

WASHINGTON STATE MUSIC TEACHERS ASSOCIATION

LEADERSHIP WEEKEND
SEPTEMBER 18-19, 2010

INTRODUCTION TO LEADERSHIP

“The universal craving of our time is a hunger for compelling and creative leadership.”

James MacGregor Burns

Leadership (1978)

Winner of the Pulitzer Prize and
National Book Award

INTRODUCTION TO LEADERSHIP

Mid-20th Century: Era of Titans

Churchill and Roosevelt

Einstein and Sagan

Stalin and Hitler

Mao and Ghandi

Kennedy and King

Bernstein and Stravinsky

Schoenberg and Sills

INTRODUCTION TO LEADERSHIP

- Loved them or loathed them
- Marched for them and fought against them
- Died for them and killed for some of them

INTRODUCTION TO LEADERSHIP

We couldn't ignore them.

INTRODUCTION TO LEADERSHIP

Final Quarter of the Century to Present Day:

Cult of Personality

The “Gee Whiz” Approach to
Celebrities

INTRODUCTION TO LEADERSHIP

- Peer into the private lives of leaders as if they carry profound significance
- Entire magazines are devoted to “People”

INTRODUCTION TO LEADERSHIP

- Who are our great scientists?
- Who are our great politicians
- Who are our great composers?
- Who are our great conductors?
- Who are our great performers?

INTRODUCTION TO LEADERSHIP

- “Leadership is one of the most observed and least understood activities on earth.” (Burns)
- A superabundance of facts about leaders far surpasses theories of leadership.

INTRODUCTION TO LEADERSHIP

- The sessions this weekend will focus on leadership...as it applies to you as a person and as it applies to you as an associational leader.

INTRODUCTION TO LEADERSHIP

- Give a person a fish, and he/she will be satisfied for a day.
- Teach a person to fish, and he/she will be satisfied for a lifetime.

INTRODUCTION TO LEADERSHIP

- Sell a man a fish, he eats for a day.
- Teach a man to fish, and you ruin a wonderful business opportunity.

Karl Marx

DEFINITIONS

- Leadership is any attempt to influence the behavior of another individual or group.
- Management is working with and through others to accomplish organizational goals.
- Leadership can be attempted for any reason. Management is a special form of leadership that involves the goals of an organization.

MANAGEMENT vs. LEADERSHIP

- Management is doing things right.
- Leadership is doing the right thing.

LEADERSHIP QUOTES

- Leadership, simply defined, is the ability to influence others to move toward the accomplishment of common goals.

Harvard Business Press

- Leadership is getting someone else to do something you want done because he wants to do it.

Dwight D. Eisenhower

LEADERSHIP QUOTES

- Leadership is action not position.
- It makes a difference whether the shepherd loves the sheep or the fleece.
- Unless you enter the tiger's den, you cannot take the cubs.
- “How can anyone govern a nation that has two hundred and forty-six different kinds of cheese?” Charles de Gaulle

LEADERSHIP QUOTES

- “There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success that to take the lead in introducing a new order of things.”

Niccolo Machiavelli

- Everything you do affects everything you do.
- Courage is the art of being the only one to know you are scared to death.

LEADERSHIP QUOTES

- “There are times when even the best leader is like a little boy with a big dog waiting to see where the dog wants to go so he can take him there.” Lee Iacocca
- The best time to plan a tree is twenty years ago; the second best time is today.

LEADERSHIP STYLES

(Kurt Lewin – 1939)

- **Autocratic** - “Because I say so”
- **Laissez Faire** – Minimal oversight
- **Democratic** – People help decide
- **Charismatic** – Charm and personality
- **Servant** – Well-being of others

LEADERSHIP THEORIES

- **“Great Man” (or Woman) Theory**

Assumes that leadership is inherent, and that great leaders are born, not made.

LEADERSHIP THEORIES

- **Traits Theory**

Assumes that leaders possess certain qualities or “Traits” – perhaps personality or other Characteristics that make them good leaders.

LEADERSHIP THEORIES

- **Behavior Theory**

Great Leaders are made, not born. It is the action or the “behavior,” not innate qualities of a person that makes them a leader. These behaviors can be observed and learned.

LEADERSHIP THEORIES

- **Participative Theory**

Participative leadership theory suggests that the most effective leaders take the input of others into account. This “participation” from those in the organization can encourage stronger buy-in and commitment.

LEADERSHIP THEORIES

- **Management Theory**

Management theory, known as “Transactional” theory, focuses strongly on the role of supervision and management. It is based on rewards for success, and punishment for failure.

LEADERSHIP THEORIES

- **Relationship Theory**

Also known as “Transformational” theory, focuses on the relationship between the leader and followers of the organization.

Transformational leaders motivate and inspire individuals to become the best they can be using ethical and moral standards.

LEADERSHIP THEORIES

- **Situational / Contingency Theory**

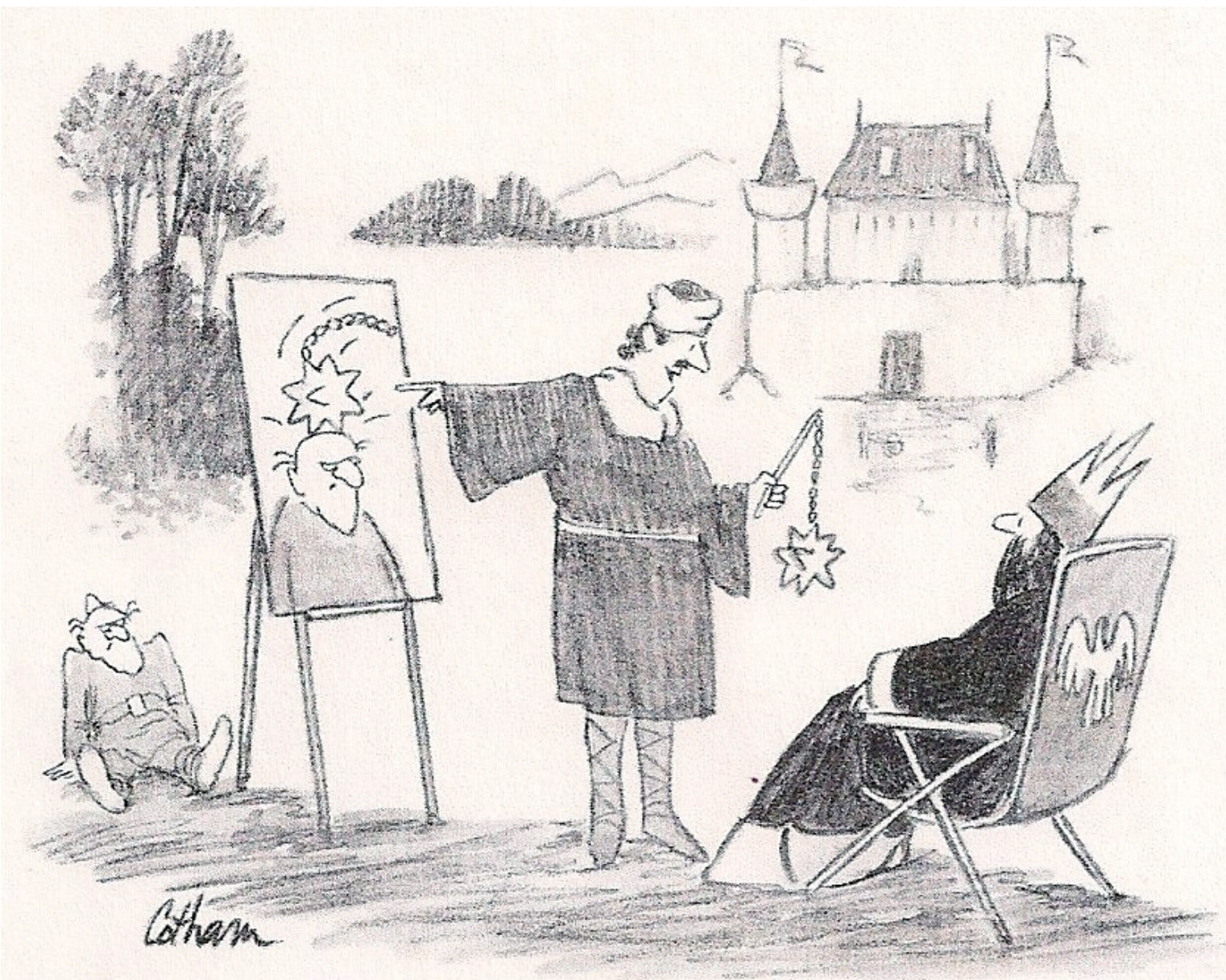
The type of leadership used all depends on the circumstances of the situation. Certain types of leadership may be more effective, contingent upon the environment and what needs to be done.

SITUATIONAL LEADERSHIP

- For every job there is an appropriate tool
- Hammers are great for pounding nails
- Hammers are terrible saws

SITUATIONAL LEADERSHIP

- The same is true of Leadership and Management
- It is unrealistic to think that a single tool is all that is needed to lead effectively
- A good leader needs to understand and be able to use different tools when leading people



"This device scientifically enhances reasoning powers, Your Highness. Just whack someone with this, and he'll see things your way."

TWO EXTREMES OF LEADERSHIP STYLE

- Autocratic: Being Directive e.g. George Patton
- Democratic: Followers share information, make decisions, and solve problems e.g. King Arthur

DIMENSIONS OF LEADERSHIP

- Task Behaviors: the extent to which the leader engages in spelling out duties and responsibilities of an individual or group
- Telling people what to do, how to do it, when to do it, where to do it, and who's to do it

DIMENSIONS OF LEADERSHIP

- Relationship Behavior: the extent to which the leader engages in two-way or multi-way communication
- Includes listening, encouraging, facilitating, clarifying, giving emotional support

FOUR BASIC LEADERSHIP STYLES

- Telling: High task, low relationship
- Selling: High task, high relationship
- Participating: High relationship, low task
- Delegating: Low relationship, low task

FOUR BASIC LEADERSHIP STYLES

- Telling: provide specific instructions and closely supervise performance

Alternate words: Guiding, Directing,
Establishing

FOUR BASIC LEADERSHIP STYLES

- Selling: explain your decisions and provide opportunity for clarification

Alternate words: Explaining, Clarifying,
Persuading

FOUR BASIC LEADERSHIP STYLES

- Participating: share ideas and facilitate in making decisions

Alternate words: Encouraging,
Collaborating, Committing

FOUR BASIC LEADERSHIP STYLES

- Delegating: turn over responsibility for decisions and implementation

Alternate words: Observing, Monitoring,
Fulfilling

READINESS

Readiness of the follower is the key variable in determining the APPROPRIATE style of leadership

TWO COMPONENTS OF READINESS

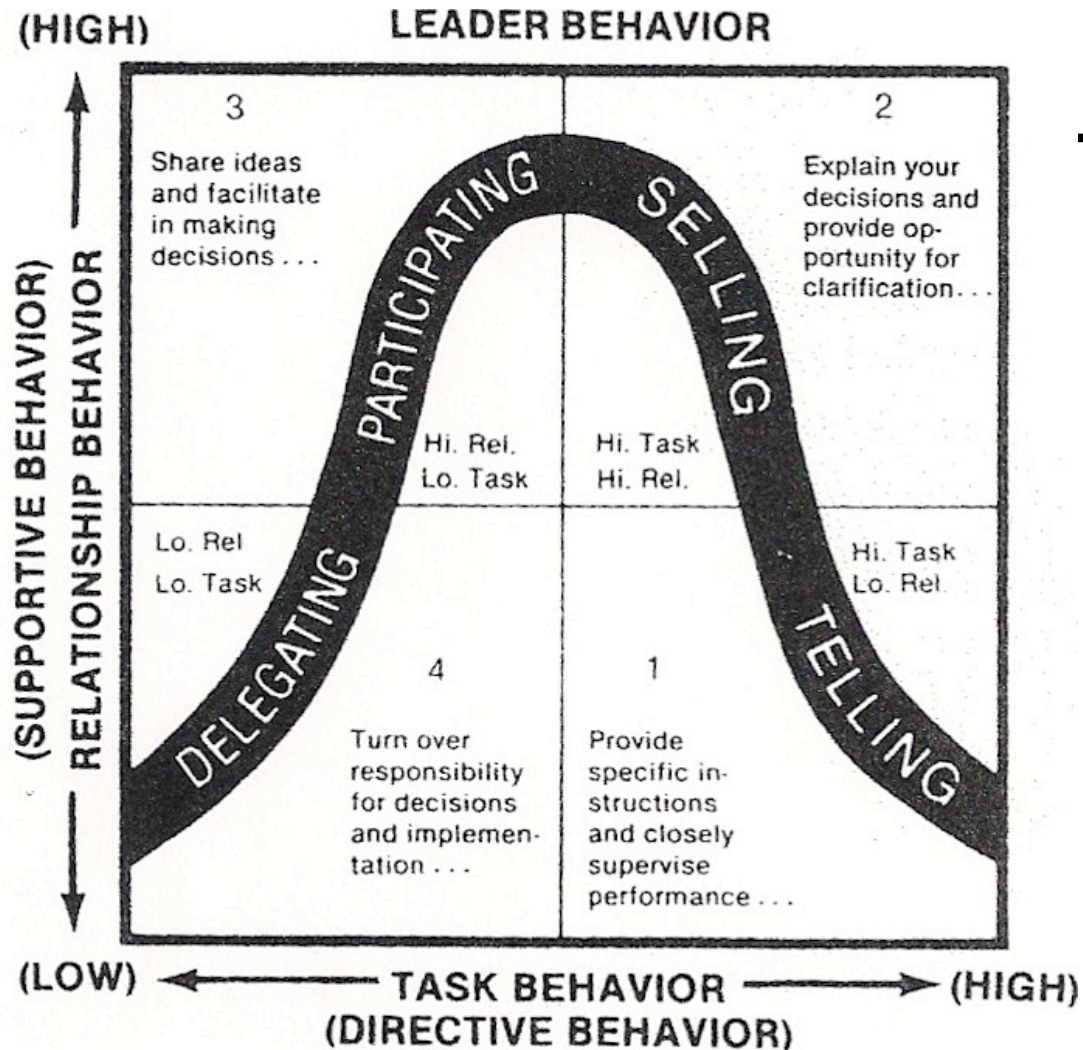
- Ability is the knowledge, experience, and skill that an individual or group brings to a particular task or activity
- Willingness has to do with confidence, commitment, and motivation to accomplish a specific task or activity

FOUR LEVELS OF READINESS

- Unable and unwilling or Unable and insecure
- Unable but willing or Unable but confident
- Able but unwilling or Able but insecure
- Able and willing or Able and confident

SITUATIONAL LEADERSHIP

- *Situational Leadership* relates the four different levels of readiness with the four basic styles of leadership



TIP

FOLLOWER READINESS

HIGH	MODERATE		LOW
R4	R3	R2	R1
Able & Willing or Motivated	Able but Unwilling or Insecure	Unable but Willing or Motivated	Unable & Unwilling or Insecure

1988

Larson



“Well, let’s see—so far I’ve got rhythm and I’ve got music. ... Actually, who could ask for anything more?”

The
FARS

September

25

MONDAY

Rosh
Hashanah

FINAL THOUGHTS

MORAL OF THE ROCKS