

# Strategy and Leadership PV237

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## Leadership



# Leadership Characteristics

## Brainstorming

**Traits**

**Behaviors**

**Which do you believe you possess yourself?**

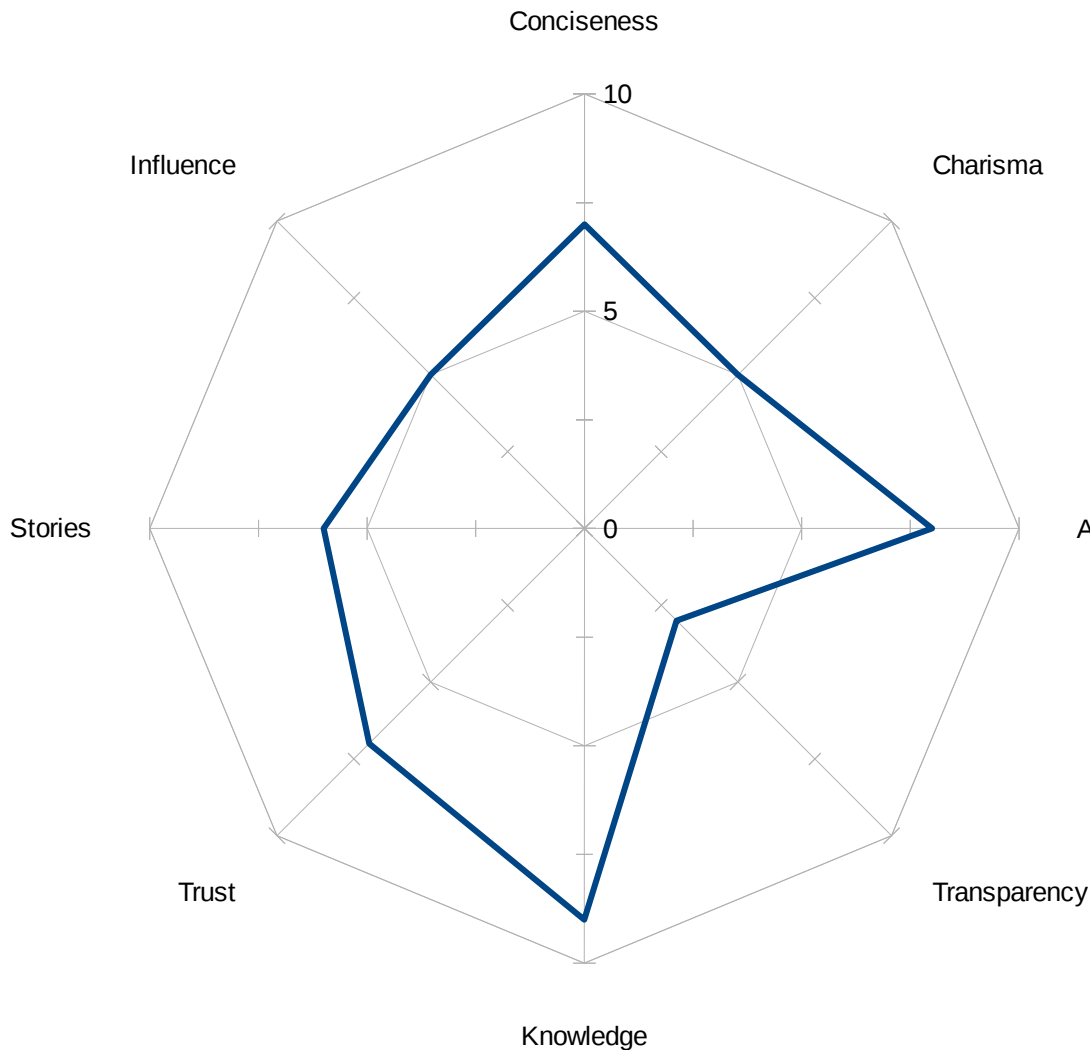
**Which do you need for your next career step?**

**Plot them on a spider net graph (aka coaching wheel)**

**Define SMART development goals**



# Development wheel



## Coaching questions:

- Imagine you've got a courage of a lion for a week. What would you like to do with it? If you use this courage for your goal, what will you achieve?
- Imagine you've changed one of your weaker areas – if big brother was watching you, what would be the first sign you've improved?
- How will others react to your improvements?
- Who will be the first person to notice you've progressed?



# Development objectives

## Setting SMART Goals

- **Specific** What EXACTLY am I aiming at?
- **Measurable** How will I know the goal was achieved?
- **Achievable** What can prevent me? What can help me?
- **Realistic** On a scale 1-10, how realistically am I going to achieve my goal ...
- **Time bound** ... by the deadline?

## LOOP & REFRAME

**What is the smallest step I can make now so I feel more confident that I will really achieve my goal?**



# Leadership Theories

## Who leaders are / What leaders do / Under what circumstances

- **Traits** - outcomes from brainstorming
- **Behaviors** - outcomes from brainstorming
- **Situational Leadership** - taking on multiple factors based on circumstances



# Traits Theory

- Effective leaders possess a similar set of qualities and characteristics
- e.g. Leaders are taller, more confident, and have greater physical stamina than non-leaders
- Leaders are born, not made

## Leadership Traits

- ✓ **Ambition and energy**
- ✓ **The desire to lead**
- ✓ **Honesty and Integrity**
- ✓ **Self-confidence**
- ✓ **Intelligence**
- ✓ **High self-monitoring**
- ✓ **Job-relevant knowledge**

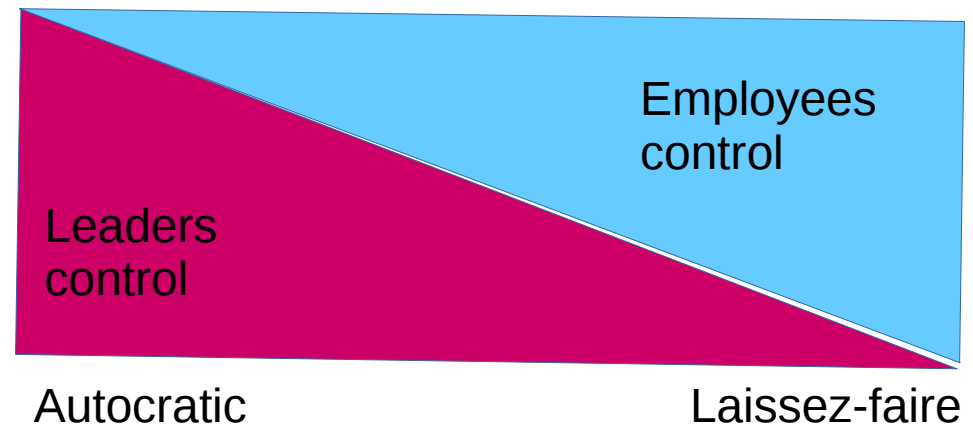
**Do not worry! There is no evidence of cause and effect of traits and leadership**



# Behavioral Theories

- **Control based:**

- **Autocratic**
- **Democratic**
- **Laissez-faire**



## White and Lippit (1983) research in a boy's club:

The group was most productive under autocratic leader, but the leader had to be there, else the work stopped.

Democratic style was the most popular and the most consistent in both quality and productivity.

Laissez-faire scored poorly in all aspects in this study, but it can work well there where the members of the group are clear about their objective and their task.



# Behavioral Theories

- **Concern based**

Two central leadership behaviors bring success:

- **Initiating structure (Concern for production)**

The degree to which the leader structure the roles of the followers by setting goals, deadlines, assigning tasks, and giving directions. Primarily affects subordinates' performance.

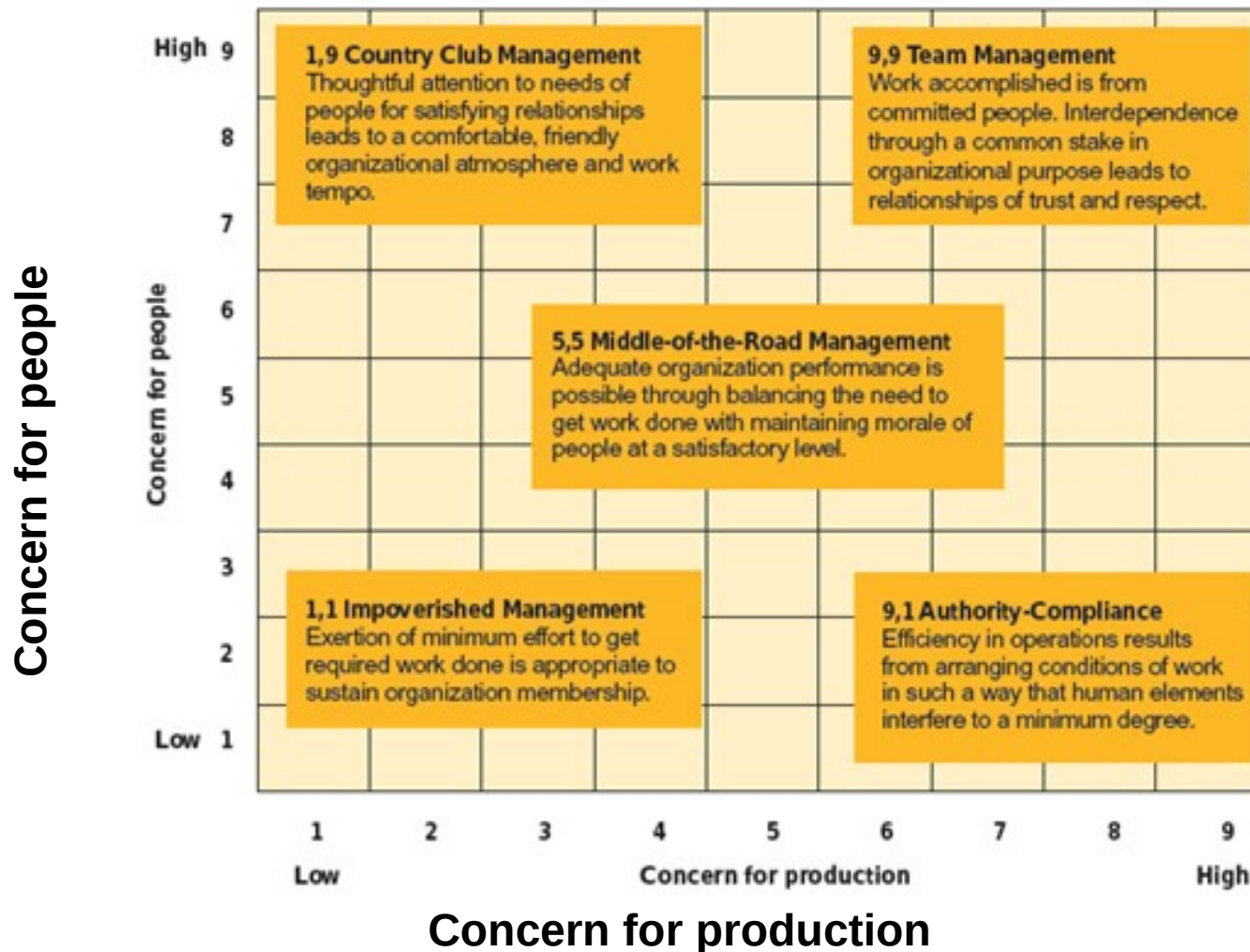
- **Consideration (Concern for people)**

The degree to which the leaders is friendly and approachable. Primarily affects subordinates' job satisfaction.



# Behavioral Theory

## Blake&Mouton Leadership Grid



Source: Leadership Dilemmas – Grid Solutions  
Robert R. Blake and Anne Adams McCauley, 1991



# Who is your colleague/ boss?

## **Least Preferred Co-worker scale**

- **Concern for production leadership style**

Leaders that are task oriented typically describe their least preferred co-worker in rather negative terms.

- **Concern for people leadership style**

Relationship oriented leaders describe even their least preferred co-worker in positive terms.



# Situational Leadership Contingency Theory

- **Authority/Autonomy** is contingent of four variables:
  - the leader
  - the led
  - the task
  - the context



# Contingency theories of Leadership

## • The Leader

The theory says that leaders' ability to flex their style is relatively limited.

Things to check before you join in:

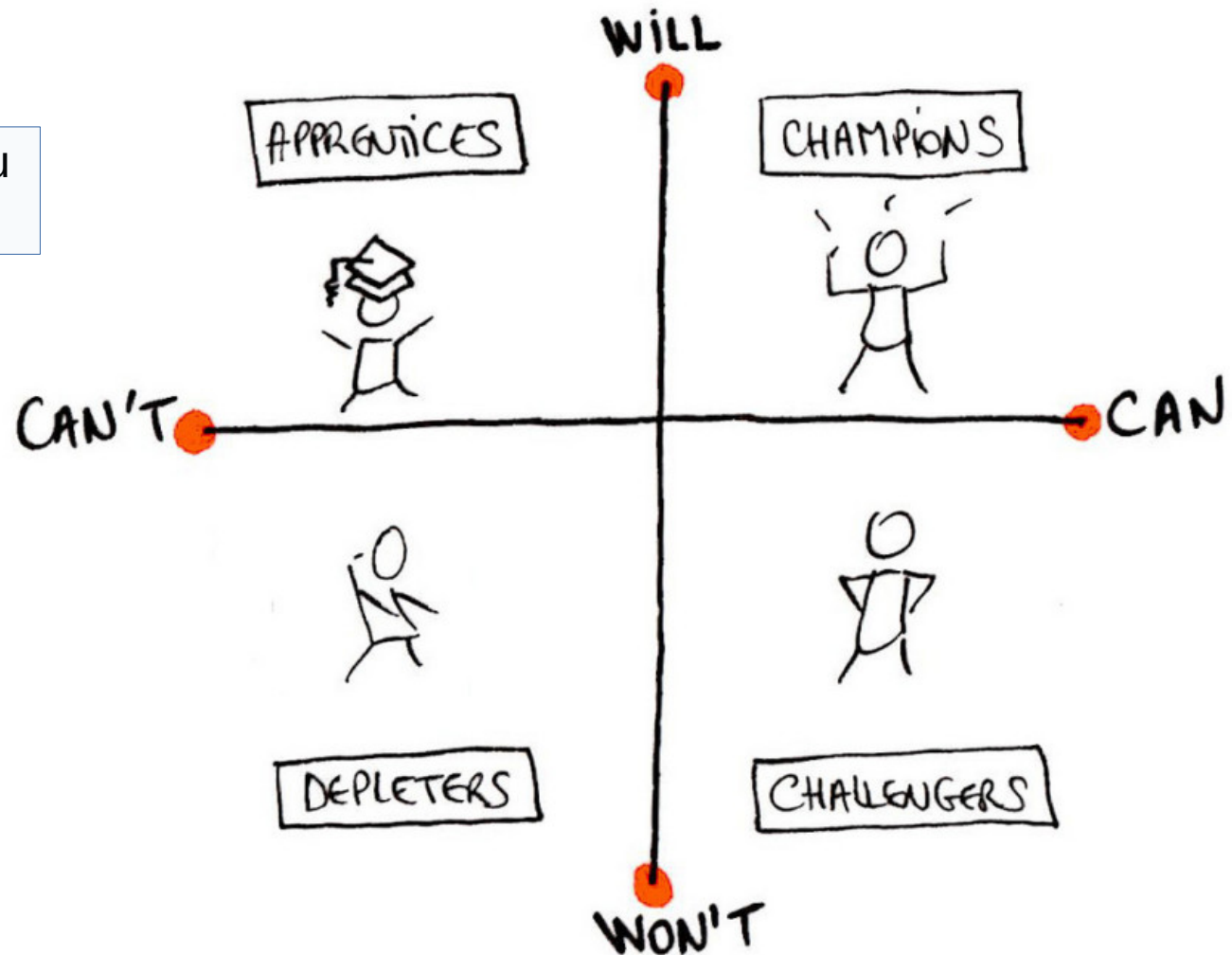
- Be aware of your style
- Be aware of the extent to which you are able and willing to adjust
- Are people you will be working with compatible with your style?
- Is the task?
- How much freedom will you have in the given company culture?



# Contingency theories of Leadership

## • The Led

As leaders, what would you do with each category?



# Contingency theories of Leadership

- **The Task**

What are the characteristics of a task that enable more relaxed leadership style?



# Contingency theories of Leadership

- **The Context**

What can you do in case the company culture / the context is not compliant with your style, with what your people need, with the task requirements?





# Situational Leadership Contingency Theory

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- the leader



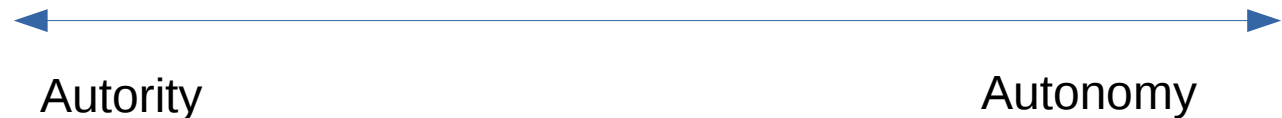
- the led



- the task



- the context



# Assignment 4

- **24 hours take away**
- **Those who did not attend - formulate your SMART development goal**
- **Those who are not playing - define 8 competencies you want to develop and plot them on the spider net. Formulate development objectives using SMART technique for those that need improvement**

