



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

DSAW7066

Day 1

Authenticity and the Role of Leader

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives

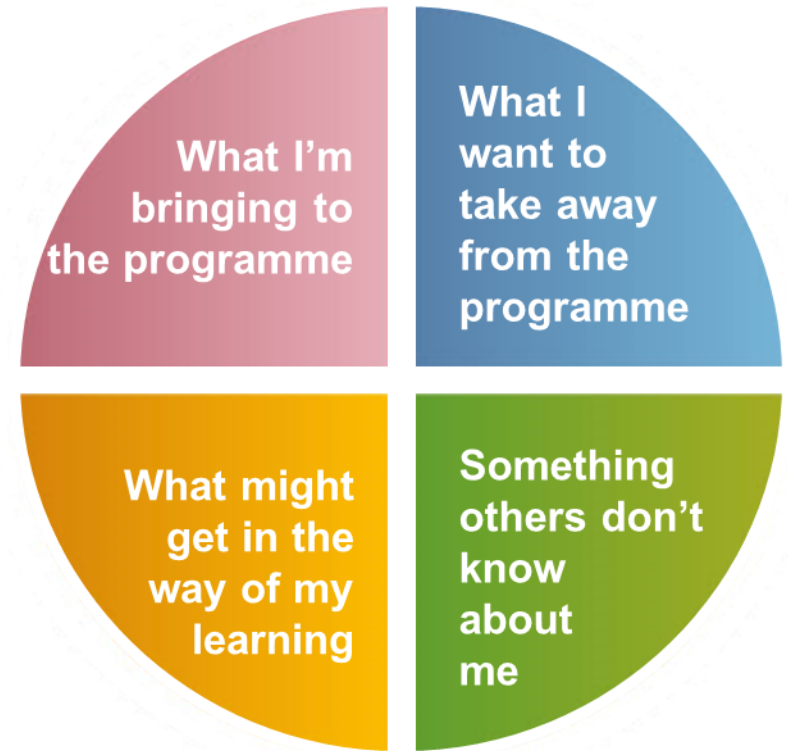


www.uwtsd.ac.uk

Learning Outcomes

- ✓ Evaluate at least three leadership theories and relate to the workplace (4)
- ✓ Critically evaluate a range of leadership theories and their relevance to the workplace (7)

Introductions, Enrolment & Expectations

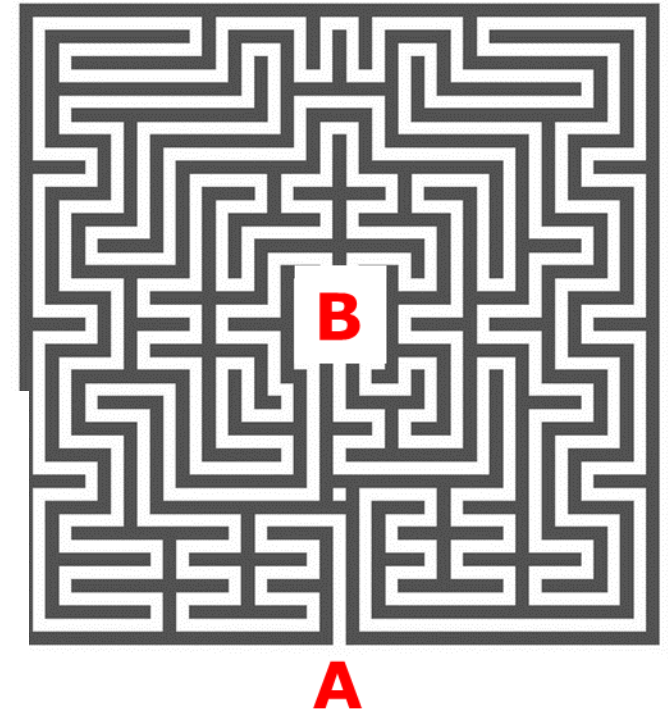


Leadership and management differentiation activity

Activity:

Differentiate
between:

- **leadership**
- **management**



Welsh Leaders



Welsh Leaders



1. Which sporting event did Welsh entrepreneur Sir Terry Matthews bring to Wales in 2010?



Welsh Leaders



2. Who was the Rebel leader and early exponent of guerrilla warfare whose popular uprising against English rule in the early 15th century lasted more than a decade?



Welsh Leaders



3. Who captained the British and Irish Lions in the final victorious test match against Australia 2013?



Welsh Leaders



**4. Who is
regarded as the
father of the
National Health
Service?**



Welsh Leaders



5. Name the 44th President of the USA who's great-great-great-great-great-great-grandparents came from Anglesey?



Welsh Leaders



6. Who was the Welsh-born King of England who founded the Tudor dynasty?



Welsh Leaders



7. Name the Welsh born actor who plays the leader of the Israelites, Moses, in the film Exodus?



Welsh Leaders



8. Who is the only Welsh Prime Minister of the U.K. who introduced the Old Age Pension and National Insurance as he sought to tackle vast social and economic inequalities?



Welsh Leaders



9. Who in the 2006 Commonwealth Games in Australia, became the first elite athlete with a disability, to captain a national team?



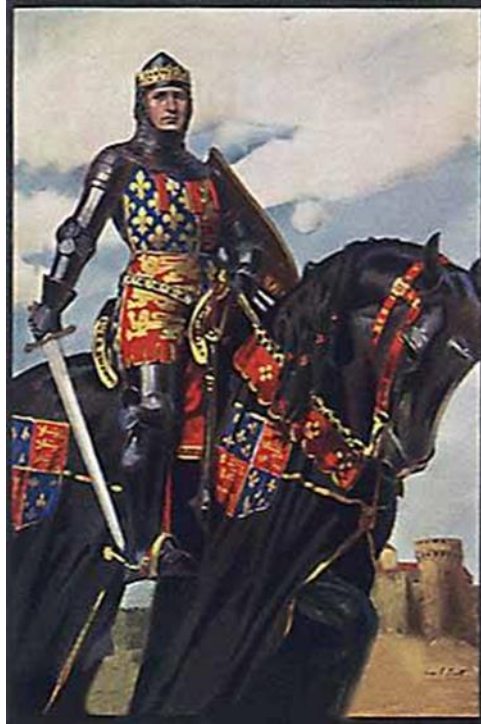
Welsh Leaders



**10. Who is the
current First
Minister of the
Welsh
Government?**



Welsh Leaders



11. Who was the Black Prince?



Welsh Leaders



**12. Who was
ELIHU YALE?**



Welsh Leaders



1. Which sporting event did Welsh entrepreneur Sir Terry Matthews bring to Wales in 2010?

The Ryder Cup at Celtic Manor



Welsh Leaders



2. Who was the Rebel leader and early exponent of guerrilla warfare whose popular uprising against English rule in the early 15th century lasted more than a decade?



Owain Glyndŵr

Welsh Leaders



Alun Wyn Jones

**3. Who
captained the
British and
Irish Lions in
the final
victorious test
match against
Australia
2013?**



Welsh Leaders



**4. Who is
regarded as the
father of the
National Health
Service?**

Aneurin Bevan



Welsh Leaders



BARACK OBAMA

5. Name the 44th President of the USA who's great-great-great-great-great-grandparents came from Anglesey?



Welsh Leaders



6. Who was the Welsh-born King of England who founded the Tudor dynasty?

Henry VII (Henry Tudor)



Welsh Leaders



7. Name the Welsh born actor who plays the leader of the Israelites, Moses, in the film Exodus?

Christian Bale



Welsh Leaders



**David Lloyd
George**

8. Who is the only Welsh Prime Minister of the U.K. who introduced the Old Age Pension and National Insurance as he sought to tackle vast social and economic inequalities?



Welsh Leaders



9. Who in the 2006 Commonwealth Games in Australia, became the first elite athlete with a disability, to captain a national team?



Dame Tanni Grey Thompson

Welsh Leaders



**10. Who is the
current First
Minister of the
Welsh
Government?**



Rt. Hon Carwyn Jones AM

Welsh Leaders



11. Who was the Black Prince?

Edward, Prince of Wales, known as 'The Black Prince' was born in Woodstock, England on the 15th of June 1330. The eldest son of Edward the third and Philippa of Hainaut, his contemporaries knew him as Edward of Woodstock.



Welsh Leaders



12. Who was ELIHU YALE?

Founded Yale University

HE WAS THE SON OF WELSH IMMIGRANT PARENTS IN BOSTON. HE IS BURIED IN THE CHURCHYARD OF WREXHAM PARISH CHURCH, NOT TOO MANY MILES FROM THE FAMILY SEAT AT PLAS YN IAL, DENBIGHSHIRE.

Leadership Defined

- Leadership is the process of **influencing** people to enable the **achievement** of relevant **goals** (Ivancevich et al, 2008)
- Leadership is essentially a **relationship** through which one person **influences** the **behaviour** or **actions** of **other people** (Mullins, 2007)
- A leader's singular job is to get **results** (Goleman, 2000)

Leadership Defined

- Leadership is the ability to **motivate, influence** and **enable** individuals to **contribute** to the **objectives** of the organisations of which they are members (House et al, 2004).
- Leadership is a process whereby an individual **influences** a group of individuals to **achieve** a **common goal** (Northouse, 2010)
- Leadership involves **mobilising** people to **tackle tough problems** (Heifetz, 1994).

Leadership Defined

Leadership is not about making clever decisions and doing bigger deals, least of all for personal gain. It is about **energising** other people to **make good decisions** and do other things. In other words, it is about helping **release the positive energy** that exists naturally within people. Effective leadership **inspires** more than empowers; it **connects** more than controls; it **demonstrates** more than it decides. It does all of this by **engaging**, itself above all, and consequently others (Mintzberg, 2004).

Leadership Defined

According to Crainer (1995), there are over 400 definitions of leadership and 'it is a veritable minefield of misunderstanding and difference through which theorists and practitioners must tread warily'.

Close relationship between management and leadership

'Increasingly, management and leadership are being seen as inextricably linked. It is one thing for a leader to propound a grand vision, but this is redundant unless the vision is managed so it becomes real achievement.'

Sir John Harvey-Jones

Managers manage:

- **Resources**
- **Information**
- **People**



Subject	Leader	Manager
Essence	Change	Stability
Focus	Leading people	Managing work
Have	Followers	Subordinates
Horizon	Long-term	Short-term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Energy	Passion	Control
Dynamic	Proactive	Reactive

Subject	Leader	Manager
Persuasion	Sell	Tell
Style	Transformational	Transactional
Exchange	Excitement for work	Money for work
Likes	Striving	Action
Wants	Achievement	Results
Risk	Takes	Minimises
Rules	Breaks	Makes
Conflict	Uses	Avoids
Direction	New Roads	Existing roads
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames

Are leaders born not made?



Are leaders born not made?

Trait theory:

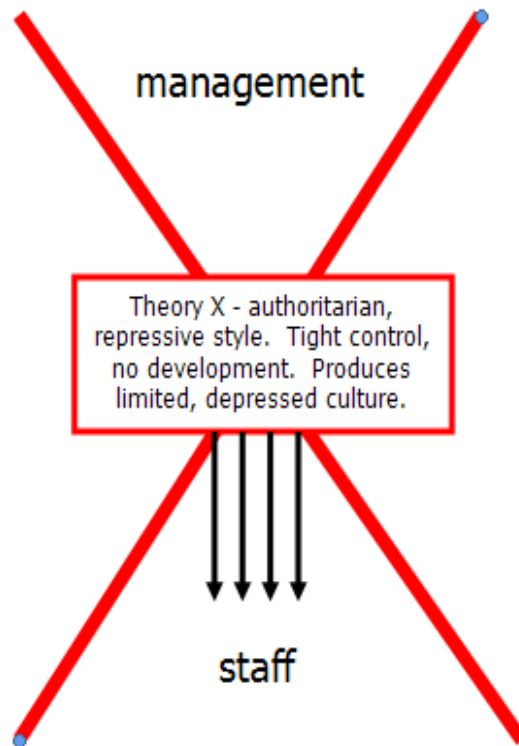
- Early research was based on the inherent **characteristics** or **traits** of leaders (**Carlyle**, 1841)
- **Ghiselli** (1971) – researched **personality traits** – supervision, intelligence, decisiveness
- **Fiedler** (1971) – studied **personality and intelligence traits** – perception, psychological distance
- However, generally, trait theories assume that good leaders have the right combination of traits
- Criticism is that a number of studies have been conducted with little agreement on a definitive list

The human resources approach

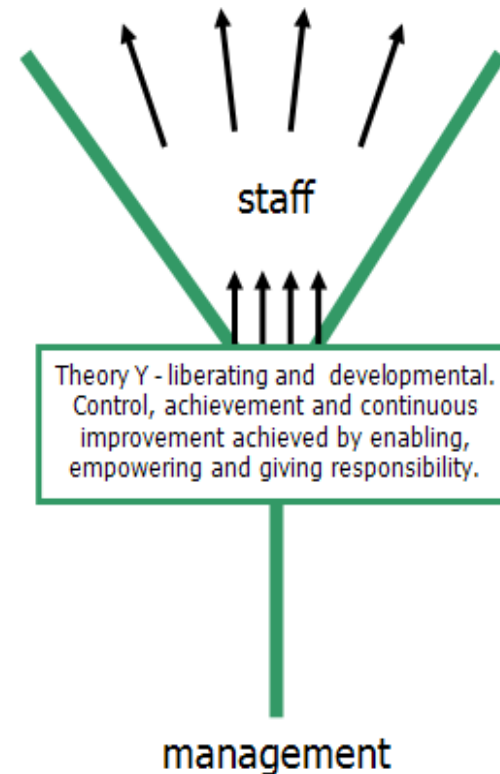
McGregor proposed that managers come in two types (The Theory Y manager was, of course, the example of the 'one best way' to lead):

- **Theory X** managers who believe that workers are generally lazy and must be forced to be productive;
- **Theory Y** managers who believe that workers want to better themselves, to develop new skills and gain new knowledge

'Theory X'



'Theory Y'



Ohio State University Research

A series of studies at the University indicated that two behavioural dimensions play a significant role in successful leadership. Those dimensions are:

Consideration – (friendship, mutual trust, respect and warmth)

Initiating Structure – (organises and defines relationships or roles, establishes well-defined patterns of organisation, channels of communication, and ways of getting jobs done.)

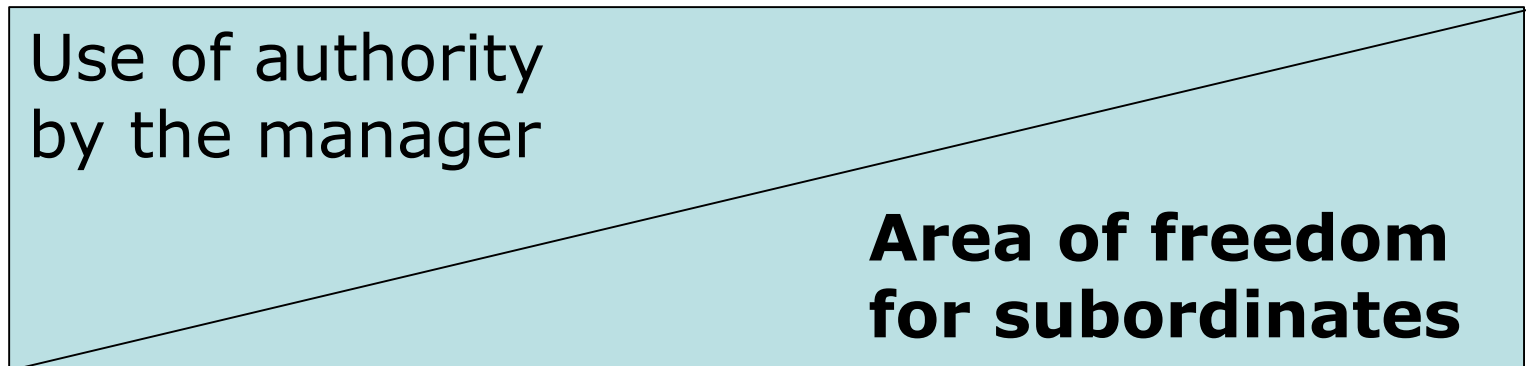
www.stewart-associates.co.uk/leadership-models.aspx

Tannenbaum & Schmidt

The model framed leadership in terms of choices managers make regarding subordinates' participation in decision-making. The actions shown at the left side are relatively authoritarian and those on the right relatively participative.

Boss-centred leadership →

← **Subordinate-centred leadership**



Mgr makes decision & announces it

Mgr sells decision

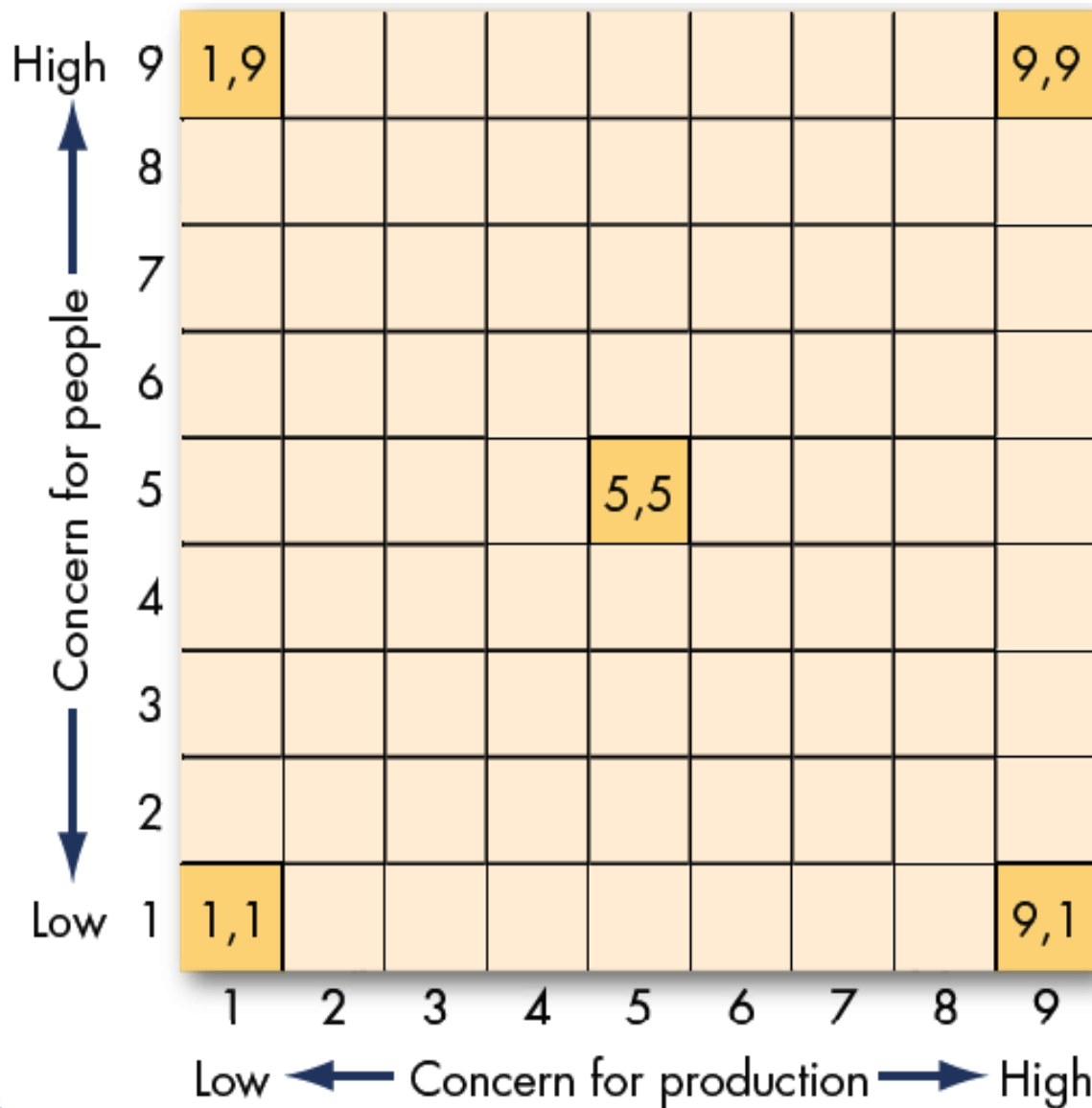
Mgr presents ideas & invites Q's

Mgr presents tentative decision subject to change

Mgr presents problem, gets suggestions & makes decision

Mgr defines limits, asks group to make decision

Mgr permits subordinates to function within defined limits



The Managerial Grid

(Blake and Mouton)

A nine-by-nine matrix outlining 81 different leadership styles.

Activity

**Identify your
Leadership/Management
Style by completing the
questionnaire(s)**

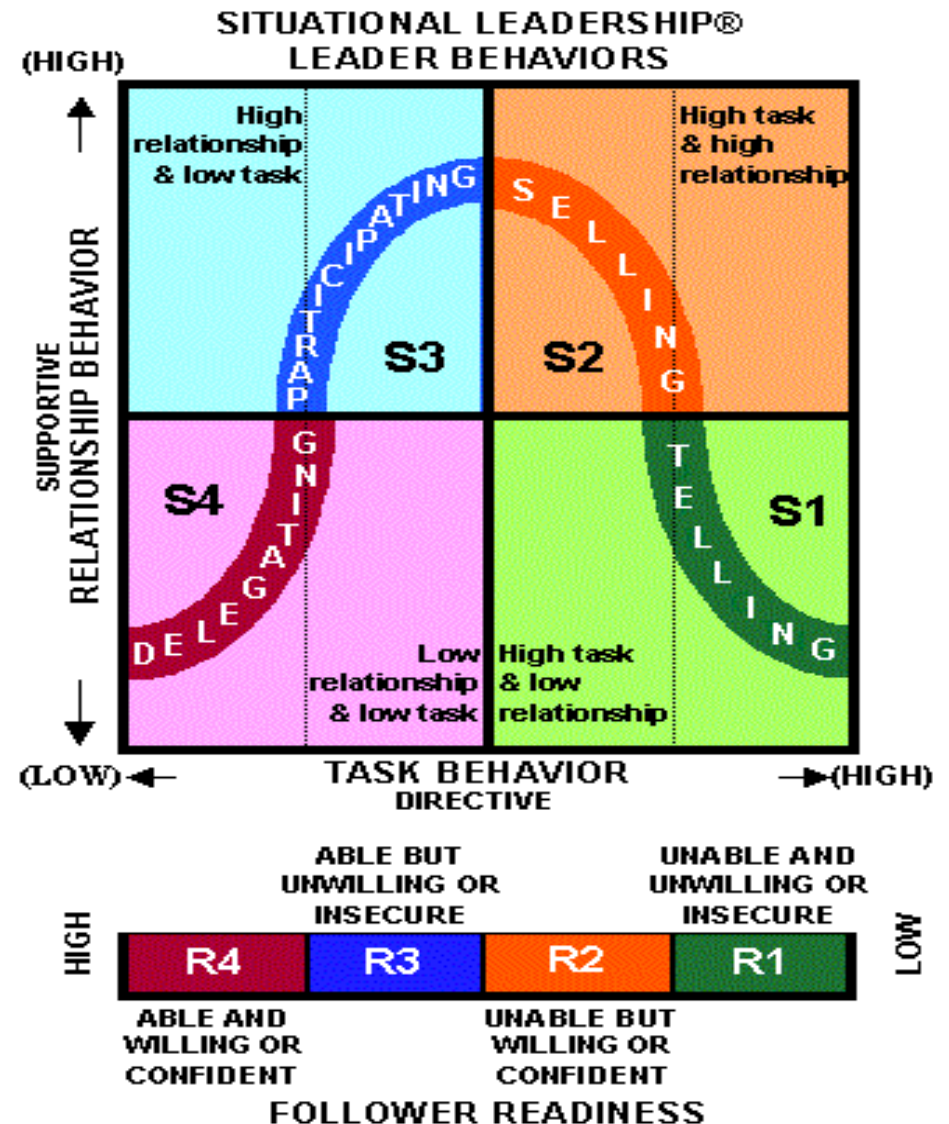


Functional Approach

Adair (1983) – Action-centred Leadership



Hersey and Blanchard's Situational Leadership Model



Transformational Leadership/Management

- Transformational leadership/management is about **transforming the performance** or **fortunes** of an **organisation**
- It is 'a process of engendering higher levels of motivation and commitment among followers ... [by] ... generating a vision for the organisation, and the leader's ability to appeal to higher ideals and values of followers, and [create] a feeling of justice, loyalty and trust.'

(Mullins, 2007, p. 381)

Transformational Leadership/Management

Yukl (2006) proposes a set of guidelines

- Articulate a **clear and appealing vision**
- Explain **how** the vision can be **attained**
- Act **confident and optimistic**
- Express confidence in followers
- Use dramatic, symbolic actions to **emphasise key values**
- **Lead by example**

Inspirational leadership

- Has a **vision** and is able to see the bigger picture
- Takes a **long-term view**
- Knows the ultimate objectives of the organisation
- Knows how people work together
- **Inspires** people and creates a climate where it's **okay to make mistakes**
- **Encourages** and **supports continuous learning and improvement**
- **Seeks commitment** rather than compliance

Whitehead (2002)

***"The capacity to create a
compelling vision and
translate it into action and
sustain it."***

Warren Bennis
in Becoming a Leader

"Developing a vision and living it vigorously are essential elements of leadership."

Tom Peters

In Search of Excellence

Added Values: The Importance of Ethical Leadership

A report compiled by the Institute of Leadership & Management (ILM) and Business in the Community (BITC), has revealed the following:

- 83% of managers say their organisations have a statement of values but one in eight (12%) report that the way people behave in the organisation is not that close (9%) or not close at all (3%) to their values.

<https://www.youtube.com/watch?v=77b9BimkMxl>

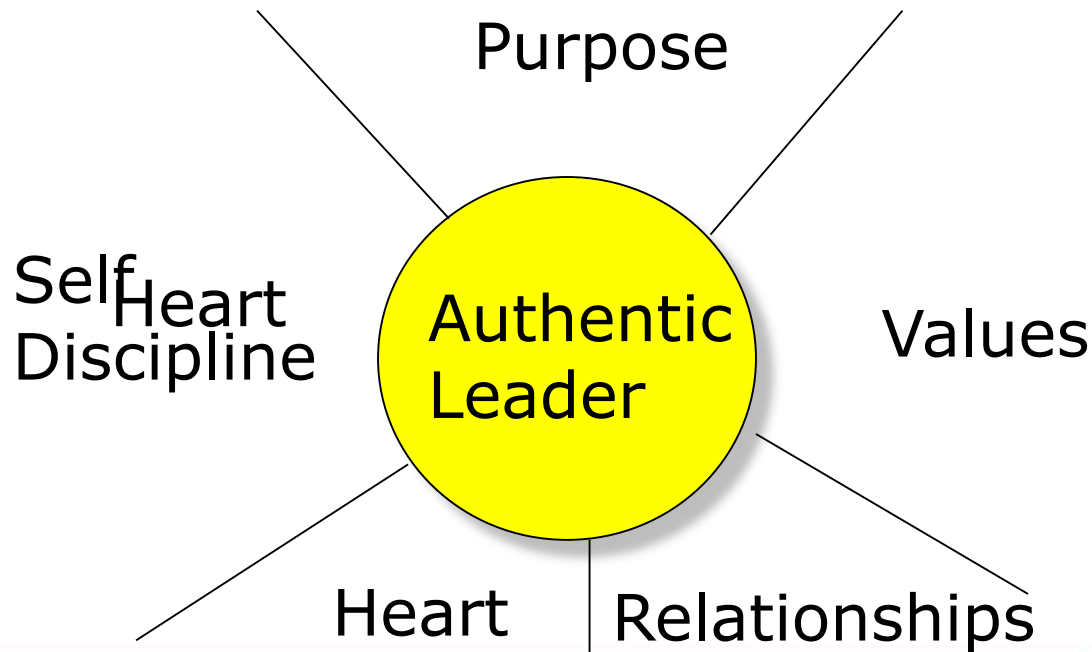
Authentic Leadership- Bill George in 'True North'

*“No one can be authentic by
trying to be like someone else..”*

- Bill George

True North - Fundamentals

The five dimensions of Authentic Leadership:



Activity:

Complete the *Authentic Leadership* questionnaire

<https://www.youtube.com/watch?v=1aAWg822xM0>



