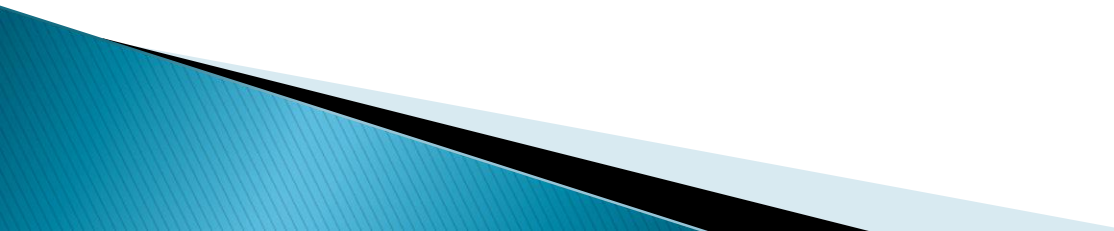


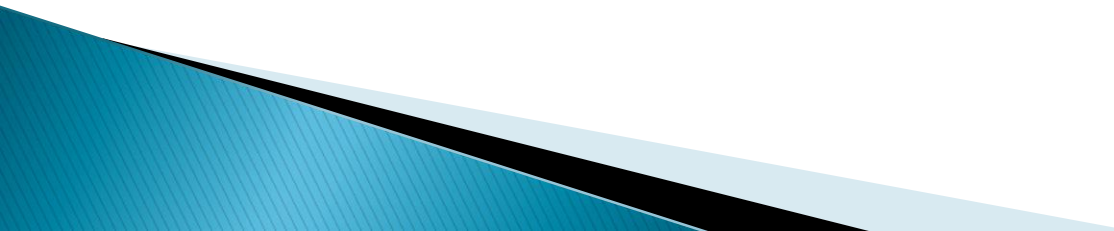
# LEADERSHIP



# Task - Oriented Leadership

- ▶ **Communicates expectations**
  - ▶ **Encourage uniform procedures**
  - ▶ **Assigns tasks to people**
  - ▶ **Schedules work to be done**
  - ▶ **Decides what and how**
- 

# People-oriented Leadership

- ▶ **Friendly, approachable**
  - ▶ **Concern about personal welfare**
  - ▶ **Does small things to show concern**
  - ▶ **Consults members**
  - ▶ **Explains his/her actions**
  - ▶ **Tries to understand others**
- 

# Maturity of Team Members

## High

## Low

Problem solvers  
Initiative takers

Problem finders  
Lack initiatives

Task

Hard workers  
High standards

Unwilling to work long  
Complacent with  
mediocrity

Responsibility

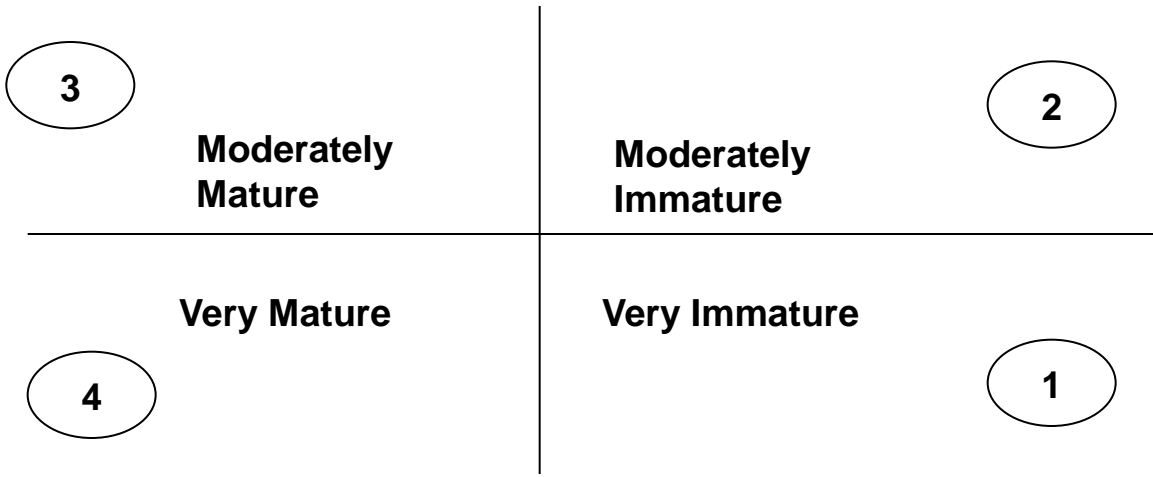
Work in boss's  
absence  
Eager to take new  
responsibilities

Work when directed  
Seldom volunteer, overly  
compliant

Relevant  
preparation

Trained and  
experienced  
INTEGRITY and EI

Poorly equipped



# Components of Performance Readiness

- ▶ Ability:

Knowledge—demonstrated understanding of a task

Skill—demonstrated proficiency in a task

Experience—ability gained from performing a task

- ▶ Willingness:

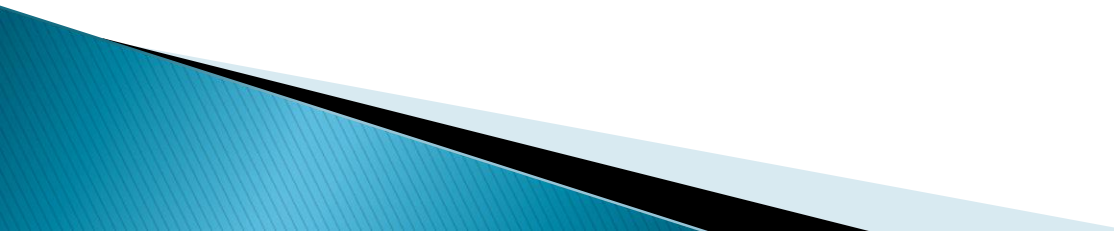
Confidence—self assurance in one's ability

Commitment—dedication to perform a task

Motivation—desire to perform a task



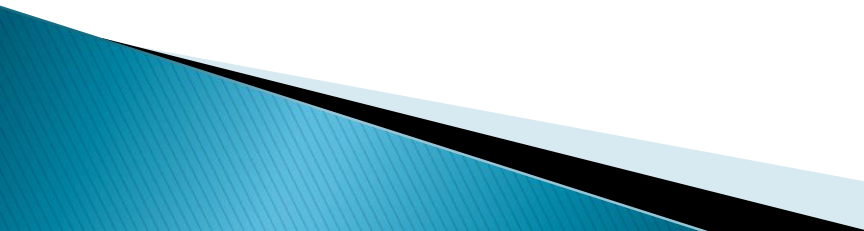
# Performance Readiness Levels

- ▶ PR-1 Unable+insecure/Unable+unwilling
  - ▶ PR-2 Unable+confident/Unable+willing
  - ▶ PR-3 Able+insecure/Able+unwilling
  - ▶ PR-4 Able+confident/Able+willing
- 

# Style S1 (HT/LR) for M1

- ▶ +Telling      Establishing
  - ▶ Directing      Forming
  - ▶ Structuring      Instructing
  - ▶ Informing      Guiding
  
  - ▶ -Demanding      Controlling
  - ▶ Demeaning      Yelling
  - ▶ Attacking      Harassing
  - ▶ Dominating      Coercing
- 

# Style 2 (HT/HR) for M2

- ▶ + Selling                      Teaching
  - ▶ Mentoring                    Convincing
  - ▶ Persuading                  Explaining
  - ▶ Coaching                     Training
  
  - ▶ – Manipulating              Deluding
  - ▶ Deceiving                    Rationalizing
  - ▶ Preaching                    Defending
  - ▶ Entrapping                  Cornering
- 

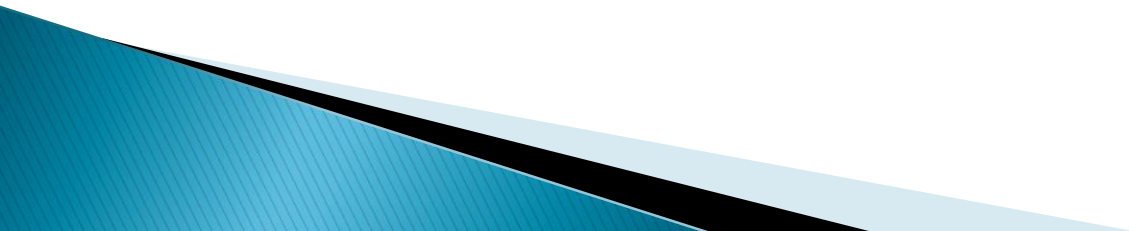
# Style S3 (HR/LT) for M3


- ▶ +Participating
  - ▶ Encouraging
  - ▶ Committing
  - ▶ Facilitating
- ▶ – Patronizing
  - ▶ Condescending
  - ▶ Placating
  - ▶ Pacifying
- Supporting  
Involving  
Empowering  
Problem–Solving
- Entangling  
Ensnarling  
Wavering  
Stalling

# Style S4 (LR/LT) for M4

- |                 |             |
|-----------------|-------------|
| ▶ +Delegating   | Tracking    |
| ▶ Observing     | Attending   |
| ▶ Monitoring    | Assigning   |
| ▶ Entrusting    | Empowering  |
| ▶ -Abdicating   | Abandoning  |
| ▶ Avoiding      | Withdrawing |
| ▶ Dumping       | Ignoring    |
| ▶ Relinquishing | Resigning   |

# Style Adaptability



- **Someone who has followers/ team members**
  - **Effective leader: not someone who is only loved or admired. Someone whose followers/team members do the right things.**
  - **Popularity is not leadership. RESULTS are.**
  - **Leaders are highly visible. They therefore set examples.**
  - **Leadership is not rank, privileges, titles or money**
  - **It is action. It is responsibility.**
- 

- **They ask: Not ‘what do I want?’ but**
  - ▶ **- What needs to be done?**
  - ▶ **- What should I do to make a difference?**
  - ▶ **- What are organization’s missions and goals?**
  - ▶ **They are tolerant of diversity.**
  - ▶ **Intolerant of poor performance.**
  - ▶ **Not afraid of strengths of their subordinates.**
  - ▶ **They submit to the “mirror” test**

**Peter Drucker**



- ▶ **“struck the right balance between action and patience.”**
- ▶ **“.....let us be what we want to be.”**

## **Lao Tzu, Chinese Philosopher:**

**As for the best leaders, the people do not notice their existence.**

**The next best, the people honour and praise.**

**The next, the people fear.**

**And the next, the people hate.**

**When the best leader's work is done, the people say, “we did it ourselves.”**