

Leadership Foundations

Leadership Training for Managers

Dickerson Consulting

SESSION 1: LEADERSHIP FUNDAMENTALS

Learning Objectives

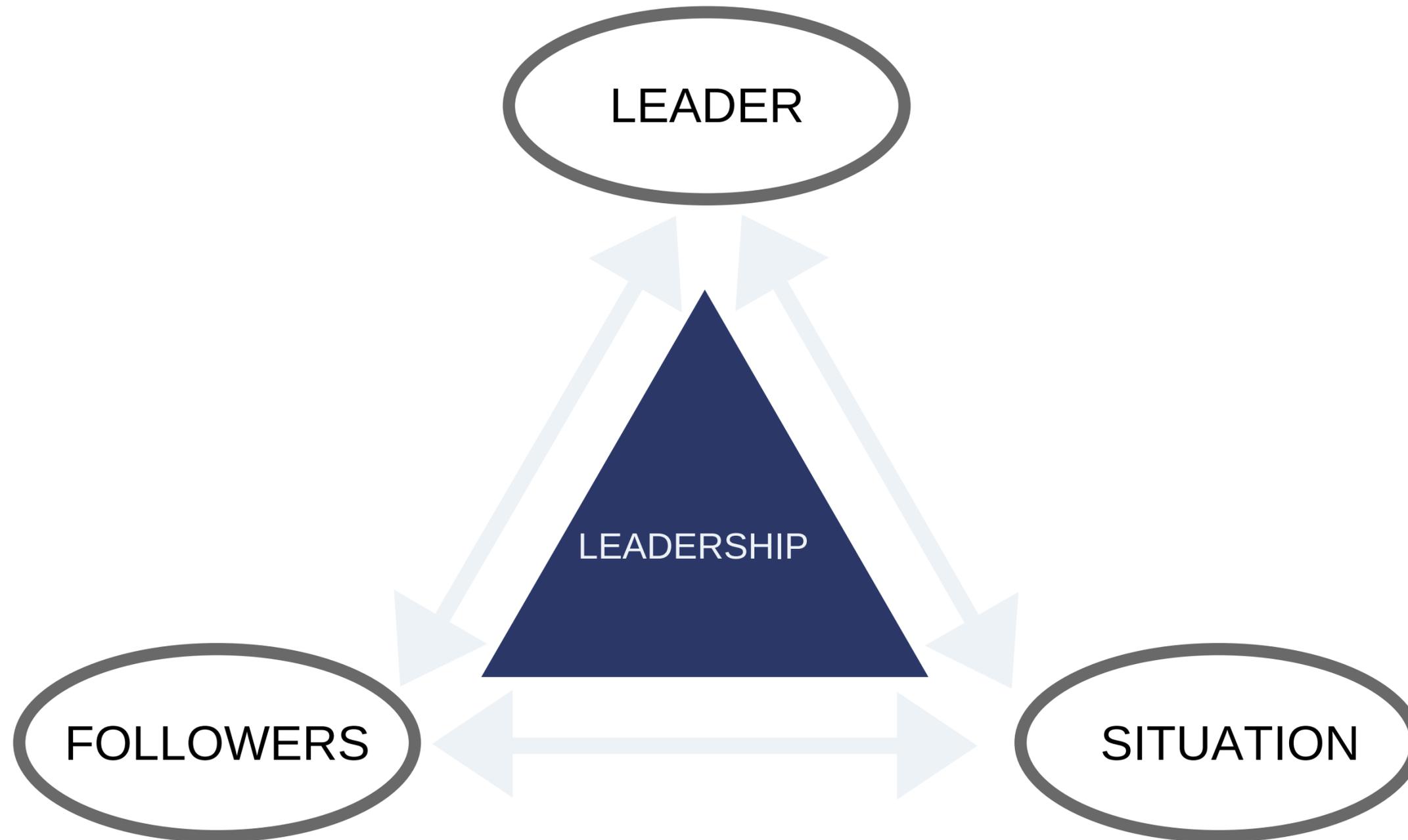
- Recognize leadership is about more than just the leader
- Assess your leader traits
- Harness your sources of power
- Understand leader behaviors

Leadership
is a process whereby an
individual influences a group
of individuals to achieve
a common goal

Northhouse (2019)



Leadership Triangle



Leaders

What describes them?

Intelligence

Integrity

Sociability

Determination

Self-Confidence

*You can
change each of
these*

6 Sources of Power





Set achievable goals

Make them difficult, but not too difficult

Make them specific

Have high commitment (try accountability)

Reflection

Explore these questions and set goals

Traits

- Which are strong?
- How can enact your confidence in that strength?
- What needs work?
- What's one thing you can do to improve one trait?

Power

- Where are your sources of power?
- Are you confident in your use of power?
- How can you improve your power?



Leader Behavior

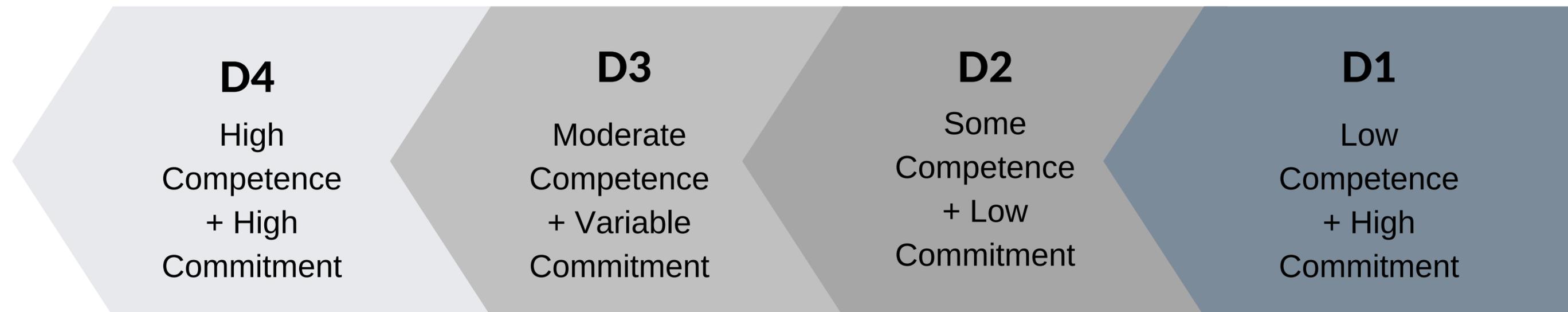
Task-oriented leaders emphasize completing tasks and reaching goals

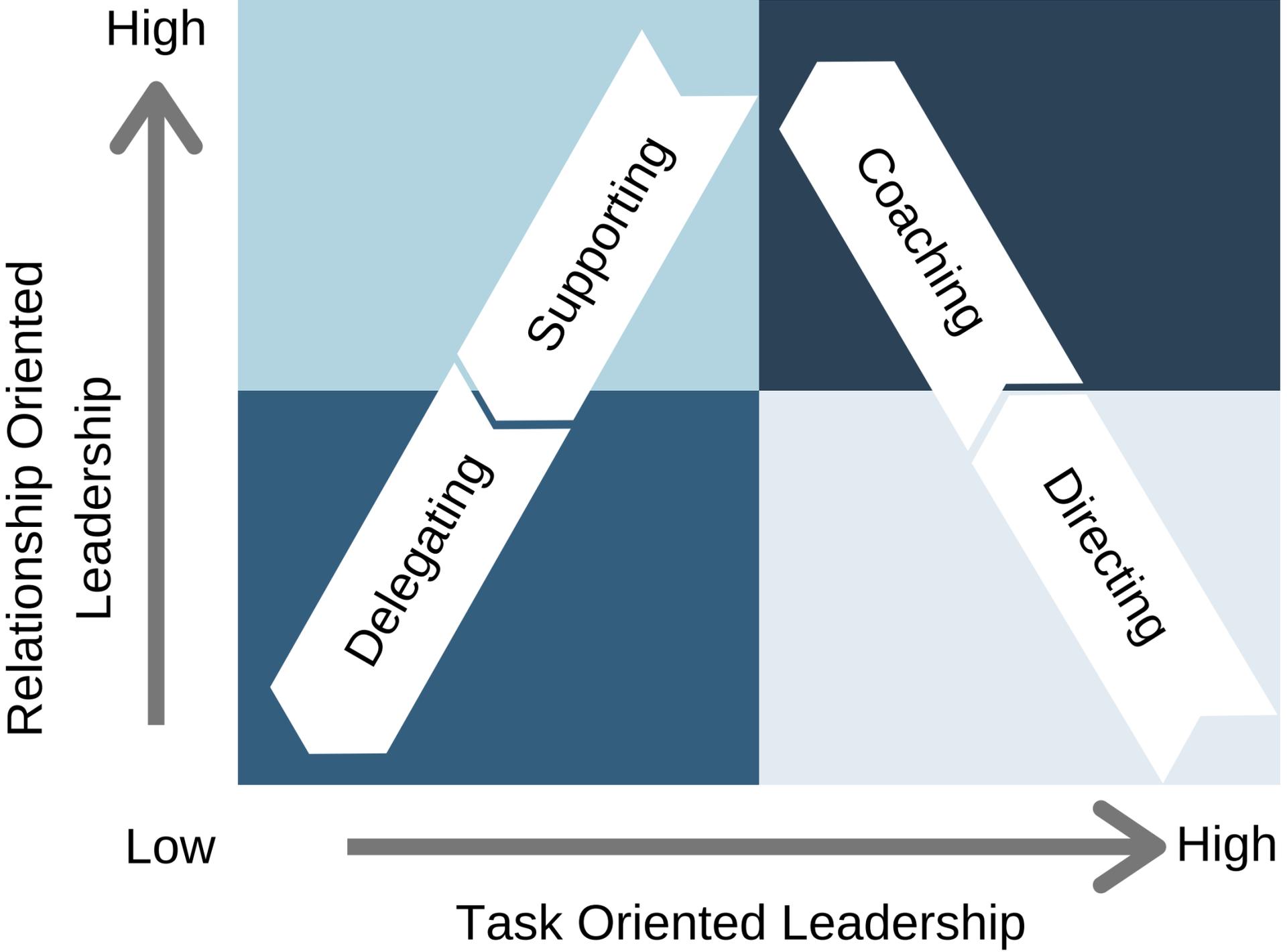
Relationship-oriented leaders emphasize employee development, satisfaction, and group harmony

Reading your Followers' Needs

Job Maturity = competence

Psychological Maturity = commitment





Situational Leadership



Delegate Effectively

Delegating isn't impoverished management



Delegating advantages

- Leverages managers' energy and talent
- Conserves managers' most valuable asset: time
- Develops subordinates' managerial skills and knowledge
- Promotes subordinates' sense of importance and commitment

Don't delegate when

- a project must be done a specific way (and it's your way)
- it takes longer to explain than complete
- it might undermine the success of the project
- it removes you from the work too much

Leading in a Crisis



Relationship-oriented behaviors:

- Communicate more to calm people
- Prioritize relationships and well-being over tasks

Task-oriented behaviors:

- Make quick decisions without ego
- Pare work down to the core tasks and let the others go

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



Your Homework

#1: Take the leader behavior assessment to find your default leader style

#2: Review situations in which you were highly effective as a leader and when you were ineffective as a leader.

- What level of follower maturity was in each situation?
- What leader behavior did you apply?
- Going forward, increase your intentionality in your leader behavior