

What is Leadership?

“The art of motivating a group of people to achieve a common goal. This demands a mix of analytic and personal skills in order to set out a clear vision of the future and defining a strategy to get there. It requires communicating that to others and ensuring that the skills are assembled to achieve it. It also involves handling and balancing the conflicts of interests that will inevitably arise, both within the organisation and outside it where, even in the private sector, a wide variety of stakeholders will have a legitimate interest.” (The King’s Fund, 2011)

→ Leaders affect how individuals perform within an organisation, and therefore affects how organisations perform. (Alimo-Metcalfe, 2013)

Management and Leadership Compared

Leadership: Produces Change and Movement		Management: Produces Order for Consistency
What are we setting out to do?	Establishing Direction Create vision Clarify big picture Set strategies – focus on the future	Planning and Budgeting Establish agendas Set timetables Allocate resources - focus on the efficiency
How do we deliver results?	Aligning People Communicate vision and goals Influence and seek commitment Build teams and coalitions	Organising and Staffing Provide structures Ensure appropriate job roles & responsibilities Establish rules and procedures
How do we make it happen?	Motivating and Inspiring Inspire and energise Empower Address barriers to change	Controlling and Problem Solving Apply appropriate rewards/incentives Generate creative solutions Monitor and take corrective action
What are outcomes?	Producing Change Creates change, a culture of innovation and trend to new approaches and services	Producing Predictability and Order Maintains stability, achieves set targets, creates culture of efficiency

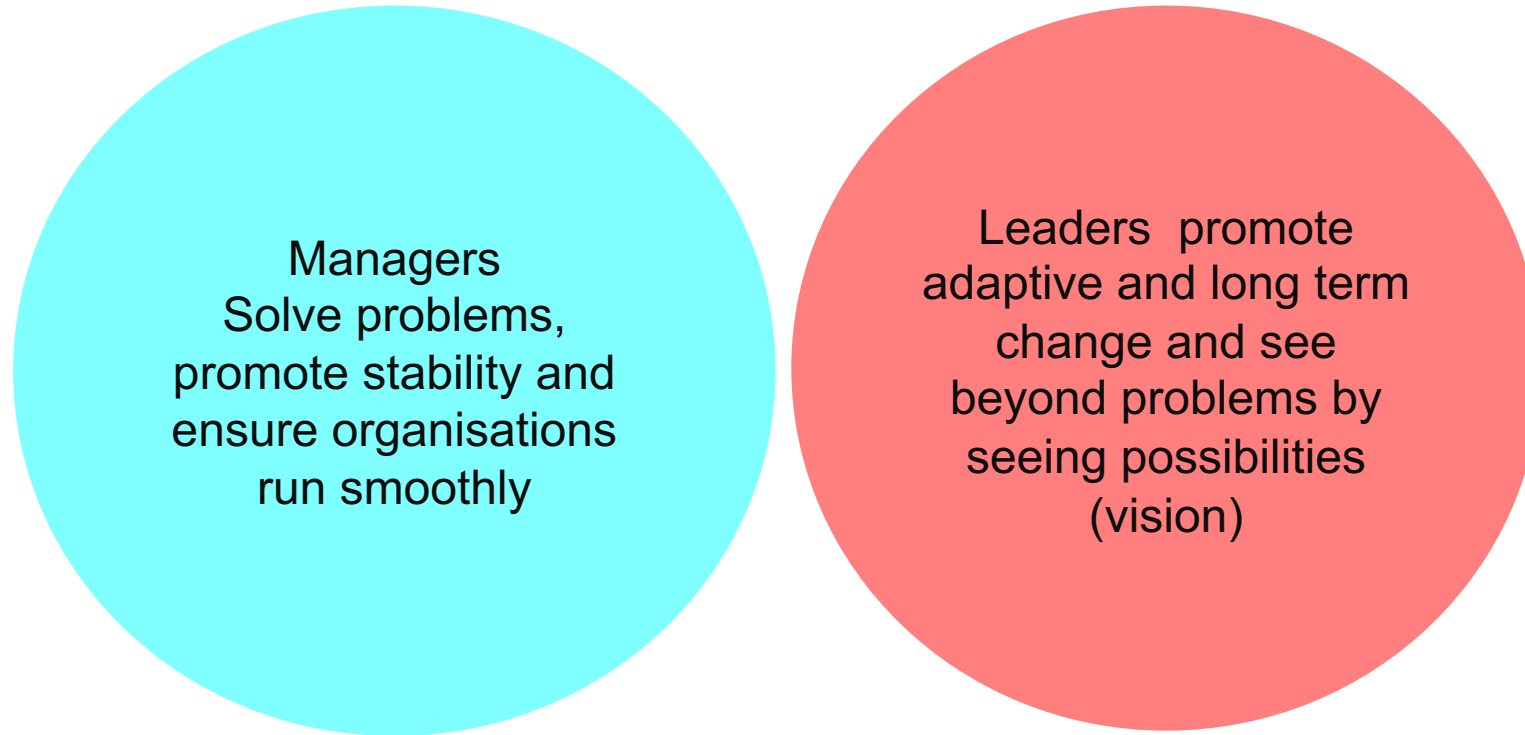


Julius Caesar

Leadership: "We will conquer Britan - the farthest reach of the known world - and Rome shall become the greatest empire the world has ever seen!"

Management: "The invasion will commence in the summer of 55 BC. We will start by building 2 bridges across the Rhine River: these will take about 3 weeks using local lumber supplies and require over 40,000 soldiers . . ."

Management and leadership ...



“The leader has to be practical and a realist yet must talk the language of the visionary and the idealist.” - Eric Hoffer, philosopher

**“Management is doing things right;
leadership is doing the right thing.”**

Peter Drucker

Austrian-born American Educator

Leadership is...

- A continuous ***process***
- Contextual – must be viewed within the context of the organisation/team
- About understanding and enhancing human behaviour
- About influencing and being responsible for individuals
- Involved in creating and addressing challenges at the **strategic** and **cultural level** of an organisation
- Key to the success of an organisation

Leadership theories over time (Alimo-Metcalfe, 2013)

“There is nothing as practical as a good theory” – Kurt Lewin

- Trait theories (< 1940s onwards)
- Behavioural approaches – Leadership styles (1950s onwards)
- Situational / Contingency theories (1960s, 1970s onwards)
- Charismatic – inspirational / Heroic models (1980s onwards)
- “Post-heroic” models (1970s onwards)

Trait theories (~1940s onwards)



Focused on leadership qualities and traits (compared to those of followers)

- Suggested leadership is an innate quality (as opposed to learnt)
- Example traits: energy, dominance, intelligence, ... also masculinity (very male-centric view of leadership – esp military leadership)
- Likely to be mediated by peoples' own (varying) beliefs about what makes 'a leader' (also known as Implicit Leadership Theory)
- Not a very useful model – people can have those traits but not be good leaders.
- Some traits can be destructive when brought to their extreme, e.g. charisma, inspiration, vision, courage, and resilience (see later)

Behavioural approaches (1940s, 50s onwards)

Focused on leadership behaviours / 'styles', what leaders do and say

- ❖ Concern for task - “production-orientated”, “goal-focused”
 - ❖ Concern for people - “employee-centred”, “socio-emotional”, “human-relations”
 - ❖ Directive leadership - “authoritarian” or “autocratic”
 - ❖ Participative leadership - “democratic.”
 - ❖ Laissez-faire – “hands off”
- See Kurt Lewin's Iowa studies
 - Suggest that leadership can be *developed and improved*
 - Again, no 'universal' style found to be effective (see Blake & Mouton 1978), most likely to be situation-specific...

Laissez-Faire 'leadership'



"The best executive has sense to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it. "

Theodore Roosevelt

26th U.S. President

Situational / Contingency theories (1960s onwards)

Focused on the situational factors that influence the effectiveness of leadership styles

e.g. type of task, subordinates' competence and confidence in tasks, urgency of tasks, types of decisions required, etc.

- Tend to suggest flexibility in style for leaders across different situations is most effective
- See: Robert House (Path-Goal theory); Hershey & Blanchard (Situational leadership)
- Notable exception: Contingency theory (Fiedler)
 - Suggests that leadership style is not flexible, depends on leaders' personalities
 - Therefore effectiveness is about *matching* the leader to the context.
(<https://expertprogrammanagement.com/2018/11/fiedler-contingency-theory/>)
 - But: moving leaders around all the time is not practical; what about subordinates' preferences; does not allow for leadership to be learned (and improved).

LEADERSHIP IS A SUBTLE ART
SO CHOOSE CAREFULLY



PENWIL

Charismatic – Inspirational theories (1980s onwards)



Focused on a leader's ability to drive change and mobilise an organisation in a particular direction

- Combination of traits (charismatic, visionary, inspirational), and behaviours that (some argue) can be learned (see Antonakis et al, 2012 paper)
- “Transformational” leadership is one of the most researched models (Bass & Avolio)
- There are cultural differences in how these valued leadership traits are defined, but also similarities (see Den Hartog et al, 1999 paper)
- Tend to focus too much on a ‘heroic’ leader (and less on the context and followers), and charismatic behaviours can be manipulative for less altruistic purposes (the “dark side” of charisma).

'Full range' leadership (Bass & Avolio)

- Transactional leaders: “get the job done”
 - Provide clear expectations, direction and goals, monitor performance, provide incentives
 - Based on compliance, attention to performance
 - Transformational leaders: motivate people to go ‘above and beyond’ – most effective
 - ‘Morally uplifting agents’, leading towards higher level purposes, developing followers as leaders themselves. (Avolio, 2011) (e.g. Simon Sinek’s TED talk)
 - Inspire, energise and intellectually stimulate their employees (Bass, 1990)
 - Based on trust, attention to change and development
 - Laissez-faire: passive, “hands off” – least effective, but may suit self-directed expert employees.
- Leaders who can balance transformational and transactional leadership over time and different situations are most effective (a situational approach)



**The function of leadership is
to produce more leaders,
not more followers.**

R A L P H N A D E R

wist.info

*If your actions create a
legacy that inspires
others to dream more,
learn more, **do more**
and become more,
then you are an
excellent leader.*

Dolly Parton – Singer/Songwriter

INSI^gHT
OF THE DAY



‘Post-heroic’ leadership models (2000s onward)

- Focus on the ethical behaviour of leaders, and the moral dimension of leadership; as a *practice* of ‘doing with’ others, not ‘doing to’ them.
- Acting for the greater good, placing the interests of followers over the self-interest of the leader; fairness

Servant leadership: selfless service to others, integrity, power sharing

“The servant-leader *is* servant first... It begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is *leader* first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.”

(Greenleaf, 1970, <https://www.greenleaf.org/what-is-servant-leadership/>)

‘Post-heroic’ leadership models (2000s onward)

Authentic leadership (“be true to yourself” ; “lead from the heart”)

- Self-awareness and openness; core values; courageous; build communities/teams; self-care and self-regulation; future oriented; etc...
- Drawn from positive psychology – emphasising strengths

“The authentic leader is confident, hopeful, optimistic, resilient, transparent, moral/ethical, future-oriented, and gives priority to developing associates to be leaders. The authentic leader is true to him/herself and the exhibited behavior positively transforms or develops associates into leaders themselves. The authentic leader does not try to coerce or even rationally persuade associates, but rather the leader’s authentic values, beliefs, and behaviors serve to model the development of associates.” (Luthans & Avolio, 2003, [link](#))

Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy.

- Gen. Norman Schwarzkopf





Do what you feel in your heart to be right — for you'll be criticized anyway. You'll be damned if you do, and damned if you don't.

(Eleanor Roosevelt)

CAREER ADVICE No.49

A good leader needs energy, wisdom
& patience...

And every so often a
bit of a lie-down



horacek

Distributed / Shared leadership (2000s onward)

- Leadership as a social *process* not a position/person, usually located in social relationships/interactions of influence; but can also mean delegation of shared leadership responsibilities.
- Followers are ‘key actors’ in “doing leadership”
- Similar frameworks: shared, democratic, collaborative, participative leadership.
- Commonalities:
 1. ‘Leadership is an emergent property of a group or network of interacting individuals’
 2. ‘There is openness to the boundaries of leadership’
 3. ‘Varieties of expertise are distributed across the many, not the few.’ (Bennett et al 2003, in Bolden et al 2011: https://www.mnsu.edu/activities/leadership/distributed_leadership.pdf)

“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead



Goalcast

There are (so many) more models.

BRAND CAMP

by Tom Fishburne

8 TYPES OF LEADER

FOLLOW ME!
OOH, WAIT,
A SHINY
NEW THING



VISIONARY

SORRY, OUR
PLAN DOESN'T
SPECIFY BATHROOM
BREAKS



OPERATOR

MAYBE WE
SHOULD JUST
TAKE A
VOTE



COMPROMISER

WHEN I SAY
JUMP, YOU
SAY HOW
HIGH



DRILL SERGEANT

YOU GUYS
ROCK! WHO
WANTS
PIZZA?



CHEER LEADER

OUR STRATEGY
IS WHOEVER
I TALKED
TO LAST



PARROT

BLAH BLAH
BLAH BLAH
BLAH BLAH
BLAH BLAH



WIND BAG

PLAY HARBALL
AND GIVE
IT 110%



COACH

But let's talk about two more (in relation to change leadership)

- Adaptive leadership – leadership as **activity** that guides a group through difficult change
“Adaptive leadership is the practice of mobilising people to tackle tough challenges and thrive” (Heifetz, Grashow & Linsky, 2009).
- Compassionate leadership – leadership that creates a **culture** where people can respond successfully to emergent change

Adaptive leadership (Heifetz & colleagues)

Focused on leadership as a 'process' of influence, centred around *change*.

- Leadership challenges are ***adaptive*** (no easy answers) rather than ***technical*** (the solutions are knowable)
- System-centric rather than leader-centric
- Power is shared *with* others, rather than wielded over others, to make things happen.
- Making progress depends on:
 - a) Engaging and energising multiple stakeholders
 - b) Diagnosing the situation
 - c) Discovering common purpose
 - d) Problem-solving
 - e) Experimenting with ways to intervene to make progress

Again we see some familiar patterns...

Leader's responsibilities	Type of situation	
	Technical or routine	Adaptive
Direction	Define problems and provide solutions	Identify the adaptive challenge and frame key questions and issues
Protection	Shield the organization from external threats	Let the organization feel external pressures within a range it can stand
Orientation	Clarify roles and responsibilities	Challenge current roles and resist pressure to define new roles quickly
Managing conflict	Restore order	Expose conflict or let it emerge
Shaping norms	Maintain norms	Challenge unproductive norms

“Followers want comfort, stability, and solutions from their leaders. But that’s babysitting. Real leaders ask hard questions and knock people out of their comfort zones. Then they manage the resulting distress.”

(Heifetz & Laurie, 2001, p.37)

Compassionate Leadership

“[Healthcare] staff are highly skilled and motivated. They have great wisdom, experience and profound values of compassion. They can all be leaders if the right conditions exist for them to be able to do what they know to be the right thing. Unleashing their collective wisdom requires compassionate leadership. That means **paying attention** to all staff, truly listening to them and **being present** with them. It means truly **understanding** the challenges they face, rather than seeking to impose understanding. **Empathising** with them, feeling their fears, stresses, uncertainties, anxieties and exhaustion, provides the motivation to always ask the question ‘**how can I help you?**’, the most important task of leadership.”

(Bailey & West, 2020)

Compassionate leadership in healthcare

Focused on values of leaders aligning with those of their staff, and the organization – in healthcare, this means prioritising **care and compassion**.

Compassion (in the context of both patient care and leadership) involves:

- ❖ paying attention to the other and noticing their suffering – attending
- ❖ understanding what is causing the other's distress, by making an appraisal of the cause – understanding
- ❖ having an empathic response, a felt relation with the other's distress – empathising
- ❖ taking intelligent (thoughtful and appropriate) action to help relieve the other's suffering – helping.

Compassionate leadership in healthcare

- Allows staff to feel safe – psychological safety (Edmondson); encourages speaking up, learning, creativity, risk-taking and failure
 - Inclusion and participation – of diversity in workforce, of patients.
 - Encourages cooperation and collaboration across boundaries
 - Linked with 'authentic', 'servant' and 'values-based' leadership
 - Also 'collective leadership' – shared responsibilities, interdependent working, consistency across the organisation/s
- All these are aspects of a **culture** that allows an organisation to respond successfully, creatively and innovatively to emergent change, in a **sustained** way.

NSW Health Leadership and Management Framework (March 2020)

