

SDC

Tracks 2 & 3



SDC Tracks 2&3 (Modules 4-7)

Module 4: Making a Difference Through Leadership

- Power: The Foundation of Leadership
- Leadership: Changing Perspectives
- Leaders are Not Just Managers
- Elements of Situational Leadership
- Situational Leadership: The Road to Your Success

POWER:

The Foundation of Leadership



Outline

- Definition of Power
- 2 Kinds of Power
- 4 Kinds of Position Power
- 3 Faces of Personal Power
- How to Increase One's Power
- Outcomes of Power

“ We thought because we had power, we had wisdom.”

Stephen Vincent Benet

What comes to mind when we
hear power?



POWER is...

- **the prime movers of people and events.**
- **the ability to make things happen the way you want to.**
- **to get someone else to do something you want them to do.**

The essence of power is...

**influence over the behavior
of others.**

Power is now considered as:

- + going beyond mere *influence* and *persuasion*.
- + no longer considered as synonymous with controlling others.
- + Neither it is blind faith, mindless obedience or robotic servitude.

Power is...

- + **The ability to *lead* and *inspire*.**
- + **It is based on *trust*, *respect*, and *wholehearted commitment* freely given and earned.**
- + **The foundation of effective leadership**
- + **Leadership and power go hand in hand**
- + **Enables you to move, activate and empower your people**

**Wise use of power *creates,*
*builds and transforms,***

**Abusive use of power –
*destroys.***

Two Kinds of Power

1. POSITION Power

This power is created and conveyed by the organization. It emanates from top-level management and is delegated down the chain of command.

Two Kinds of Power

2. PERSONAL Power

This power is derived and *freely given* by members of the work team/group.

It comes not from one's *status, position or title* but is built from one's *relationship* with other members of the work team/group.

Four Faces of Position Power

LEGITIMATE Power

- Ability to influence because of his/her position
- This is based on one's position in the organization. Employees tend to feel that they ought to do what the supervisor says, even if they may have personal objections to it.

Four Faces of Position Power

Legitimate power leads to mere *compliance or lipservice* – doing something to please the authority figure, with little concern for quality of work done.

Limitations of Legitimate Power:

- + What the employee considers as a legitimate request – i.e. the scope of what an employee thinks the supervisor can require/ask them to do.
- + What you can legitimately request or ask an employee to do.

Legitimate power is appropriate only when asking people to do something that is *within the scope* of their job.

Four Faces of Position Power

COERCIVE Power

- This power is the extent to which a person has the ability to *punish, physically or psychologically inflict harm on someone else, or to deny desired rewards.*
- *Power based in fear, may include delegating undesirable work arrangements, ability to reprimand and dismiss.*

Limitations of Coercive Power

- + As a motivator it is often short-lived, with whatever effectiveness it may seem to have being merely an illusion.
- + Fear of coercive power often mobilizes the work group to unite and resist.

Coercive power results in unproductive and dysfunctional behavior such as:

S Slowing down of work pace, suspicion, sabotage

L Lip service loyalty, commitment, low self-esteem, lack of creativity

O Overdependence on authority figure

W Withdrawal, non-involvement

Four Faces of Position Power

REWARD Power

- + This power is the extent to which a person *controls the rewards* that another person values.
- + This type of power is also known as utility power. The *relationship* is based on the *exchange of goods and services*.
- + *May indicate power to promote, recognize, increase pay.*

Disadvantages of Reward Power

- + Individualism rather than teamwork and group effectiveness
- + Develops “pay-off” mentality

How to Increase One's Reward Power

- + Finding out what others value and try to reward them.
- + Using timely praise and appreciation.

Four Faces of Position Power

CONNECTION Power

This power is based on power relationships with influential people.

It relies on the *use of contacts or friends.*

How to Increase One's Connection Power

- **Increasing your visibility**
- **Expanding your network of contacts**
- **Getting with the “in-crowd”**
- **Joining the “right groups and associations”**
- **Making strategic alliances with other groups/ organizations**
- **Make your accomplishments known to others**

Three Faces of Personal Power

1. REFERENT Power

- This power exists when a person or group identifies the power source or imitates the power source.
- Power gained because of an attractive personality, charisma or charm.

Three Faces of Personal Power

2. INFORMATION Power

This power exists when a person is powerful due to the *information he/she possesses.*

How to Increase Your Information Power

- + **Know what is going on in the organization.**
- + **Serve on committees.**
- + **Network with other departments or agencies by exchange of information and services.**

Information is the life-blood of an organization and should be freely shared, unless it is categorized as confidential.

3. EXPERT Power

- This power exists when a person is powerful due to his/her skill, knowledge, experience or specialized competency.
- *Power gained through high level of competencies which gains them the respect of others.*

How to Increase Your Expert Power

- + **Take all the training and educational programs your organization provides.**
- + **Volunteer for more complex, new tasks where you can develop additional skills and competence.**
- + **Project a positive image.**

As a supervisor, you must consistently make a choice as to the type of power base you want to have.

“Leaders are leaders only
as long as they have the
respect and loyalty of their
people”.

As a supervisor, you have now the power to

SUPERVISE

S

trengthen your own personal power

U

nify work team's effort with other teams through networking and linkage

P

rovide climate for building harmonious and synergistic relationship

E

mpower people through coaching and mentoring

R

evitalize and energize the team

SUPERVISE

Value unique differences that individuals bring to the team and organization

Inspire competence and commitment

Sustain positive working relationship between supervisor and employee

Encourage creativity and innovation

Real power empowers others

- + It is built on mutual trust, respect, communication, and shared values.
- + It is grounded on a commitment to achieve the organization's VISION, MISSION AND GOALS.

Three Results or Outcomes of Power

- 1. Commitment – results when the manager is also a leader. People are committed to the person and therefore respond favorably to his/her attempt to influence them. Commitment is the positive outcome of power.**
- 2. Compliance – occurs when the boss is strictly a manager but has little leadership quality. Employees follow the request but do not have any personal stake in the result. Compliance is the neutral result of power.**
- 3. Resistance – happens when the supervisor’s power base is weak or inconsistent with the situation. In this case employees actively resist the attempt to influence them. Resistance is the negative result of power.**

*“ The best leader doesn’t say much,
But what he says carries weight.
When he is finished with his work
the people say “It happened
naturally”*

Thank you!



Leadership:

Changing Perspective



OUTLINE

- Definition of Leadership
- Leadership Challenge
- 3 Es of Effective Leadership
- BRIDGES

“ Leadership is in the eye of the beholder.”

LEADERSHIP is a thousand years old. It comes from the word **LAEDARE** meaning... to lead people on a journey.

Leadership is...

**motivating and coaching your
people to get things done.**

Leadership is...

a relationship. It is a process of mutual influence.

It empowers people to do what you want them to do.

Leadership is...

A skillful use of power.

It is influencing people to accomplish goals willingly while at the same time gaining their respect, loyalty and cooperation.

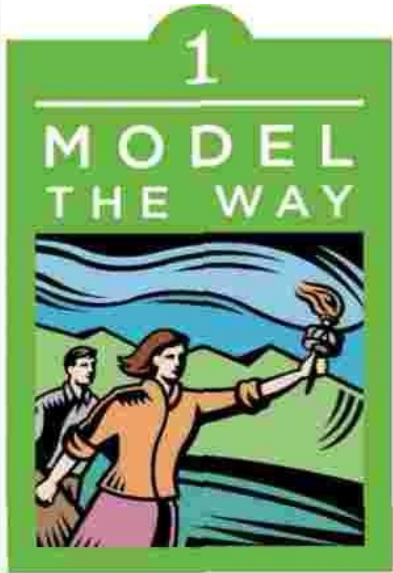
Leadership is...

working with and through people and groups to accomplish a goal or objective.

Leadership is...

- **inspiring, motivating, persuading, encouraging and empowering others to bring out the best qualities of your team and to achieve desired results.**
- **The desire to help others grow.**

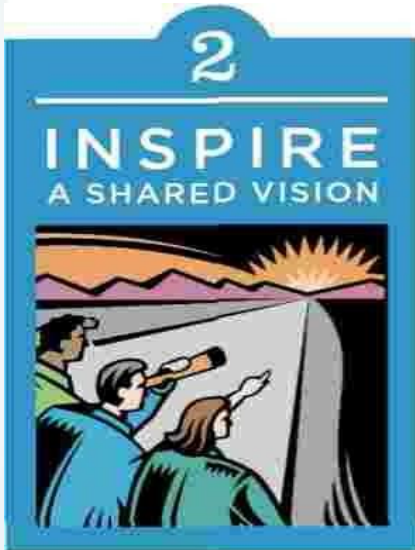
The Leadership Challenges



Find your voice by clarifying your personal values.

Set the example by aligning actions with shared values.

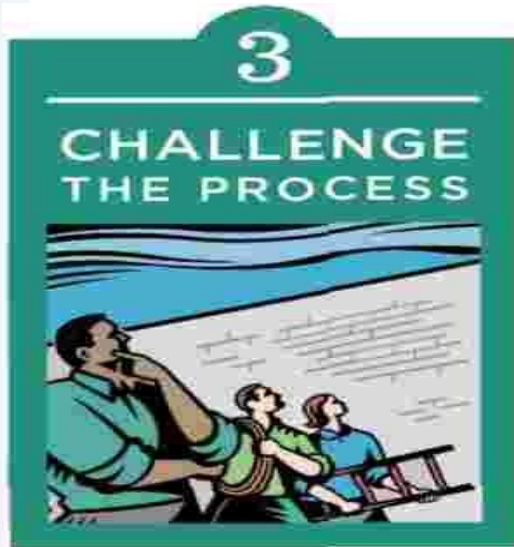
The Leadership Challenges



Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.

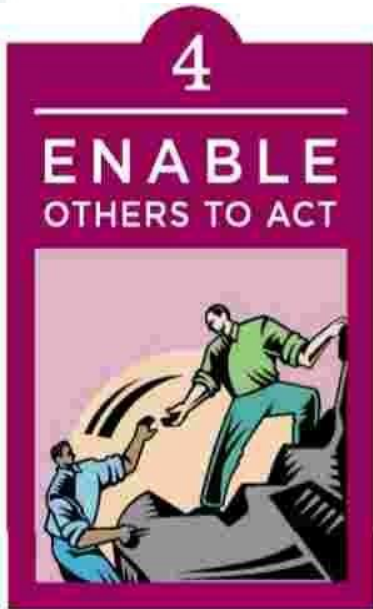
The Leadership Challenges



Search for opportunities by seeking innovative ways to change, grow, and improve.

Experiment and take risks by constantly generating small wins and learning from mistakes.

The Leadership Challenges



Foster collaboration by promoting cooperative goals and building trust.

Strengthen others by sharing power and discretion

The Leadership Challenges



Recognize contributions by showing appreciation for individual excellence.

Celebrate the values and victories by creating a spirit of community.

Three E's of Effective Leadership

E nvision

E nergize

E nable

ENVISION

- **Is creating the future, gaining enrollment, alignment, and commitment.**
- **Leaders must help employees to envision their destination and create or picture of where the organization is going, what they are trying to accomplish and why.**
- **Leaders must have the skill to guide the journey and the passion to propel the group forward.**

Vision

Is the ability to perceive something not actually visible.

ENERGIZE

**Is inspiring people to deliver
the future.**

By energizing people you will be able to:

- + gain commitment and cooperation.**
- + make the best use of skills, energies and talents.**
- + get and achieve objectives.**
- + increase productivity.**
- + ensure superior client service.**

Energize people by:

- + **Serving as role model**
- + **Reinforcing desired work values/norms**
- + **Encouraging participation**
- + **Providing honest and timely feedback.**
- + **Demonstrating a sense of urgency**
- + **Caring for people**
- + **Communicating honestly and openly and encouraging others to do the same.**

Feedback allows you to:

- + Review organizational goals**
- + Remind people's key result areas/
priorities**
- + Reinforce belief in one's self**
- + Recognize and show appreciation**

ENABLE

Is building people's capability to achieve better organizational results.

How to Enable People:

- **Develop capabilities required in jobs**
- **Eliminate organizational barriers only the leaders can resolve**
- **Effectively delegate to others**
- **Express support, confidence in the ability of others**
- **Tailors behaviors to the specific situations**
- **Walk the talk**

CHAOS

Is the result of ineffective leadership

C
H
A
O
S

Conflict and miscommunication

High burnout

Avoidance of responsibility/accountability

Overdependence on authority

Sub-optimization of people's capability

**Leadership is important
to a supervisor because
through it, they build
BRIDGES.**

BRIDGES

Builds working environment characterized by mutual trust, openness and respect.

Reshapes team into responsive and responsible team members.

Increases productivity and quality outputs.

Develops shared values, shapes employees' attitudes and behavior and supports organization's vision.

Gains involvement and collaboration in work teams.

Energizes employees to be their best and to do their best.

Sets superior client service.

“ Leadership is much more an art, a belief, a condition of the heart, than a set of things to do. The visible signs of artful leadership are expressed, ultimately in practice”

Max de Pree

Thank you!



*Leaders are
not just Managers*

OUTLINE

- Who are leaders
- Who are managers
- What is Management
- Level 5 Leadership

“ Leadership is a piece of string. Pull it and it will follow whenever you wish; push it and it will go nowhere”

Gen. Dwight D. E Eisenhower

Leaders are Not Just Managers

Management experts say that part of the problem of most organizations today is that “they are over-managed but underled”.

Leaders are Not Just Managers

The hottest topic in management fora, books and articles these days is the continuing debate on management versus leadership.

What is better -

**to be a leader
or
to be a manager?**

The words “managers” and “leader” are metaphors representing two opposite ends of a continuum.

“Manager” signifies the more analytical, structures, controlled, deliberate, and orderly end of the continuum.

**“Leader” occupies the
more experimental,
visionary, creative,
passionate and flexible.**

Managers and leaders both have minds and souls, each tend to emphasize one over the other as they function in the organization.

Both sides are like night and day. It is their combination that creates a perfect day. They function most effectively when taken together.

**Leadership and management
are not the same thing.**

Management is the process of accomplishing objectives and getting desired results by, with, and through others.

Definition Of Management

What do managers do?

1. Set goals/ objectives → **PLANNING**
2. Organize → **ORGANIZING**
3. Motivate and communicate → **LEADING**
4. Develop people → **LEADING**
5. Measure → **CONTROLLING**

Management

The attainment of organizational goals in an effective and efficient manner through **POLC** of organizational resources.

4 (Four) Management Functions

1. PLANNING

-defines where the organization wants to be in the future and how to be there.

2. ORGANIZING

**-involves assigning of task,
grouping task into departments,
delegating authority and allocating
resources across the organization.**

3. LEADING

- motivate, communicate and develop people.

- use of influence to motivate employees to achieve organizational goals.

- Leading means creating a shared culture and values, communicating goals to people throughout the organization, and influence employees with the desire to perform at a high level.

4. CONTROLLING

-monitoring employees' activities, determining whether the organization is on target toward its goals, and making corrections as necessary.

Leadership is an important aspect of managing. The ability to lead effectively is one of the keys to being an effective manager.

LEVEL 5

EXECUTIVE

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

LEVEL 4

EFFECTIVE LEADER

Catalyzes commitment to compelling vision, stimulates higher performance standards.

LEVEL 3

COMPETENT MANAGER

Organizes people and resources toward goals.

LEVEL 2

CONTRIBUTING TEAM MEMBER

Contributes individual capabilities and works effectively with teams.

LEVEL 1

HIGHLY CAPABLE INDIVIDUAL

Makes productive contributions through KSA

Level 5 Hierarchy

LEVEL 5 Leaders Characteristics:

- **Ambition for the Organization**

➤ A Compelling Modesty

➤ Unwavering
Resolve... To Do
What Must Be Done

➤ **Plow Horse not
Show Horse**

➤ The Window and the Mirror Mentality

Leadership is not simply good management. Willingness, respect, loyalty and cooperation are earned through leadership.

To be both leader and supervisor is the best combination. It will make your job easier and will ensure successful accomplishment of your objectives.

Thank you!

