

WOMEN & LEADERSHIP

Leadership is the process of influencing others to achieve a goal.

LEADERSHIP MYTHS & TRUTHS

MYTH: Leaders are born and not made

TRUTH: People can learn to become leaders

MYTH: There is one correct way to be a leader

TRUTH: Leadership styles must fit the situation

Managers

direct and give orders

Leaders

influence and motivate

RECOGNIZE YOUR POWER SOURCES

Reward Power

Coercive Power

Legitimate Power

Informational Power

Referent Power

Expert Power

Are you
TASK-
ORIENTED
or
RELATIONSHIP-
ORIENTED?

Task-Oriented leaders emphasize completing tasks and reaching goals

Choose the best leader behavior to fits the situation.

Relationship-oriented leaders emphasize employee development, satisfaction, and group harmony

RESEARCH ON FEMALE LEADERS

- Female leaders can be effective using either task-oriented or relationship-oriented behaviors, as long as it fits the situation
- Female leaders are expected to use mostly relationship-oriented behaviors
- When female leaders are task-oriented, they are perceived as ineffective, even if that style is effective, because their behavior violates stereotypes

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AUTHENTICITY & SELF-PROMOTION

Authentic leaders are:

- self-aware
- genuine
- fair
- ethical

You have to be able to promote your own worth with authenticity

- Promote your value, not yourself
- Share examples and stories of your work
- Be relevant to your audience
- Publicly recognize others

LEADERSHIP ASSESSMENT

One of the most fundamental leader theories is based on the leader's behavioral approach. Task-oriented leaders emphasize completing tasks and reaching goals, while relationship-oriented leaders emphasize employee development and satisfaction, and group harmony. Leaders can engage in both behaviors, but most of us have a preferred way of leading. Answer the questions below to see yours.

Instructions: Read each item carefully and think about how often you engage in the described behavior. Indicate your response to each item by circling one of the five numbers to the right of each item.

Key: 1 = Never 2 = Seldom 3 = Occasionally 4 = Often 5 = Always

- | | | | | | |
|--|---|---|---|---|---|
| 1. Tells group members what they are supposed to do. | 1 | 2 | 3 | 4 | 5 |
| 2. Acts friendly with members of the group. | 1 | 2 | 3 | 4 | 5 |
| 3. Sets standards of performance for group members. | 1 | 2 | 3 | 4 | 5 |
| 4. Helps others in the group feel comfortable. | 1 | 2 | 3 | 4 | 5 |
| 5. Makes suggestions about how to solve problems. | 1 | 2 | 3 | 4 | 5 |
| 6. Responds favorably to suggestions made by others. | 1 | 2 | 3 | 4 | 5 |
| 7. Makes his or her perspective clear to others. | 1 | 2 | 3 | 4 | 5 |
| 8. Treats others fairly. | 1 | 2 | 3 | 4 | 5 |
| 9. Develops a plan of action for the group. | 1 | 2 | 3 | 4 | 5 |
| 10. Behaves in a predictable manner towards group members. | 1 | 2 | 3 | 4 | 5 |
| 11. Defines role responsibilities for each group member. | 1 | 2 | 3 | 4 | 5 |
| 12. Communicates actively with group members. | 1 | 2 | 3 | 4 | 5 |
| 13. Clarifies his/her own role within the group. | 1 | 2 | 3 | 4 | 5 |
| 14. Shows concern for the well-being of others. | 1 | 2 | 3 | 4 | 5 |
| 15. Provides a plan for how the work is to be done. | 1 | 2 | 3 | 4 | 5 |
| 16. Shows flexibility in making decisions. | 1 | 2 | 3 | 4 | 5 |
| 17. Provides criteria for what is expected of the group. | 1 | 2 | 3 | 4 | 5 |
| 18. Discloses thoughts and feelings to group members. | 1 | 2 | 3 | 4 | 5 |
| 19. Encourages group members to do high-quality work. | 1 | 2 | 3 | 4 | 5 |
| 20. Helps group members get along with each other. | 1 | 2 | 3 | 4 | 5 |

Score Interpretation

45 - 50: Very high
40 - 44: High
35 - 39: Moderately high
30 - 35: Moderately low
25 - 30: Low
20 - 25: Very low

Scoring: First, sum the responses of the odd-numbered items. This is your score for task-oriented behavior. Then, sum the responses of the even-numbered items. This is your score for relationship-oriented behavior.

Total scores: Task _____ Relationship _____