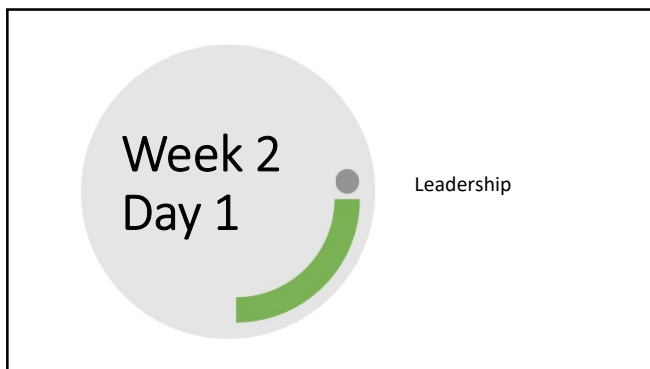




1



2

Recap:-

- Last Thursday we covered a lot of Theory and probably gave you all
"a burning brain" 😄 ...

This week we will look to put what we touched on into practise.....

Less of me talking and more of you doing



3

End of Module Presentation:- week 7-8



- Create 6 or 7 slides covering a leader of your choice maybe the one you thought of on week 1
- Look at this leader and the organisation, you will need to identify relevant practice traits and behaviours. Things that they have said and done... we will go over this over the weeks.
- You will not have to present these to me unless you want to, these will be sent via my email between week 7 and 8, enabling me to look through them and provide feedback on week 8.
- So over the next 6 weeks we will be doing some activities that will help with the presentation.
- Try to apply the theories and models presented over the course of this module.

4

Leadership Traits and Skills



Traits

- Adaptable to situations
- Alert to social environment
- Ambitious and achievement orientated
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant (desire to influence others)
- Energetic (high activity level)
- Persistent
- Self-confident
- Tolerant of stress
- Willing to assume responsibility

Skills

- Clever (intelligent)
- Conceptually skilled
- Creative
- Diplomatic and tactful
- Fluent in speaking
- Knowledgeable about group task
- Organised (administrative ability)
- Persuasive
- Socially skilled

Stogdill, 1974

Leaders will also use:
Integrity, Honesty, Compassion,
Humility

5

Activity



- Take 20 min to complete the following individually.
- Define leadership... look at your notes or research some definitions of Leadership.. Ensure you reference these definitions.
- Write down the difference between leadership and management again ensure you reference these differences
- In last weeks session you are asked to write down leaders Now rethink those leaders you wrote down to identify traits and skills/ competencies if you wish to change the leader of your choice you may do so.
- 单独完成以下工作需要 20 分钟。
- 定义领导力...查看您的笔记或研究领导力的一些定义。确保您参考这些定义。
- 再次写下领导和管理之间的差异。确保您参考这些差异
- 在上周的会议上，你被要求写下领导人... 现在重新考虑那些你写下来的领导者，以确定特质和技能/能力。如果你想改变你选择的领导者，你可以这样做

6

Activity



- Keep these notes for your presentation if you are unsure of anything please email me and I will advise.
- 如果您不确定任何情况，请将这些笔记保留在您的演示文稿中，请给我发电子邮件，我会建议您。
-

7

What makes someone a leader?



8

How are Leaders Made? History of Leadership Theories



- Great Man Theory (1840s)
 - Assumed that leadership was intrinsic
 - Leaders are born...not made
- Trait Leadership Theory (1930's-1940's)
 - People are made with certain qualities that will make them excel in leadership roles
 - but which qualities and in what combination?
 - Early start to behavioral theories



9

Leadership Theories (continued)



- Behavioral Theories (1940's-1950's)
 - A leader's behavior is the best predictor of his leadership influence and success
 - 3 groups of leaders: people oriented, task oriented, and participatory oriented
 - Leadership can be taught
- Contingency Theories (1960's)
 - There is no single way of leading: leadership style should be based on situation.



10

Leadership Theories (continued)



- Transactional Leadership Theories (1970's)
 - Leadership is formed through a series of mutually beneficial exchanges: if you do this for me, I will do this for you
 - Followers will choose a leader that maximizes their pleasurable experiences and minimizes negatives
- Transformational Leadership Theories (1970's)
 - Leader's transform their followers through their inspirational nature and charismatic personalities such that followers identify with the leader and its purpose
 - Rules and regulations are guided by group norms

11

Transactional versus Transformational Leaders



Transactional Leaders

- Focus on maintaining the status quo
- Work within the existing organizational culture
- Relate to followers by exchanges/transactions
- Are reactive

Transformational Leaders

- Focus on change and communicate clear vision
- Address the needs and values of the organization
- Address the needs and values of followers
- Are proactive

12

Primary Differences between Transformational & Transactional Leadership



Categories	Transactional	Transformational
Leader's source of power	Rank, position	Character, competence
Follower reaction	Compliance	Commitment
Time frame	Short term	Long term
Rewards	Pay, promotion, etc.	Pride, self-esteem, etc.
Supervision	Important	Less important
Counseling focus	Evaluation	Development
Where change occurs	Follower behavior	Follower attitude, values
Where "Leadership" found	Leader's behavior	Follower's heart

13

Transactional Leadership



14

Transactional



- This approach emphasizes the importance of the relationship between leader and followers.
- As presented in this video (just a sample from 'The Devil Wears Prada' movie which is reputed to be based on Dame Anna Wintour, the long standing editor of 'Vogue' magazine), the transactional leader works through creating clear structures whereby it is clear what is required of their subordinates, and the rewards (or "punishments") that they get for following orders.

15

Miranda Priestly Leadership Style?



- Here's a fictitious one, but one that maybe you have seen in a movie called "The Devil Wears Prada" Meryl Streep plays Miranda Priestly, and she's the editor of a magazine. She's harsh. She's tough to work with.
- But she is a good example of a transactional leader, so she is very keen to set extremely high standards and punish people frequently if they don't meet those standards. But she also in the end does reward people when they meet those standards.
- It's rare, but she will reward them in the end. She is an exaggeration, of course. She's a character in a movie, not a real person. But the whole movie essentially illustrates her transactional leadership style.

16



17

Transactional



- In Transactional Leadership, the relationship involves contingent reward, whereby effort by followers is exchanged for specified rewards.
- This kind of leadership involves corrective criticism, negative feedback and negative reinforcement in two forms:
 - a) Active (Management by Exception) –Management watches follower closely to identify mistakes/rule violations.
 - b) Passive (Management by Exception) –here, management intervenes only after standards have not been met or problems have arisen.

18

Transactional



- A transactional leader is someone who values order and structure. They are likely to command military operations, manage large corporations, or lead international projects that require rules and regulations to complete objectives on time or move people and supplies in an organized way.
- Transactional leaders are not a good fit for places where creativity and innovative ideas are valued.

19

Transactional



- The transactional model is likely to succeed in a crisis or in projects that require linear and specific processes. This model is also useful for big corporations.
- Many high-level members of the military, CEOs of large international companies, and NFL coaches are known to be transactional leaders. Transactional leadership also works well in policing agencies and first responder organizations.

20

Transactional leadership style



- There is definitely a place for transactional leadership in the world today. One of its best uses is in multinational corporations where not all of the workers speak the same language. Once the structure and the requirements are learned, it is easy for workers to complete tasks successfully
- The military, policing organizations, and first responders use this style of leadership so that all areas of the organization are consistent. It is also easier to apply in a crisis situation, where everyone must know exactly what is required of them and how a task is to be done under pressure.

21

Transformational Leaders



- Unlike the transactional approach transformational leadership is not based on a "give and take" relationship.
- Transforming leaders are idealized in the sense that they are a moral exemplar of working towards the benefit of the team, organization and/or community.
- The leader transforms and motivates followers through his or her idealized influence

22

Transformational Leaders



- Another leading author on leadership (as well as co-author of Bernard Bass – find relevant entry in the reference list), is Professor Ronald Riggio.
- We will watch one of his videos on Transformational Leadership:-

23

Ronald Riggio: Transformational Leadership

4:45 min



24

Transformational Leaders



- Idealized Influence Charisma describes leaders who act as strong role models for followers. In addition, leaders have high standards of ethical and moral conduct; they provide a vision and sense of mission. Followers identify with leaders, respect, trust and emulate them.
- leaders like Obama transform their followers by raising the sense of the importance and value of their tasks.



25

Activity



- Take 10 min and think of two leaders who you think are Transformational

26

Week 2
Day 2

Leadership

27

Transformational Leaders

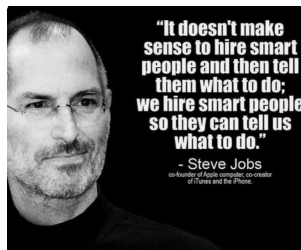


- Transformational leaders live and stand by their words, promises and actions.
- They don't say a thing and do something different from what they have said. When they make promises, they make sure they fulfil it.
- Consistency in words and actions as a leader leads to the development of trust and reduces people's uncertainty. Credibility requires that one do what one says will do.

28

Steve Jobs - Apple

- Steve Jobs has to mandatorily be one of the names in the most iconic transformational leaders the world has ever seen.
- His passion for perfection, simplicity and sophistication drove the company and he made sure that it got engraved into every employee who worked at Apple.
- He constantly challenged his employees to think beyond what has already been done and made them create products that the world did not even know it needed.
- Intellectual Stimulation:
https://www.youtube.com/watch?v=65_PmYipnpgk



29

Steve Jobs - Apple



- Steve Jobs is an example of a leader who is often associated with transformational leadership, in particular when it comes to his charismatic and inspirational qualities (e.g. Bryant, 2003; Bass and Riggio, 2005).

30

Martin Luther King Jr

- Martin Luther King Jr's struggle to end racism in America has inspired many across the globe.
- His passion for justice and his methods of protesting gathered worldwide support.
- He encouraged the masses to join the civil rights movement in America and ensured that the movement was not just about him or others who were prominent, but about humanity.



31

Mahatma Gandhi

- Another popular example in the list of transformational leaders in the world.
- Mahatma Gandhi gave the Indian freedom movement a sense of direction and purpose.
- He was able to make it a truly mass movement that till then existed in fragmented interests and limited to either extreme elite participation or participation of the extreme poor.
- By preaching his theory of non violence, Gandhi was able to bring in each citizen of India into the freedom struggle and make every single person's contribution count.



*Be The **Change**
That You Want to
See In The World.*

32

Barack Obama

- The first black President in the history of the United States of America, Barack Obama was an extremely popular and a humane leader.
- He was respected all over the world and his sense of humanity and compassion made it possible for world peace to be maintained to a great extent.
- Obama encouraged his staff to be open and ideate without any boundaries.
- His compassion and sense of understanding towards his employees made him approachable and thus increased the efficiency of his entire administration to a great extent.



33

Activity - Benefits of transformational leadership



- What do you think are the benefits of transformational leadership?
- Take 10 min to write these down.

34

Feedback



- Transformational leadership, in looking beyond the transactional, does aspire to deliver a more personal and ethical working environment.
- Nobody really wants to work in a very impersonal organisation that is solely task-focused. This would be the perfect transactional organisation.
- Organisations where people connect and respond to one another's values feel like positive and energising places to work.
- Ethics cannot be captured in transactions but require something above and beyond these.

35

Activity - Problems with transformational leadership



- Write down some suggested potential problems with transformational leadership.
- Take 10 min to write these down.

36

Just a few

- All of the main problems associated with transformational leadership concern the amount of power it grants and attributes to individual leaders.
- Communication Issues - The leader must continually reinforce the vision and must empower followers to do their utmost to achieve it. This requires close and frequent communication with followers to maintain a personal touch.
- A danger with transformational leadership that it transfers too much deference and power into the hands of single leaders



37

Comparison of Transactional and Transformational Leadership

Comparison of Transactional and Transformational Leadership (Covey, 1992)

Transactional Leadership

- Builds on man's need to get a job done and make a living
- Is preoccupied with power and position, politics and perks
- Is mixed in daily affairs
- Is short-term and hard data orientated
- Focuses on tactical issues
- Relies on human relations to lubricate human interactions
- Follows and fulfils role expectations by striving to work effectively within current systems
- Supports structures and systems that reinforce the bottom line and guarantee short-term profits

Transformational Leadership

- Builds on a man's need for meaning
- Is preoccupied with purposes and values, morals, and ethics
- Transcends daily affairs
- Is orientated toward long-term goals without compromising human values and principles
- Focuses more on missions and strategies
- Releases human potential - identifying and developing new talent
- Designs and redesigns jobs to make them meaningful and challenging
- Aligns internal structures and systems to reinforce overarching values and goals



38

Organizational Culture

- Foundation of a strong organization
 - Development of a clear and compelling Purpose
 - Identification of the organization's Mission to achieve the Purpose
 - Agreement on a set of Values by which to carry out the Mission
 - Adoption of a Servant Leader attitude throughout the organization



39



Leadership as Ethics

40



Activity - Ethics - 伦理

- Make brief notes on what you understand 'ethics' to mean.
- Try to write your own definition.

41



Feedback

- Ethics can therefore cover anything that involves judgements about right and wrong – in both private reflection and relational work between people.
- A sense of right and wrong can be shaped between people in their everyday work and also in a more distanced, reflective sense by people thinking very carefully about situations.

42

Definition of Ethical



- Pertaining to or dealing with morals or the principles of morality; pertaining to right and wrong in conduct.
- Being in accordance with the rules or standards for right conduct or practice, especially the standards of a profession:
- 涉及或处理道德或道德原则;涉及行为上的对与错。遵守正确行为或执业的规则或标准, 特别是职业标准: 医生做广告是不合乎道德的。
-

43

Ethical Leadership

Video 1.38

- Embedded within definitions of transformational leadership, there is a need for leaders to be ethical. -伦理
- But other than selecting potential leaders for qualities such as integrity, the organisational culture needs to be supportive of ethics too



44

Leadership is the process of influencing people and providing an environment for them to achieve personal, team or organisational objectives.



45

Break

Please take a 10 min rest break



46



Leadership and Change

47



Activity – Why do we need to change?

- Take 10 min to write down why we need to change?
- Why do organisations need to change?

48

Feedback



- Change in an organization leads to many positive aspects – that lead to retaining a competitive edge and also remaining relevant in your business area.
- Change encourages innovation, develops skills, develops staff and leads to better business opportunities and improves staff morale.
- Without change, things stay the same and ultimately will stagnate and die. Without change there is no adventure in life. It takes much more energy and effort to resist change than it does to accept it. It's much easier to embrace change than to fight it.

49

Leadership and Change



- Change leadership is a proactive approach to change management, where change is seen as an opportunity for growth and improvement rather than a finite project. Change leaders create an inspiring vision, and advocate for that vision throughout the organization. Change leaders take a people-centric approach.

50

Why is leadership important in change?



- Leaders must manage the change or it will manage them.
- When leaders fulfil the change management role, changes are made efficiently and sustainably, and the expectations of their staff, partners, stakeholders and clients are met.

51

Transformational Change



- Transformational change is a process designed to create significant change in the culture and work processes of an organization and produce significant improvement in performance.

52

Let's look at a Response Cycle to
Change
更改响应周期



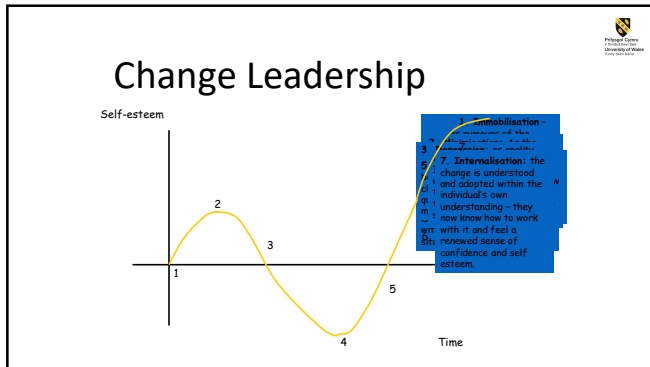
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Transformational Change Defined



- A shift in organizational culture resulting from a change in underlying strategy and processes that an organization has used in the past.
- A transformational change is designed to be organization-wide and is enacted over a period of time.

54



55



John P. Kotter

- Regarded by many as the authority on leadership and change, John P. Kotter is a best-selling author, award winning business and management thought leader, business entrepreneur and Harvard Professor.
- His ideas, books, and company, Kotter, help mobilize people around the world to better lead organizations in an era of increasingly rapid change.

56

John P. Kotter

- Who is your favourite leader?
- My favourite leader in the last 50 years is Nelson Mandela because he had every right to be very angry at being imprisoned for 27 years and to take that out on the white South African population but instead he rose above all that and used a variety of leadership actions that achieved something close to a miracle of pulling the populations together in a way that was needed to build the country.



57



Change Is....

- A fact of life
- A source of anxiety
- A valuable tool of leadership

58



Why Change? – Then ones that failed to understand











59



Why Change? – The ones that went for it









60



How would you prepare people to
be ready for change?
你将如何让人们为变革做好准备?

61



How to Lead Change

- "All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership."

John Kenneth Galbraith

Economist/Editor/Ambassador

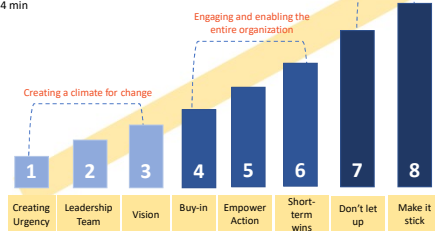
62



Kotter's 8 Step Change Model

Harvard University Professor John Kotter in mid-late 1990s model views change as a campaign. The goal of the 8-step process is for teams to buy into the change after leaders convince them of the critical need for change to occur.

Video 4 min



63




1 Create urgency
2 Form a powerful coalition
3 Create a vision for change
4 Communicate the vision
5 Remove obstacles
6 Create short term wins
7 Build on the change
8 Anchor the change

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64

Communicating the Change Vision

- Goal: A shared sense of a desirable future
 - *Far beyond just change leadership / guiding coalition*
- 7 principles – *Effective Communication*
 - *Simplicity*
 - *Metaphors & Analogies*
 - *Multiple forums, forms*
 - *Repetition, Repetition, Repetition, ...*
 - *Leadership by Example*
 - *Explanation of seeming inconsistencies*
 - *Give-and-take, 2-way communication*

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Communications: An Effective Planning Checklist

- ☐ Who will deliver the communications in your organization?
- ☐ Who are the key influencers and how will you use them?
- ☐ How will you answer WHY this change is needed?
- ☐ What is it in it for your audience?
- ☐ What are their barriers to this change? How will you overcome them?
- ☐ What are your key messages?
- ☐ How will you deliver the message? What will be most effective?
- ☐ Are your communicators prepared? Are your influencers on the same page?
- ☐ Are you resisting the urge to have the communication come only from the project lead?
- ☐ Will there be face-to-face communications? How will you create opportunities for two-way dialogue?
- ☐ How will you repeat the message at least at eight times?
- ☐ How will you celebrate short-term wins? How will you reward performance longer term?
- ☐ Are reactions being gauged? Are you open to refinement?
- ☐ Are the results being measured?
- ☐ How will change be reinforced and rewarded over the long haul?

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66

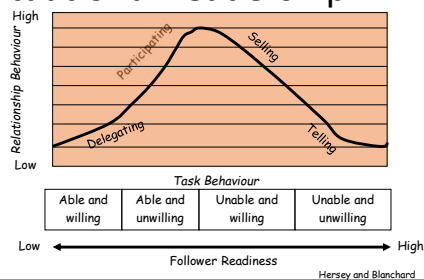
Situational Leadership 情境领导



- When would you 'tell' ?
- When would you 'sell' ?
- When would you 'participate'?
- When would you 'delegate'?

67

Situational Leadership



68

We will be looking in more depth "Situational Leadership" next week



69
