

CHALLENGES IN LEADERSHIP



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Definition



- Leadership is the art of motivating a group of people to act towards achieving a common goal.
- More simply, leaders are the inspiration and director of the action. Leaders possess the combination of personality and skills that makes others want to follow their direction.



Are the terms LEADER and MANAGER the same?

Are leaders BORN OR MADE?

What do we look for in good leaders?

How do leaders lead and what about leadership styles?

Are there some people who just CANNOT LEAD?

Why do we need good leaders your industry?



Management versus Leadership



"There is a profound difference between management and leadership, and both are important. To manage means to bring about, to accomplish, to have charge of or responsibility for, to conduct. Leading is influencing, guiding in a direction, course, action, opinion. The distinction is crucial"

Warren Bennis

Managers vs. Leaders



Managers	Leaders
Administers	Innovates
Is a copy	Is an original
Maintains	Develops
Focuses on systems and structure	Focuses on people
Relies on control	Inspires trust
Accepts reality	Investigates it
Has a short-range view	Has a long-range perspective
Asks what and why	Asks what and why
Has eye on the bottom line	Has eye on the horizon
Imitates	Originates
Accepts the status quo	Challenges it
Is the classic good soldier	Is own person
Does things right	Does the right thing

Management and Leadership



Leadership and management are two distinctive and complementary systems of action. Both are necessary for the success of an organization.

Think of a manager in your life



- 1. Think of a manager in your life**
- 2. What did he/she manage (people, products, teams)?**
- 3. What are some strengths?**
- 4. What are some weaknesses?**
- 5. Why do people like this manager?**
- 6. Why do people dislike this manager?**
- 7. What does he/she do to motivate others?**
- 8. In what ways are YOU like this person?**



Think of a leader in your life



- 1. Of what is he/she in charge?**
- 2. What are some strengths?**
- 3. What are some weaknesses?**
- 4. Why do people like this leader?**
- 5. Why do people dislike this leader?**
- 6. What is his/her leadership style?**
- 7. In what ways are YOU like this person?**



WE MUST HAVE BOTH MANAGERS AND LEADERS!



**Leaders carve out the trail,
while managers navigate the course**

LEADERS ARE SORT OF BORN, BUT CAN ALSO BE MADE



Single most important innate trait...
intelligence

*You cannot lead without being intelligent
enough to accomplish the task at hand!*

The Development of a Leader



But what else can contribute to the development of a leader?

- **Work experience**
- **Hardship**
- **Opportunity**
- **Education**
- **Role models and mentors**

Impacting you...



How have these factors had an impact on you?



LEADERSHIP TRAITS



Honest

Ethical

Competent

Forward-looking

Inspiring

Intelligent

Fair-minded

Broad-minded

Courageous

Straightforward

Imaginative



Leadership Styles



- **Coercive Leadership Style** - accomplishes task by bullying employees, works best when a fast company turnaround is needed.
- **Authoritative Leadership Style** - an expert that knows what needs to get done, works best when the workgroup is without clear direction.
- **Affiliative Leadership Style** - promotes harmony and helps solve problems, works best when morale is low and teambuilding is needed.
- **Democratic Leadership Style** - gives followers a vote in nearly every decision, a time consuming style that requires knowledgeable employees.
- **Pacesetting Leadership Style** - sets very high work standards for themselves and the followers, works best when followers are skilled and morale is high.
- **Coaching Leadership Style** - clearly defines roles and tasks, focus is on two way communication, works best when followers are experienced and agreeable.

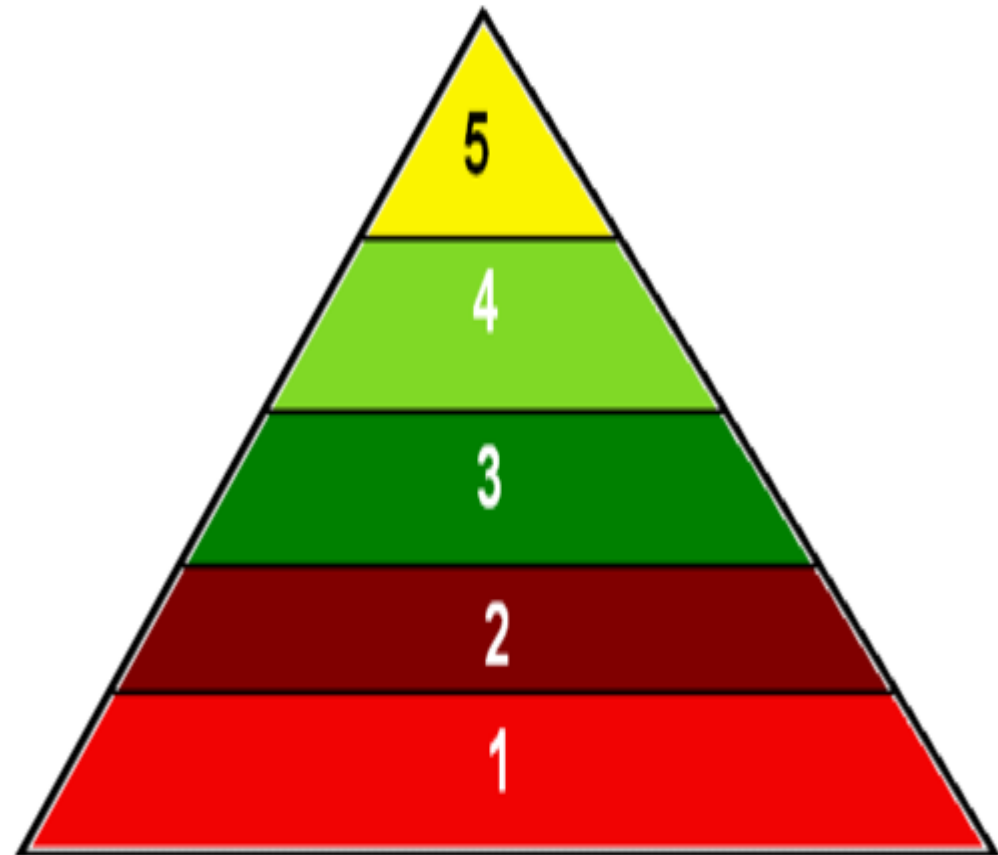
Goleman and Blanchard
Crimson Tide

**Whatever your leadership style,
a good leader is an expert motivator**





5. Self Actualization
4. Self-esteem
3. Love and Belonging
2. Safety and Security
1. Basic Needs



Maslow's Hierarchy of Needs

MOTIVATION BIASES OF THEORY X AND Y MANAGERS



Theory X managers believe that motivation is reflected in a response, which, like any other behavior, is conditioned by its consequences. From this point of view, the manager or conditions in the environment control motivation.

Theory X principles of motivation emphasize that:



1. Most people are intrinsically lazy.
2. People only want to do the minimum amount of work; they do not strive for excellence.
3. People are unwilling to take the responsibility to resolve conflict (theirs or others).
4. People are not naturally motivated.
5. People work for money.
6. People do not want to be involved in decision-making.
7. Maximum external control needs to be in place to achieve best results.

MOTIVATION BIASES OF THEORY X AND Y MANAGERS



Theory Y managers believe that the most important motivation is self-motivation, an inherent desire to learn on the part of the individual. From this point of view, the individual should be in control as much as possible.

Theory Y principles of motivation emphasize that:



1. People have a need to succeed and to develop a positive self-concept.
2. People have a drive for competency and for control of the environment.
3. People have a need to resolve conceptual conflict.
4. All people are motivated by stimulating and thought provoking subject matter.
5. People work for opportunities to grow and to learn.
6. People work best with shared decision-making; they want a part in their own destiny.
7. Minimal control and employee empowerment will achieve best results.

INTRINSIC MOTIVATION



INTRINSIC MOTIVATION IS THAT INNATE DRIVE TO SUCCEED THAT COMES FROM WITHIN AND STEMS FROM OUR PERSONAL NEEDS, DESIRES, AND EXPECTATIONS.



A SAMPLING OF INTRINSIC MOTIVATIONAL FACTORS



Achievement	The need to do something significant or meaningful
Affiliation	The need to feel connected to others
Autonomy	The need to feel independent and unconstrained
Challenge	The need to be challenged and experience personal growth
Exhibition	The need to be in the spotlight
Fun and Pleasure	The need to enjoy oneself and one's experiences
Power	The need to exert influence or control over others
Recognition	The need to feel appreciated and respected for one's efforts
Safety and Security	The need to feel safe and secure
Succor	The need to feel the sympathy and care of others
Understanding	The need to be heard and to feel understood

Leadership and Intrinsic Motivation



The leader's task is to understand these personal needs and, to the degree possible, create a working environment that fulfills them.

EXTRINSIC MOTIVATION



MOTIVATIONAL FACTORS EXIST THAT ARE EXTERNAL TO THE PERSON AND HIS OR HER WORK. PSYCHOLOGISTS SUCH AS FREDERICK HERZBERG AND ABRAHAM MASLOW HAVE THEORIZED THAT THESE EXTERNAL FACTORS WILL NOT REALLY MOTIVATE SOMEONE, BUT THEIR ABSENCE MAY DEMOTIVATE SOMEONE.



A SAMPLING OF EXTRINSIC MOTIVATIONAL FACTORS



- Comfortable, clean, and safe working conditions (physical factors)
- Fair compensation, benefits, and rewards
- Job security, stability
- Adequate guidance, instructions, tools, equipment, and support to complete the work
- Supportive co-workers and management
- Reasonable policies and procedures

Leadership and Extrinsic Motivation



The leader's job is to prevent these extrinsic factors from becoming sources of dissatisfaction.

NECESSITIES FOR MAINTAINING A MOTIVATED WORKFORCE



- Always let employees know where they stand
- Give credit where credit is due
- Inform people of upcoming changes
- Use shared decision-making, whenever possible
- Earn your staff's respect and trust
- Know all of your employees, personally
- Listen to your employees' proposals
- Attend to any unusual behavior as early as possible
- Make wishes suggestions, when possible
- Explain why things are done in a particular way

NECESSITIES FOR MAINTAINING A MOTIVATED WORKFORCE



- Admit your mistakes
- Show importance of every job
- Criticize constructively
- Precede criticism with strengths
- Be a good role model
- Be consistent in your actions
- Take every opportunity to demonstrate pride in group
- Set measurable goals
- Stand behind your employees

Are there some people who just cannot lead?



- 1. Why not?**
- 2. Is that bad?**
- 3. How will you deal with them?**
- 4. How will you keep them motivated?**
- 5. How do you feel about them?**

The Challenges of Leadership



- **Managing friends**
- **Managing older and more experienced employees**
- **Managing younger and less experienced employees**
- **Understanding situational leadership**
- **Dealing with conflict**
- **Creating strategic alliances**
- **Giving and receiving feedback**
- **Dealing with unwarranted criticism**
- **Understanding yourself in a leadership role**