, support, empowerment</p> <p>Dangers: Lack of content or substance</p>
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People though, are messy, and the rules need to be interpreted

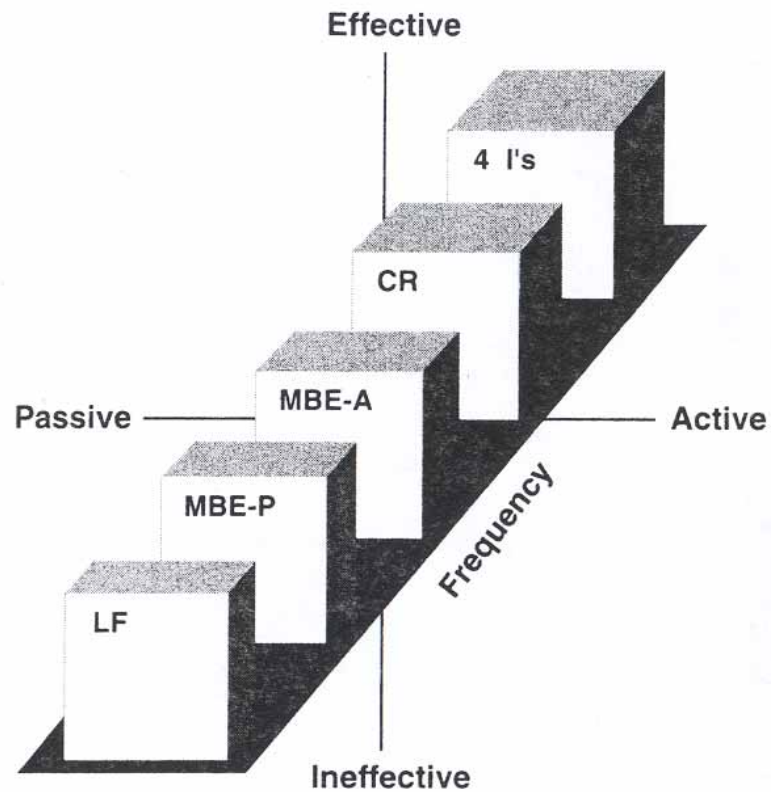
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If people are messy, groups of people are even messier. Your people want you to “represent.”

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Transformational Leadership

- Transformational – “Transforming Ownership”
- Transactional – “Lets Make a Deal”
- Passive – “Non-Leadership”



LEGEND

Nonleadership

LF Laissez-Faire

Transactional

MBE-P Management-by-Exception, Passive

MBE-A Management-by-Exception, Active

CR Contingent Reward

Transformational 4 I's

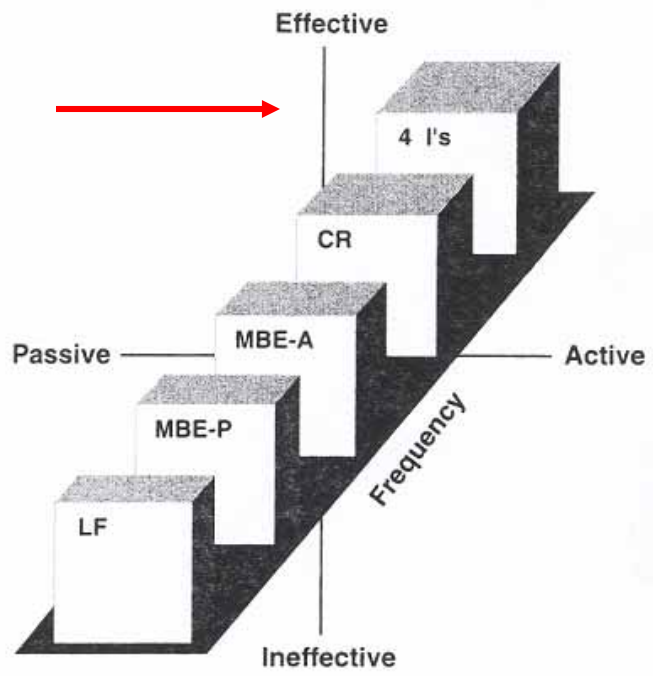
Idealized Influence

Inspirational Motivation

Intellectual Stimulation

Individualized Consideration

SOURCE: From *Improving Organizational Effectiveness Through Transformational Leadership*, by B. M. Bass and B. J. Avolio, 1994, Thousand Oaks, CA: Sage. Used with permission of the author.

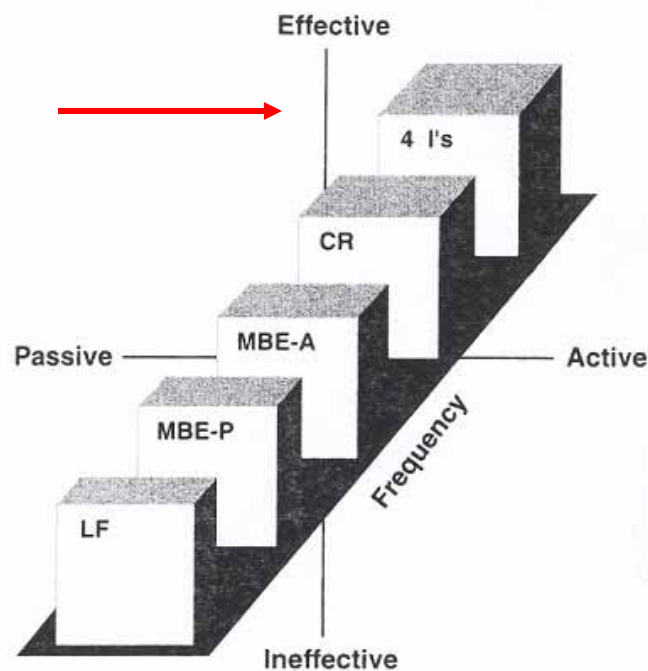


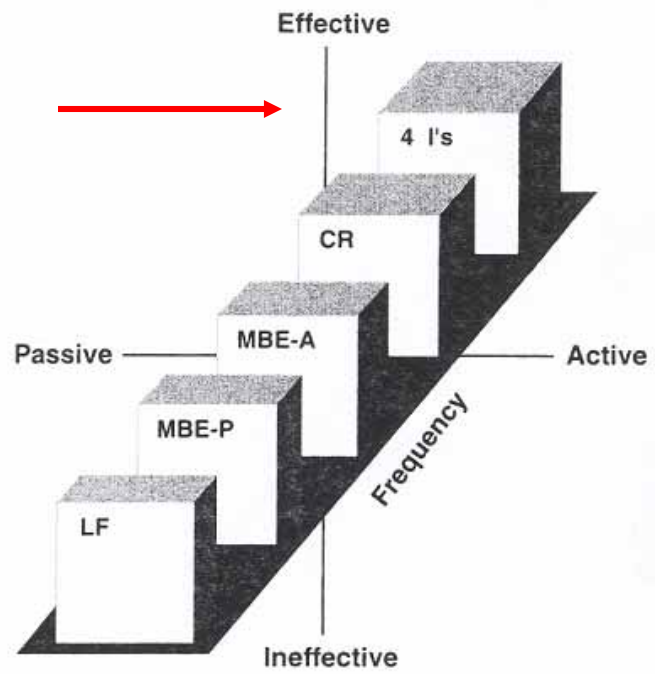


Idealized influence (attributes) is a facet of transformational leadership, which describes leaders who are exemplary role models for associates. Leaders are admired and respected, and followers want to emulate them (Bass, 1999).

Idealized influence (behaviors) is a facet of transformational leadership, which describes leaders who can be counted on to do the right thing through high ethical and moral standards (Bass, 1999).

- a. Demonstrating an inclusive vision
- b. Walking the walk
- c. Exhibiting great commitment and persistence in pursuing objectives.
- d. Expressing confidence in the vision of the organization.
- e. Developing trust and confidence among employees.
- f. Symbolizing the goals and mission of the organization.
- g. Sending the message, "I believe that this is truly the right thing to do".

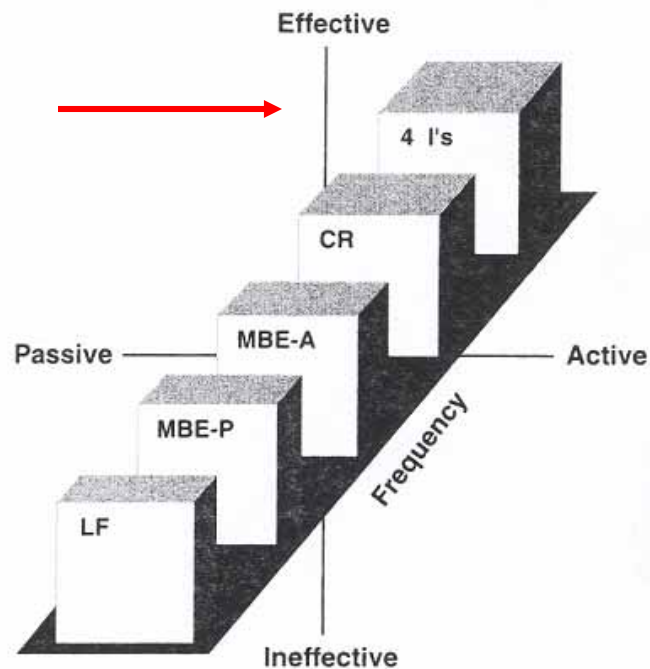


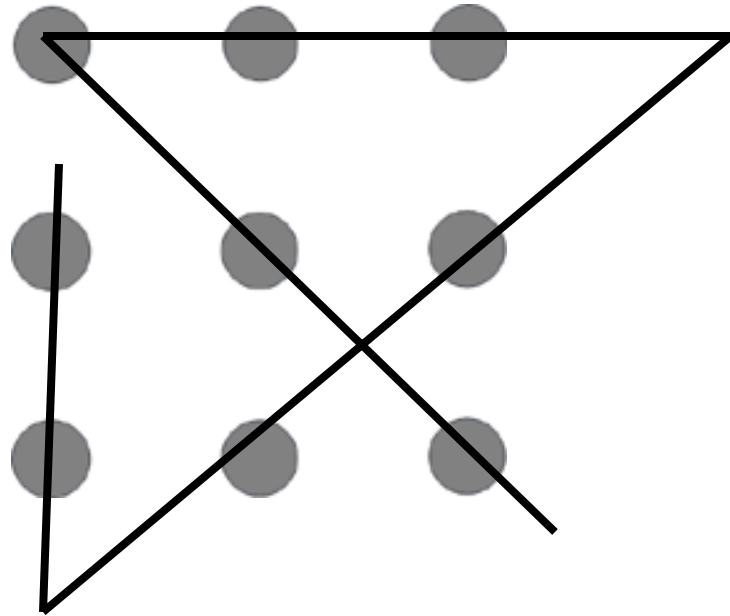
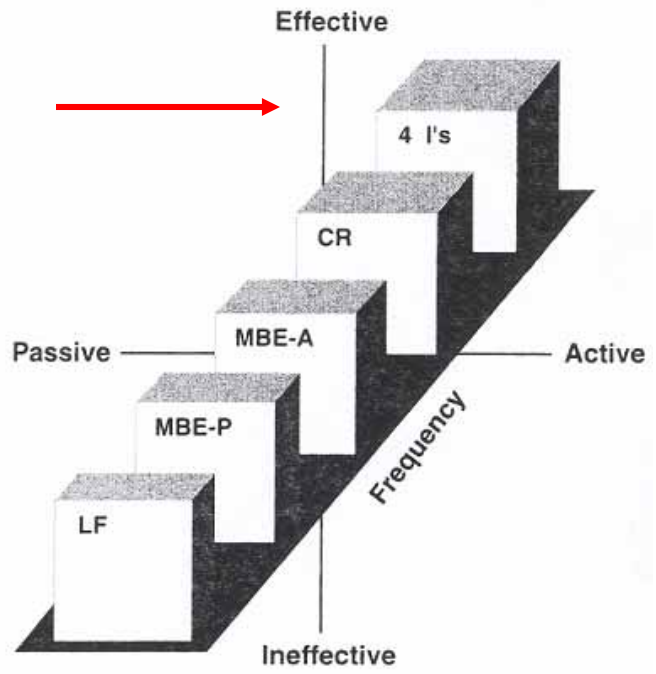
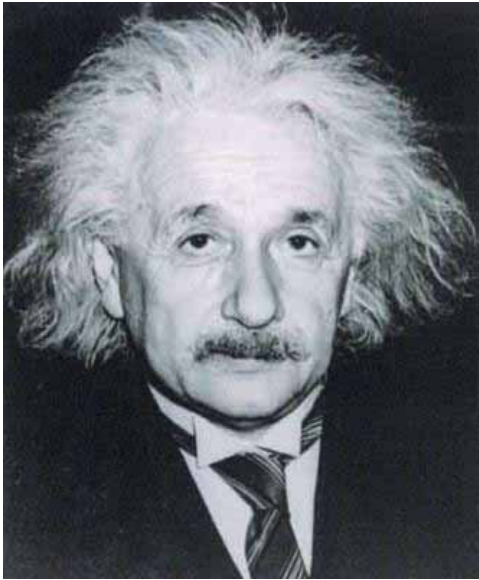


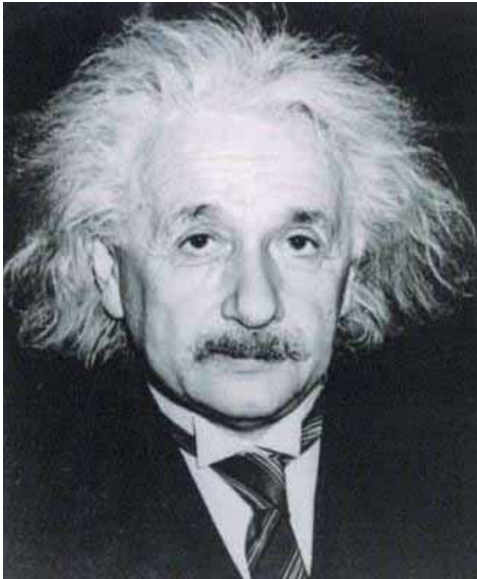


Inspirational motivation is a behavior facet of transformational leadership, which describes leaders who motivate and inspire followers to commit to the vision of the organization. Leaders with inspirational motivation behave in ways that encourage team spirit, and provide meaning and challenge to their follower's work (Avolio, 1999).

- a. Inspiring others to perform.
- b. Clarifying where the organization will be in the future.
- c. Creating a strong sense of purpose among employees.
- d. Aligning individual and organizational needs.
- e. Helping followers achieve more than even they thought was possible.
- f. Sending the message, "If we focus on what this organization stands for . . . we can achieve whatever we desire!"

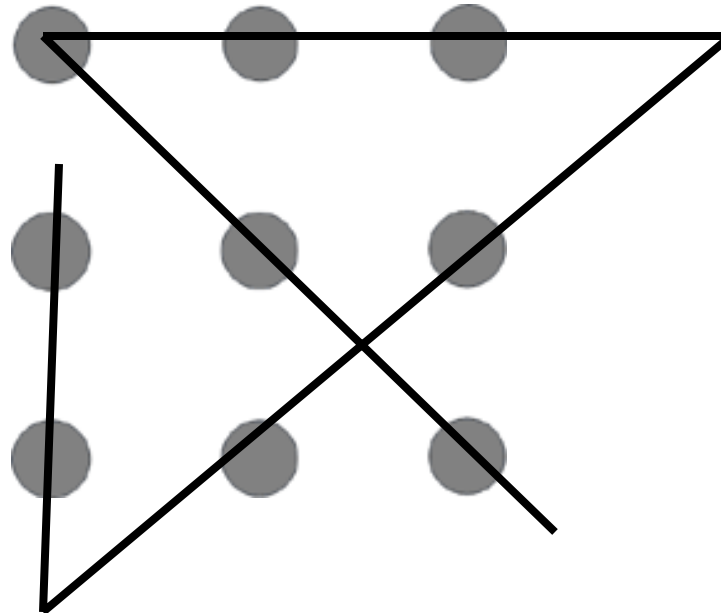
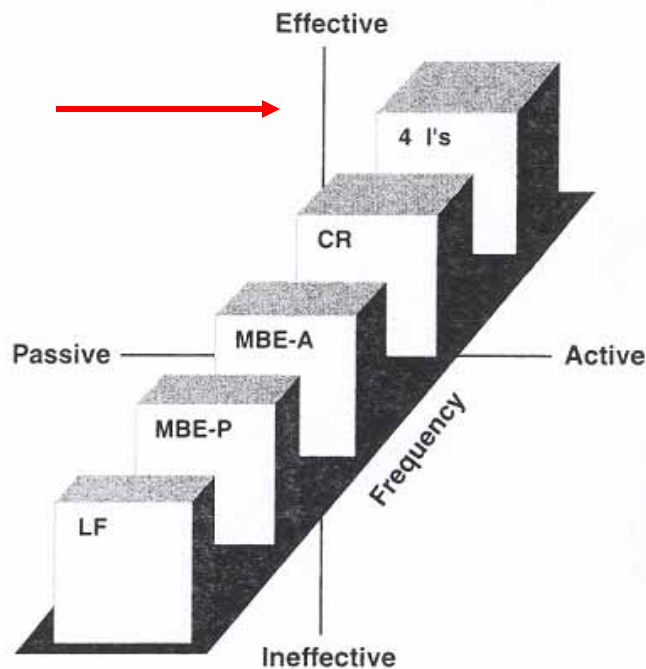


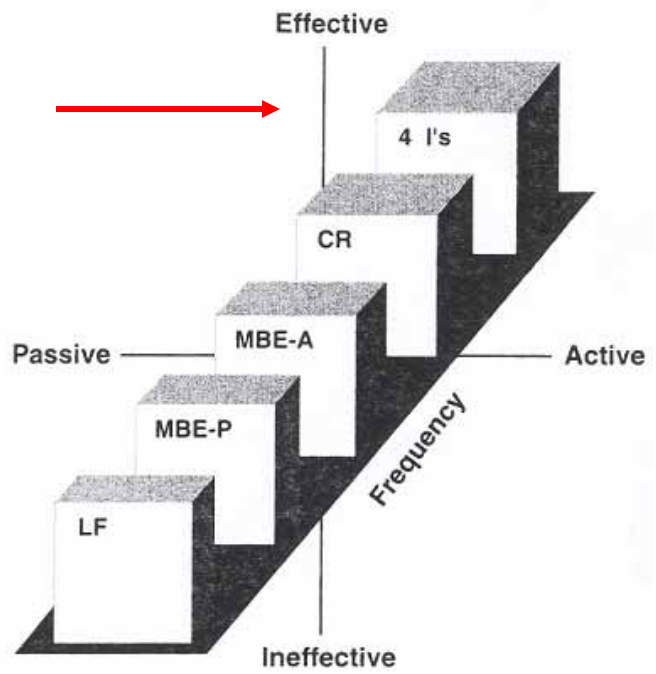




Intellectual stimulation is a behavior facet of transformational leadership, which describes leaders who encourage innovation and creativity through challenging the normal beliefs or views of their followers. Leaders with intellectual stimulation promote critical thinking and problem solving to make the organization better (Avolio, 1999).

- a. Encouraging the imagination of employees.
- b. Challenging the old ways of doing things.
- c. Looking for better ways to do things.
- d. Encouraging followers not to think like him/her.
- e. Willing to take risks for potential gains.
- f. Sending the message, "If we change our assumptions, then."

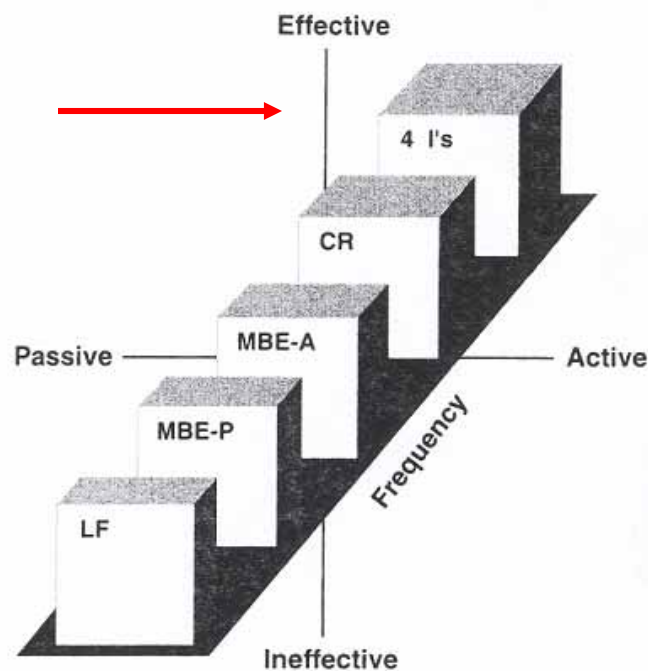


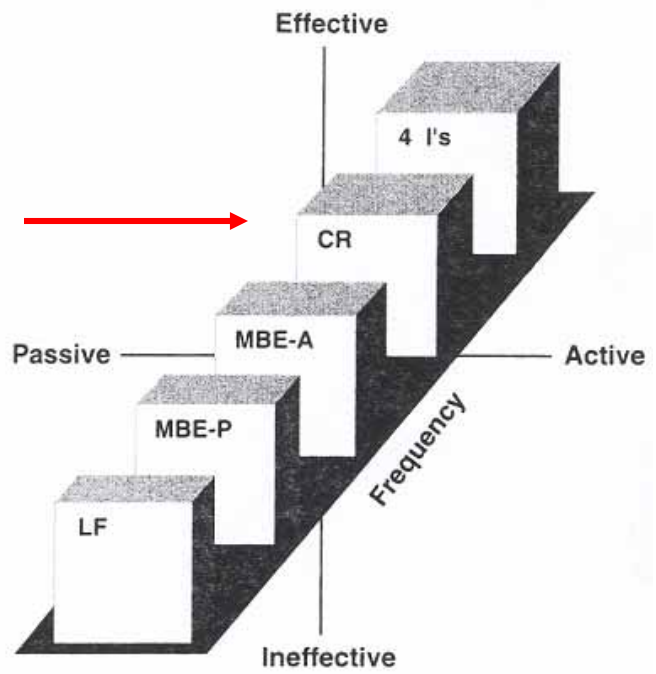




Individual consideration is a behavior facet of transformational leadership, which describes leaders who act as coaches, facilitators, teachers, and mentors to their followers. Leaders with individual consideration encourage followers, provide continuous feedback, and link the follower's current needs to the organization's mission (Avolio, 1999).

- a. Empathizing with individual needs.
- b. Making interpersonal connections with employees.
- c. Genuinely caring and showing this compassion in actions.
- d. Encouraging continuous development and growth of employees.
- e. Sending the message, "I care about you and am looking out for your best interest".



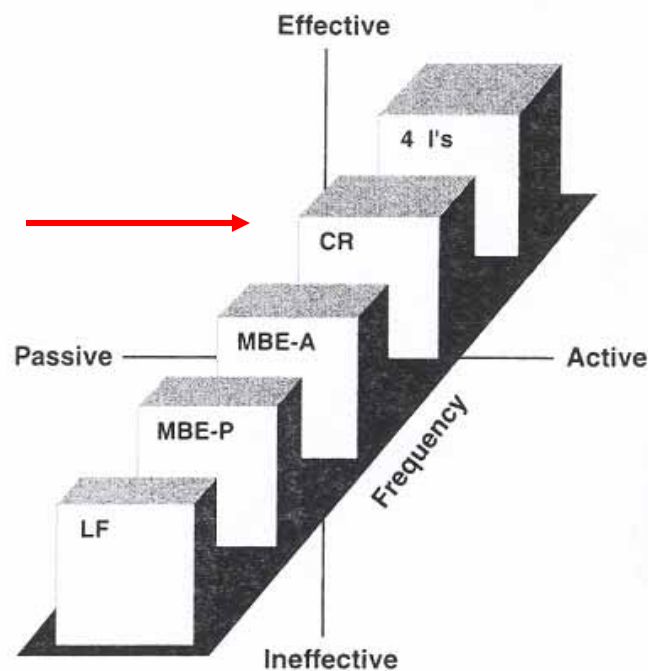




Contingent reward is a behavior facet of transactional leadership, which describes leaders who engage in a constructive path-goal transaction of reward for performance. Leaders clarify expectations, exchange promises and resources, arrange mutually satisfactory agreements, negotiate for resources, exchange assistance for effort, and provide recommendations for successful follower performance (Bass, 1985).

Constructive transactions.

- Makes clear expectations of outcomes and rewards.
- Exchanges reward and recognition for accomplishments.
- Actively monitors employee's progress and provides supportive feedback.

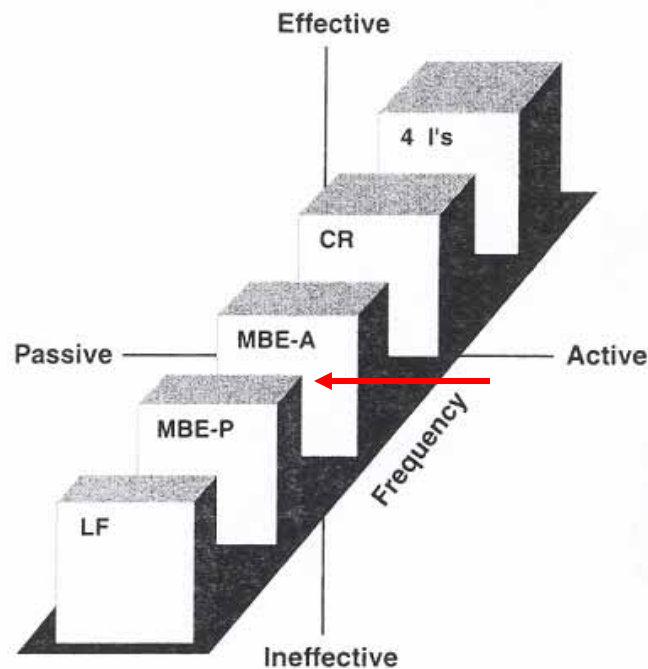




Management-by-exception (active) is a behavior facet of transactional leadership, which describes leaders who monitor followers' performance and take corrective action if deviations from standards occur. They enforce rules to avoid mistakes (Bass, 1985).

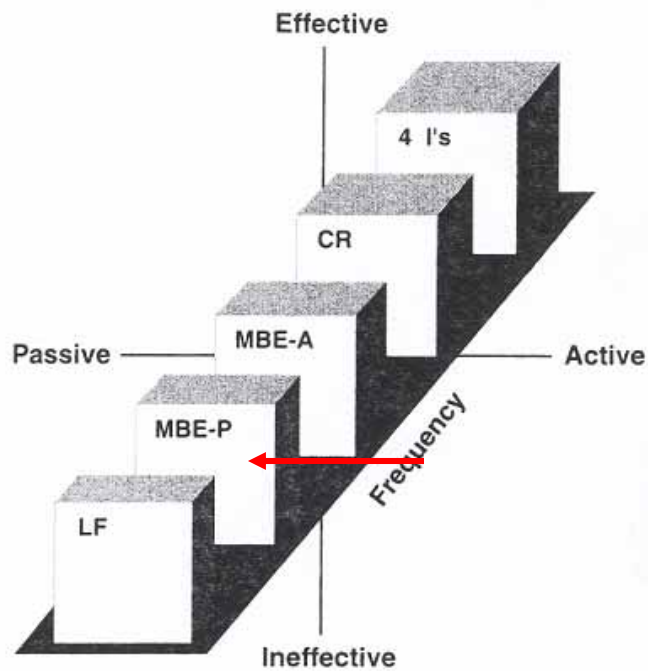
Takes corrective actions.

- a. Sets standards, but waits for problems to arise before doing anything.
- b. Stresses what people are doing wrong.
- c. Enforces rules, dislikes challenges to the status quo.
- d. Only hear from the leader when something is wrong.
- e. "Uh oh, here he/she comes again!"



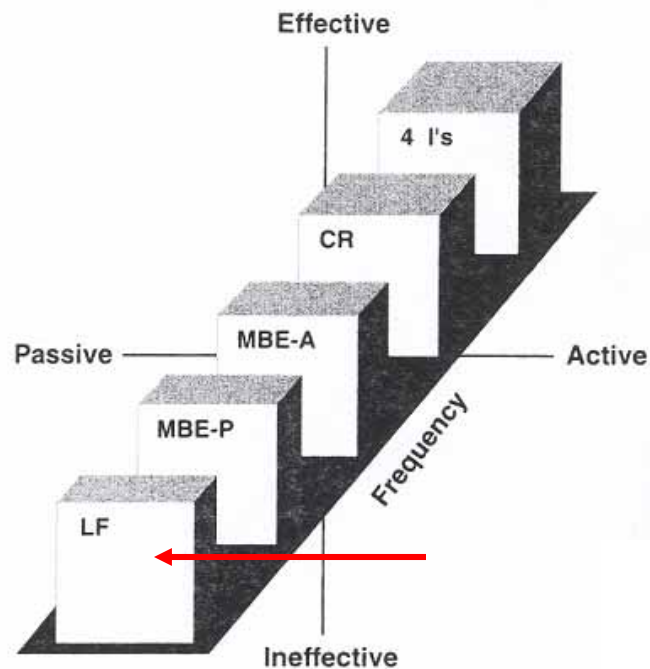


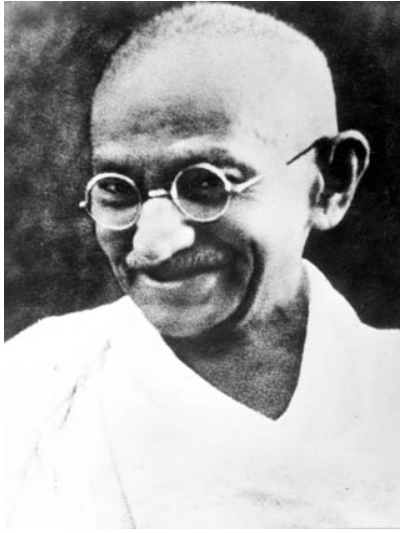
Management-by-exception (passive) is a behavior facet of transactional leadership, which describes leaders who fail to intervene until problems become serious. They wait for mistakes to be brought to their attention before they take corrective action (Bass, 1985).



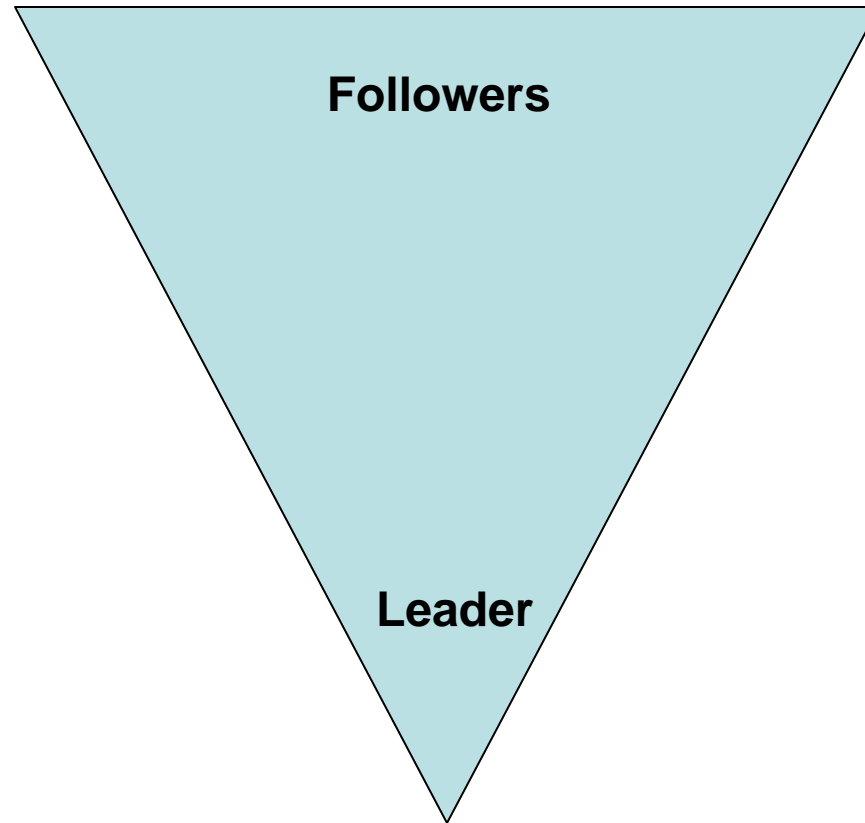
Laissez-faire describes the absence of leadership. A person in a leadership role that avoids making decisions and carrying out their supervisory responsibilities exemplifies it. They are not reactive or proactive, but inactive and passive in their leadership role (Bass & Avolio, 1994). Absence of leadership.

- a. Avoids taking a stand on issues.
- b. Doesn't emphasize results.
- c. Refrains from intervening when issues arise.
- d. Unaware of employee performance.
- e. "That leader doesn't even care if we do or if we don't"





Servant Leadership



Servant Leadership

- **Listening.** The leader has a deep commitment to listening intently to others. Listening also encompasses getting in touch with one's own inner voice and seeking to understand what one's body, spirit and mind are communicating. Listening, coupled with regular periods of reflection, is essential to the growth of the servant-leader.
- **Empathy.** The servant-leader strives to understand and empathize with others. People need to be accepted and recognized for their special and unique spirits.

Servant Leadership

- **Healing.** Learning to heal is a powerful force for transformation and integration. One of the great strengths of servant leadership is the potential for healing one's self and others.
- **Awareness.** General awareness and especially self-awareness, strengthens the servant-leader.
- **Persuasion.** A servant-leader relies on persuasion, rather than using one's positional authority.

Servant Leadership

- **Conceptualization.** Servant-leaders seek to nurture their abilities to 'dream great dreams'. The ability to look at a problem (or an organization) from a conceptualizing perspective means that one must think beyond day-to-day realities.
- **Foresight.** The ability to understand the lessons from the past, the realities of the present, and likely consequences of a decision for the future.

Servant Leadership

- **Stewardship.** Holding something in trust for another.
- **Commitment to the growth of people.** The servant-leader is deeply committed to the growth of each individual within his or her institution.
- **Building community.** Among those who work within a given institution.

Putting it All Together

- Work on Extraversion
- Work on Emotional Stability
- Work on Political Frame
- Work on Symbolic Frame
- Work on Transforming Followers
 - Inspirational Motivation
 - Role Modeling
 - Individualized Consideration
 - Intellectual Stimulation

Homework.....

- Complete the Personality Inventory
- Complete the Frames Inventory
- Complete the MLQ
- Complete the Servant Leadership Inventory

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