

Activity

- What do you think are the core components for organisational success?
- Make a list of at least 6 items and prioritize them.
- What do you consider the single most important thing?

Take 10 minutes to reflect

Theories of Leadership

1) Traits or characteristics of the leader

Is there a common set?

(dominance, responsibility, achievement, self-assurance)

2) Behaviour

What do good leaders do?

Task orientated (meeting deadlines, setting up roles + responsibilities) and people orientated (building teams + trust)

Contingency

Situational variables that would influence the outcome

(task structure, quality of relationship, position of power, environment)

4) Attributional

How people perceive leaders?

(charisma, intelligence, strong personality, verbal skills, industriousness and so on)

Activity

- What is leadership?
- What does it do?
- What properties are essential for it to be healthy and effective?
- What effects do you note or wish for from good leadership?
- How do you detect poor, or weak, or bad leadership?
- What qualities signify its presence?
- How do you think we can improve leadership in organisations?
- What one thing, if it could be done, could most improve the quality of leadership the most?

Take 10 minutes in your reflection diary to make notes

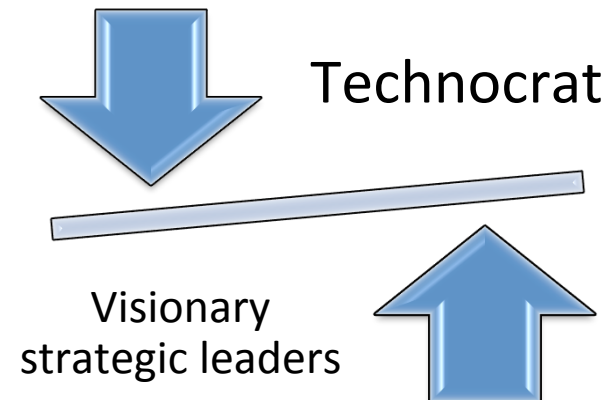
Working ON the organization

Thinking about the organisation

- Vision
- Strategy
- Elon Musk – SpaceX & Tesla Motors
- Harriett Green – Thomas Cook

Doing for the organisation

- Implementation of the processes, systems
- Structure that enables strategy



Working IN the organisation

IN (Doing for) the organisation

- Recruiting, creating, sustaining teams
- Leverage, human productivity
- Alan Mulally – “One of the most impressive turnarounds in history” CEO of Ford Motors - focused on team work and accountability.

Leadership 'thinking' about the organisation

problem solving

vision, values, mission

THINKING

innovating

strategising, plans, goals

Leadership 'doing' the organisation

turn-key operations

time management,
meetings, projects

DOING

implementing,
using systems,
producing

recruiting, appraising, firing

4+1 Motivational Leadership Model

ON the organisation

IN the organisation

THINKING

TEAMBUILDING

SELF

DOING

MOTIVATING

4+1 Motivational Leadership Model and the Self



Tools to help improve self-awareness

- Acquiring quality feedback
- Using diagnostic profiling tools
- Starting a journal
- Challenging yourself to leave your 'comfort zone'
- Imagining

Empowerment

Which side are you on?

Cause
Responsibility

Effect
Reasons

Reflection questions for your peer group:

When are you in cause? Give examples

When are you in effect? Give examples of how you have put yourself back in cause

Make a note of your own ideas around how to increase your self awareness and try to put one or two of the tools into practice

Do not try to attempt to undertake all five ways. Choose the one that appeals most to you and make a plan to work at it, for at least 3 months.