

# What is leadership?



September 2015

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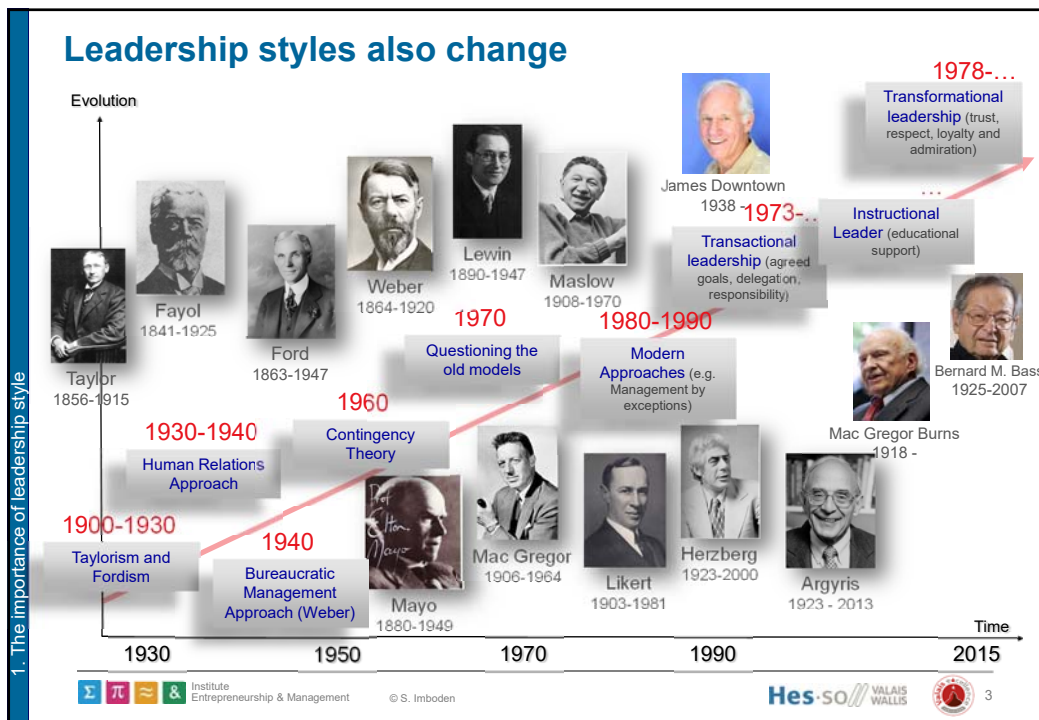


## Agenda



1. The importance of leadership style
2. Leadership vs. Management
3. Model of effective leadership
4. Implementing strategic management
5. Conclusion





## The importance of the leadership style

- The leadership style can have a **significant impact** on the **success** of an organisation
- **As a rule, well-managed** employees are satisfied, **motivated and committed**
- This, in turn, has a **positive effect on the teaching** and student satisfaction
- This raises the **question** about which leadership style a manager/executive should practise and promote

1. The importance of leadership style

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## Leadership styles are much researched

- Research peaked **in the 1950s** at the Ohio State University and was based on the paradigm of Behaviourism (Behavioural Sciences)
- This research generated **a limitless amount** of "effective" leadership styles
- A basic model is the division into
  - **task-oriented** (objectives, planning, coordination, organisation)
  - **relation-oriented** (support, praise, recognition) and
  - **cooperative behaviour** (mutual assistance and participation in the team)
- **Numerous versions** have hence been developed



## Classic leadership style according to K. Lewin

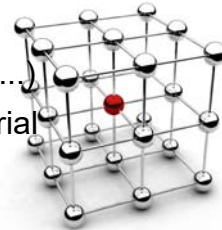
(1890-1947)

| Manager's scope of action    |                                                   | Employee scope of action     |                                             |
|------------------------------|---------------------------------------------------|------------------------------|---------------------------------------------|
|                              |                                                   | Authoritarian                | Cooperative                                 |
| Manager decides and controls | Employees are involved in decision making process | Laissez-faire                | Laissez-faire                               |
| Employee performs            | Delegation is possible                            | Employees have total freedom | Decision and control lies with the employee |
| Fast response                | Third-party control replaced by self-control      |                              | Individual strengths are promoted           |

## Further categorisation of leadership styles

Leadership styles can also be categorised according to the number of orientation characteristics of the style (Neuberger, 2002):

1. **One dimensional** Leadership styles (all of the above; authoritarian, cooperative, charismatic,...)
2. **Two dimensional** Leadership styles (managerial grid according to Blake/Mouton and polarity profile according to Bleicher)
3. **Three dimensional** Leadership styles (situational leadership style: the optimal leadership style depends on the situation (Blanchard & Hersey, 1982))



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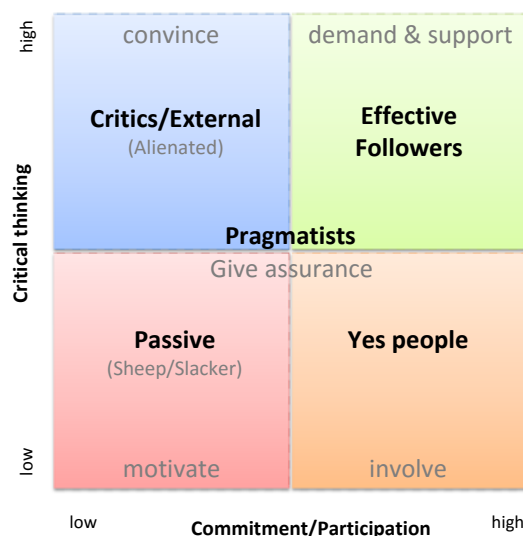
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## Effective Followers support



(Based on Kelley, 1988)



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1. The importance of leadership style

## Become Effective Followers

- Abide by their principles and ethical standards (even when the supervisor is dishonest)
- (are loyal, trustworthy and honest with their superiors)
- ⇒ Helps to build continuity and trust

- ability to think critically,
- have control over one's own actions
- work independently
- ⇒ Helps to reduce the work burden (work can be delegated)

- feels committed with the vision and objectives
- ⇒ Helps to maintain the motivation high

- has the attitude and the skills to achieve a goal or accomplish a task.
- ⇒ Helps to maintain objectives challenging

(based on Kelley, 1988)

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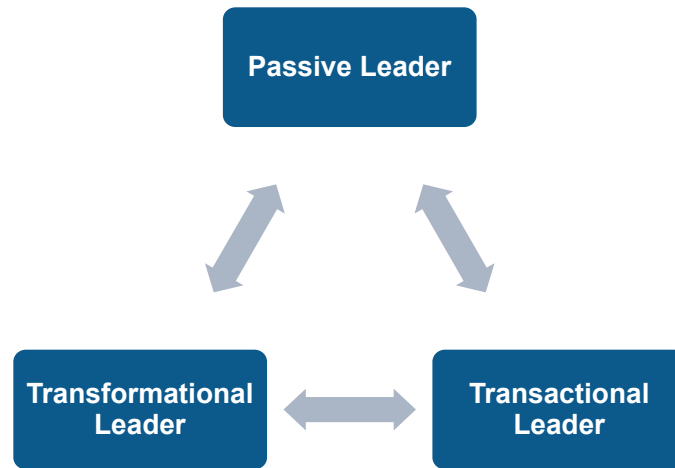
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## Leadership vs. Management

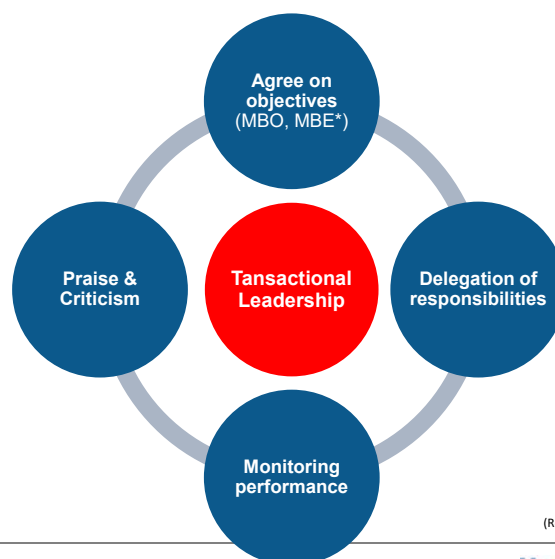
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## Transactional Leader: Objectives, delegation and evaluation

(\* Management by objectives  
Management by exceptions)

(Robbins, 2011)

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2. Leadership vs. Management

## Transformational Leader: Vision, respect and admiration

(Based on: Prof. Dr. Waldemar Pelz  
- <http://www.management-innovation.com>)

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2. Leadership vs. Management

## Passive Leadership : Intervene only in exceptional cases

(Bass & Avolio, 1997)

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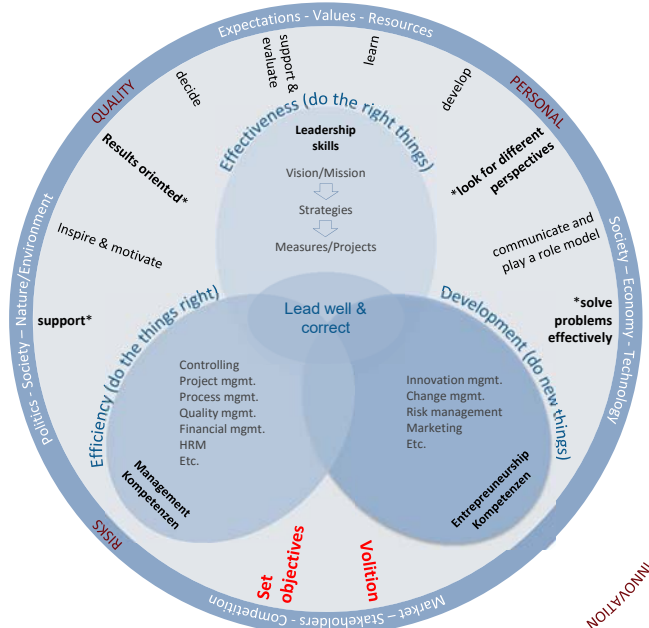


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## Wheel of good & correct leadership



\* According to Feser et. al. (2015) these four features are the most effective

(Imboden, 2015)



## Dschungel Exempel of Covey

Do the things right



Do the right things



Beispiel «Dschungel» aus Covey, 2005



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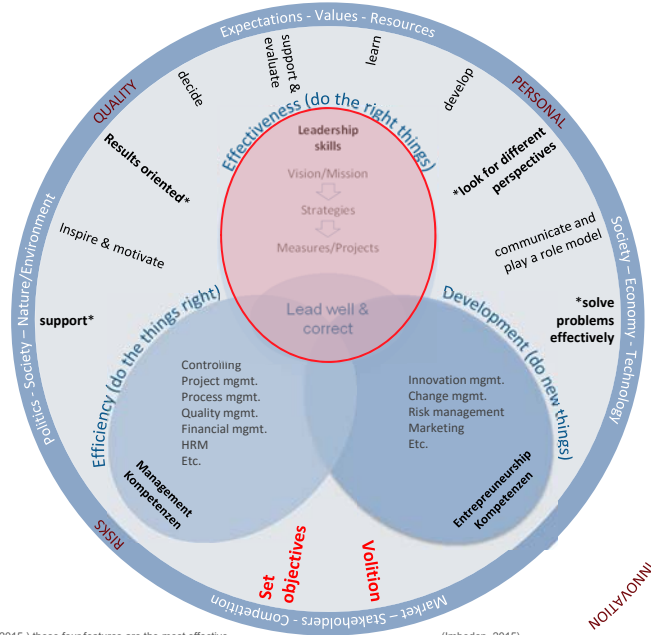
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**“Every enterprise requires a vision. The enterprise must have simple, clear, and unifying objectives. Without such commitment there is no enterprise; there is only a mob”.**

Peter F. Drucker

### Wheel of good & correct leadership



\* According to Feser et. al. (2015) these four features are the most effective

(Imboden, 2015)

4. Implementing Strategic Management

## Strategic Management is the key task of a Leader

**Cockpit leadership**  
Strategic level

**Implementation**  
Operational level

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4. Implementing Strategic Management

## The vision serves as orientation and decision support

- Does it serve as **orientation** to employees (what do we want to be? where do we want to go?)
- Gives **security** in decision-making
- Aligns the company towards a long-term goal
- Is a communication and **motivation instrument**
- In crisis situations it helps** to take the right position
- Is a **mirror** of the **corporate culture**
- Time scale: 5 -10 years

**10 JAHRE**

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## The mission describes the values/virtues?

- Conveys the mandate and purpose of the company (why do we exist?)
- Focuses on the customer's perspective
- Describes the **values/virtues** of the company



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## Strategies show the path to goal



- Show the **path to reach a goal**
- Give **security** in **decision-making**
- Align the company towards the vision and medium-term objectives
- **In crisis situations help** to take the right position
- Time scale: 1-3 years



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## Objectives help to keep on track

**Specific**  
**Measurable**  
**Achievable**  
**Realistic**  
**Time-bound**



- What gets measured, gets done!
- Objectives need to be SMART:
  - **S**pecific objectives/goals must be clearly defined (not vague, but as precise as possible).
  - **M**easurable objectives/goals (concrete criteria for measuring progress).
  - **A**greed targets must be accepted by the recipient (also: reasonable, attractive or challenging)
  - **R**ealistic objectives must be achievable.
  - **T**ime-bound. Every objective has a clear timeline by when it must be achieved.



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## Projects operationalize the objectives

- Projects **implement** visions and strategies
- Therefore every strategic project **should be linked** to at least one strategy

Projet 1 / Projekt 1

iManagement

✓ PROJEKTMANAGEMENT : P1

+ - ? Deutsch



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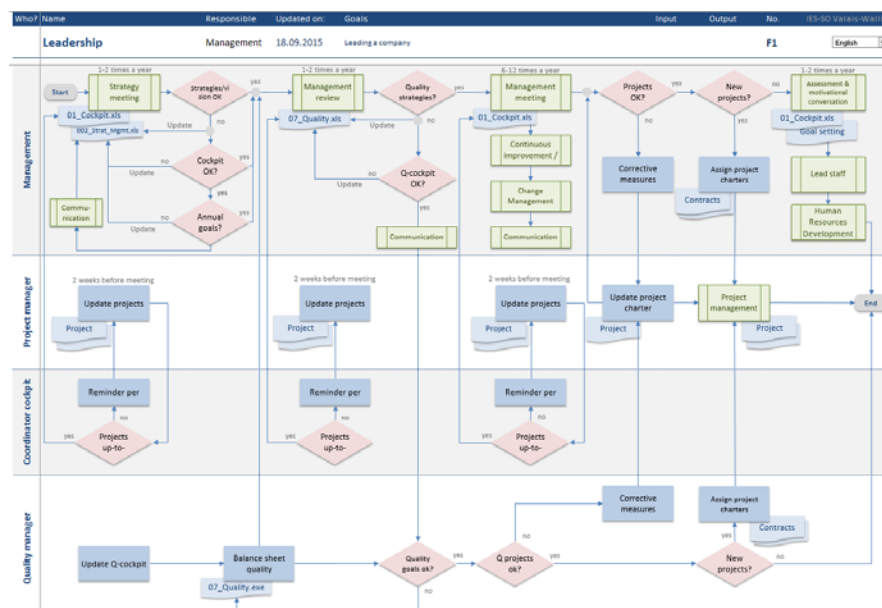


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## Controlling is used for decision support



- **Controlling ≠ Control**
- Includes the tasks of planning, targeting, steering, monitoring and information
- Is part of the corporate management as coordination task
- **Decision support** for Management
- Progress indicators
- **Early Warning System** (problems can be identified in good time)
- Processing of data, statistics, graphics







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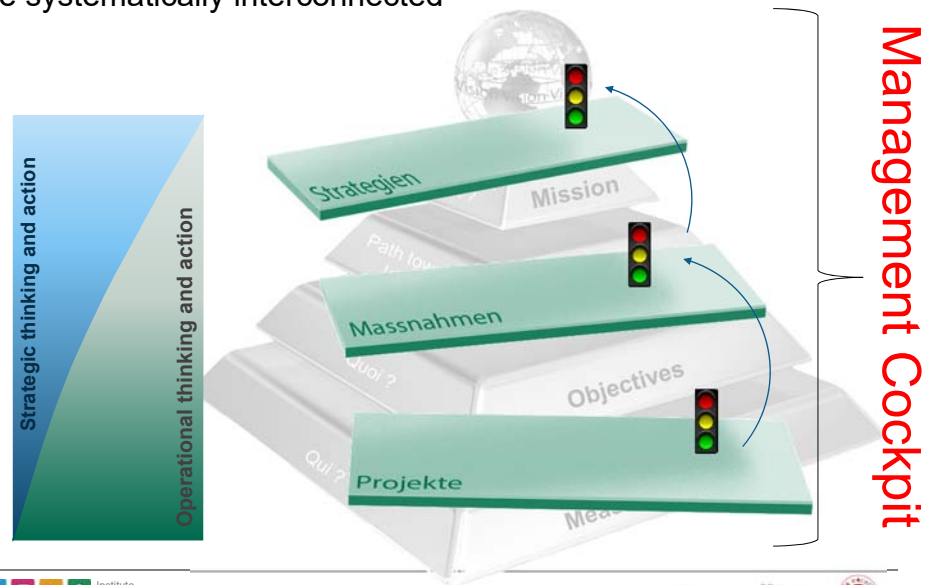


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## Conclusion

1. An efficient executive has leadership, management and entrepreneurship skills
  - **Leadership** = do the right things
  - **Management** = do the things right
  - **Entrepreneurship** = do new things

2. The vision, mission, strategies, objectives and projects must be systematically interconnected



3. Without professional **controlling** any strategic management is a waste of time





And finally....

**Absence** of leadership is the worst punishment for both sides!



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Thanks for your  
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## Instructional Leader: Focus on the educational support



- A leadership style whereby school directors prioritize stimulating teachers to maintain a **professional educational approach** and **keep track** of its implementation in the classroom
- The tasks of the school's director include:
  - defining **high expectations** for teachers and students
  - **lecture observations** to develop lessons
  - **coordinating** lessons across all subjects and year groups
  - collecting, recording and evaluating the **learning progress** of boys and girls pupils (Shatzer, Ryan H. et al., 2014)