NOT BOSSES BUT LEADERS:
*How to lead the way to successes* (Part I)

Based on John Adair,
*NOT BOSSES BUT LEADERS: How to lead the way to successes, 3rd edition*
Kogan & Page
What do you think makes a person a leader?

The ability to influence others to achieve a common goal.
Qualities Approach
- Apparently little or no agreement on the required leadership qualities
- Associated with the view that leaders are born not made
- Not the best starting point for leadership development
- Leadership qualities can be developed, some more than others - by practice and experience
# Hallmarks of good leaders

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Description</th>
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<tbody>
<tr>
<td>Integrity</td>
<td>Makes people trusts you; Personal wholeness; Truth</td>
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<tr>
<td>Enthusiasm</td>
<td>Generic characteristic</td>
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<tr>
<td>Warmth</td>
<td>Warm personality infectious</td>
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<tr>
<td>Calmness</td>
<td>Reason, calm judgment</td>
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<td>Tough but fair</td>
<td>Demandness and fairness</td>
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Situation Approach
- No such thing as a born leader; it all depends on the situation
- Leadership specific to a particular situation
- Sounds more democratic
Three kinds of authority in leadership

- Position or rank
- Knowledge
- Personality

*Situational approach emphasizes the second kind of authority*
Authority Flows From

The One Who Knows
Flexibility of leaders

- Initially people require and welcome a considerable degree of direction
- Later need coaching or support
- When the team functioning well, people allowed to get on with it without interference
- If they encountered problems, the leader offers support, advice or direction
Functional Leadership
Three ingredients or variables when people work together

- The leader himself or herself – personality or character
- The situation
- The group – the followers or subordinates
Three main needs in working groups

The need to achieve the common TASK

The need to be held together as a working TEAM – *team maintenance needs*

The need that each INDIVIDUAL has by virtue of being human
## Individual Motivational Needs

<table>
<thead>
<tr>
<th>Self-actualization</th>
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<tbody>
<tr>
<td>Growth</td>
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<tr>
<td>Personal development</td>
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<td>Accomplishment</td>
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<td>Self-esteem</td>
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<td>Self-impact</td>
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<td>Status</td>
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<tr>
<td>Recognition</td>
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<td></td>
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<tr>
<td>Growth</td>
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<tr>
<td>Belonging</td>
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<td>Social activities</td>
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<td>Love</td>
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<td>Safety</td>
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<td>Security</td>
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<td>Protection from danger</td>
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<td>Physiological</td>
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<tr>
<td>Hunger</td>
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<tr>
<td>Thirst</td>
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<tr>
<td>Sleep</td>
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</table>
Maslow’s Theory Of Motivation

- A useful sketchmap of individual needs
- No necessary progression from one level to another
Leadership Is Action

Not Position
The Circles Interact

The TASK Circle

The TEAM Circle

The INDIVIDUAL Circle

The Circles Interact
The circles influence each other

- If you achieve the common tasks, it creates a sense of unity and give individuals a sense of achievement
- If you have a good team you achieve the task and meet the social needs of individual at a deeper level
If you fail in the task area

- A large segment is at once removed from both the team circle and the individual circle
If things are adrift in the team circle

- You have a group of individuals rather than a team, it obviously affect the task
- Such a group will not do much to meet the individual needs of its members
- If the individuals are in conflict, problems are compounded
If the individual circle is shaded

- Under motivated or incompetent individuals diminish results in the task area
- Little contribution to the common life of the team or organization
A Team is like a pack of Cards

- Need Aces, but can be difficult if they are prima donnas
- Kings and Queens can be heads of sections or departments or powerful personalities in the group
- The Joker is a Court Jester, a catalyst for change; a creative person
- Jacks are tomorrow’s leaders learning their trade
- Tens and Nines and even Eights are essential
- For the rest there would be less of the team and less coherence without them
Leadership Functions

- **Setting objectives** – Defining or identifying the purposes, aims and objectives; need to be ‘agreed’ rather ‘set’
- **Planning** – Knowing where you are going to get from where you are now to where you want to be and knowing whether you are making progress
- **Communicating** – clearly the objectives and the plan
- **Organizing** - briefing, delegating, coaching, supporting, supervising and monitoring
- **Monitoring and Evaluation** – measures, performance targets and indicators
Teambuilding Functions

- Setting and maintaining group standards or norms
- The proper subordination of an individual to the common rules
“If A Man Does Not Keep Pace With his Companions Perhaps It Is Because He Hear A Different Drummer. Let Him Step To The Music He Hears However Measured Or Far Away.”

Henry Thoreau
Leadership is the art of knowing which of the functions is required and doing each of them well.
Three stages of development in leadership art

- **Awareness** – becoming aware of the three areas of need in a group or organization; sensing their interactions
- **Understanding** – knowing which function is required at a given moment or in a particular situation
- **Skill** – being able to perform the function with economy and effectiveness
Sharing Decisions: A continuum

Use of authority by the leader

- Leader defines limits, asks team to make decision
- Leader suggests problem, gets suggestions, makes decision
- Leader presents tentative decision subject to change
- Leader presents ideas and invites questions
- Leader 'sells' decision
- Leader makes a decision and announced it

Area of authority for Team members
Four factors for making decisions on the continuum

- The situation
- The team members
- The Organization
- The Leader
Never Tell People How To Do Things

Tell Them What To Do, And They Will Surprise You With Their Ingenuity