

Leadership Models - A Survey

Christopher J. West, PhD
Practicum Manager
Institute for Advanced Analytics
North Carolina State University



What do you think of when you think of leadership?



Leadership Definitions

Leadership is a process of social influence which maximizes the efforts of others towards the achievement of a goal (*Bradberry and Kruse*)

The ability to make sound decisions and inspire others to perform well to achieve a common vision (*Mintzberg*)

Leadership is the art of getting someone else to do something you want done because they want to do it (*Eisenhower*)

Purpose

Review and apply popular leadership models

Structure our critical thinking

Leverage experience

Improve and extend personal skillset as leaders and
as followers too!

Develop vocabulary

Awareness of the literature set – Motivation to develop your
own lifelong literature review

Reflection can be relaxing and enjoyable

Thoughts on Modeling Leadership



...and in closing just be a really, really good human being...

Scout Law

Trustworthy,
Loyal,
Helpful,
Friendly,
Courteous,
Kind,
Obedient,
Cheerful,
Thrifty,
Brave,
Clean,
and Reverent

Scout Motto

Be prepared

Scout Duties

Duty to God and country
Duty to other people
Duty to self

Scout Slogan

Do a Good Turn Daily!

Scout Outdoor Code

Be clean in my outdoor manners
Be careful with fire
Be considerate in the outdoors
Be conservation minded.





6 COURSES

- Strengths-Based Engineering Leadership
- Values-Based Engineering Leadership
- Decision-Making Skills for Engineering Leaders
- Collaborative Communication for Engineering Leaders
- Courageous Communication for Engineering Leaders
- Influence and Motivation for Engineering Leaders



6 COURSES

Leading Your Team (Choose 2):

- Leading Collaborative Teams
- Leading Across Cultures
- Coaching Skills for Leaders
- Motivating People to Higher Performance

Gaining the Advantage (Choose 2):

- Quality and Service Excellence
- Planning and Delivering Effective Presentations
- Leading with Credibility
- Leading for Creativity and Innovation
-

Organization

Leadership Theory – rough taxonomy

Situational Leadership

Transactional and Transformational Leadership

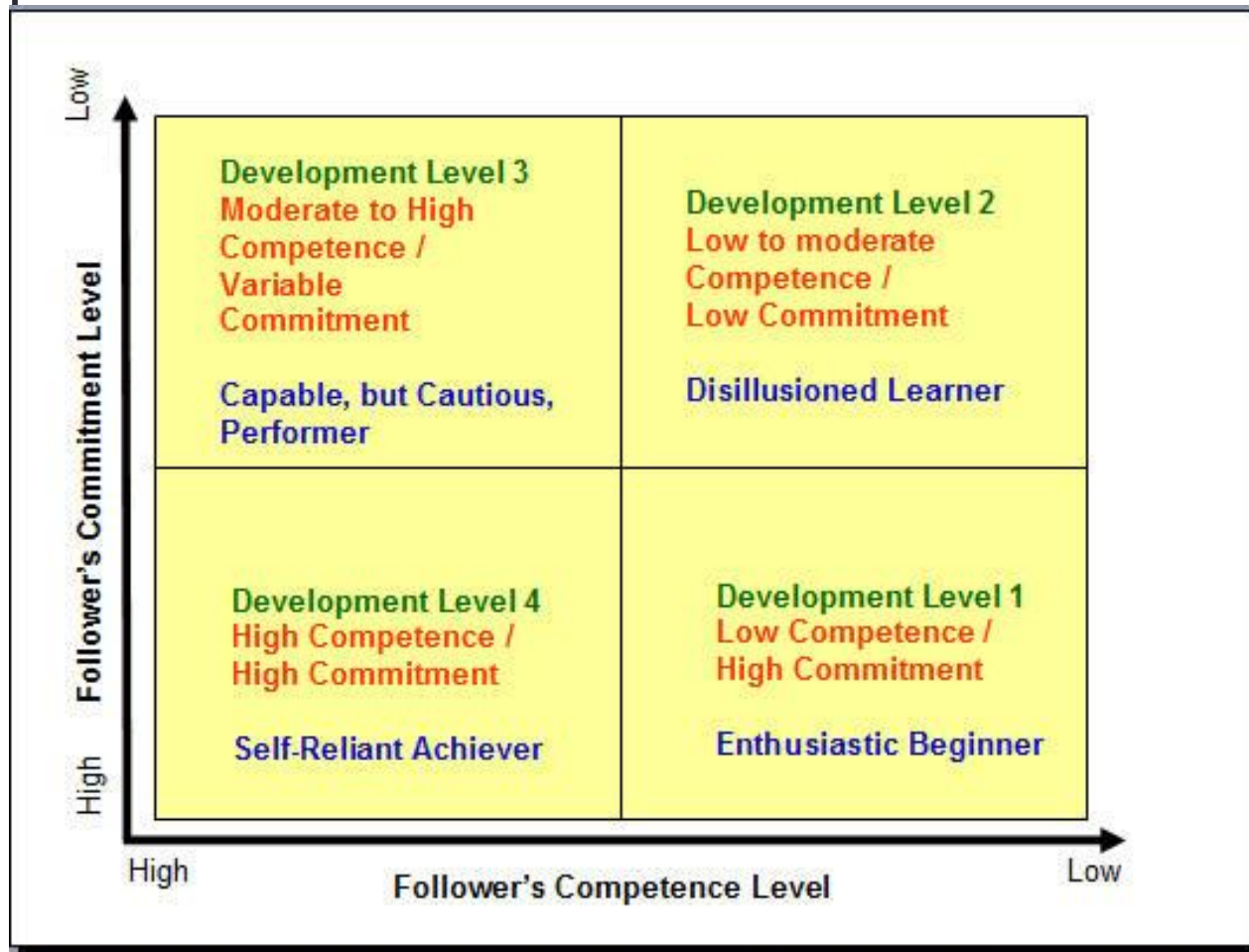
Servant Leadership

Leadership Models (Northouse)

- Great Man: 19th Century – leaders are born and products of their societies
- Trait theories: 1920/30s - descriptive
- Behavioral/Normative: 1940/50s – task vs. relationship oriented
- Contingency Theory: 1960/70 – adapt to the situation (followers and environment)
 - Situational Leadership
- Leadership Exchange (Transactional)
- Transformational Leadership vs. Transactional Leadership
- Servant Leadership

Situational Leadership: Diagnose the Followers (Blanchard)

Leader changes style: determined by team/individual development level



Situational Leadership: Style Flexibility

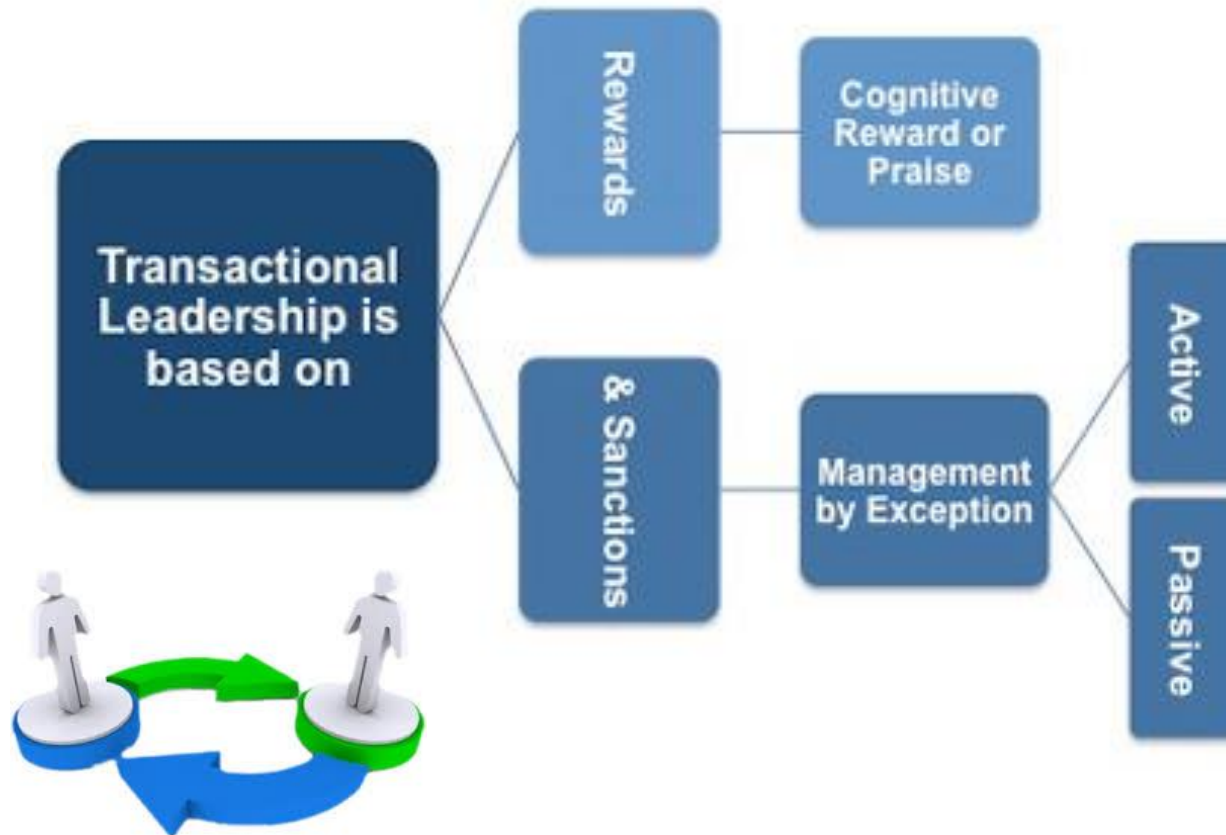


Situational Leadership Criticism

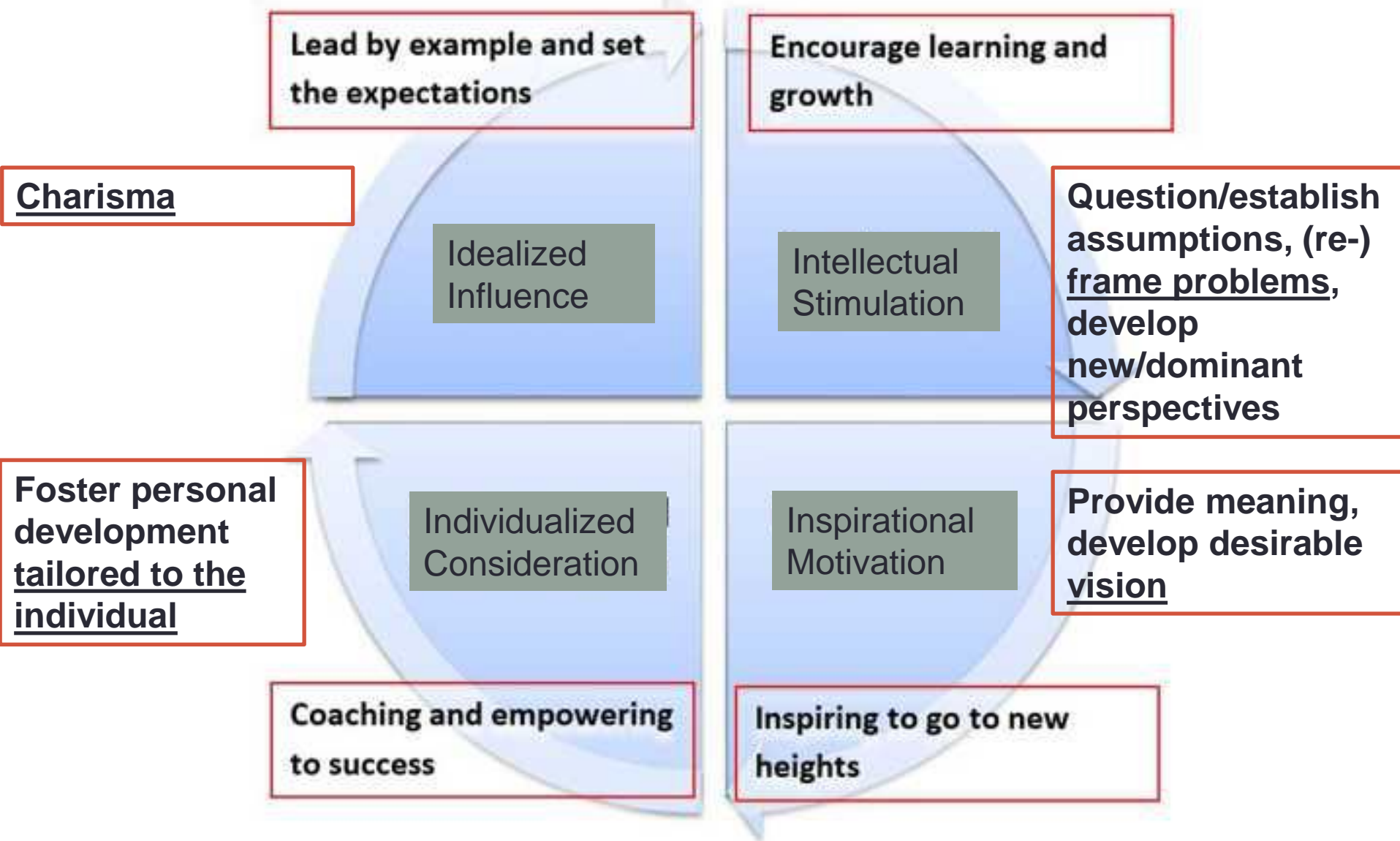
- Well received for the contrast between S1/D1 fit and the other combinations. More difficult to distinguish between the others
- Leader has to be technically competent (superior?)
- Leader has to be flexible
- What about the environment?

Transformational Leadership (Burns and Bass)

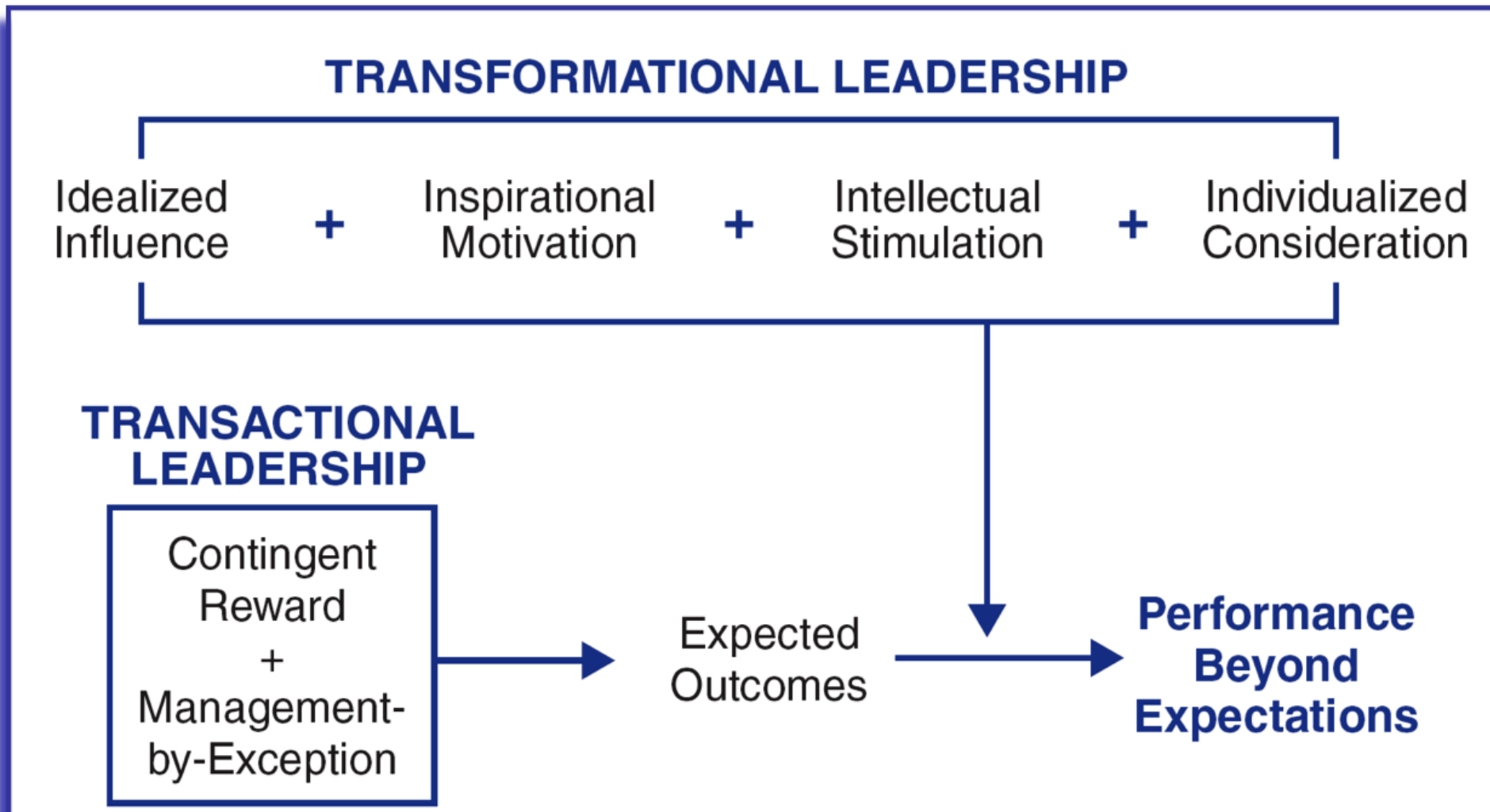
- Understood thru the dichotomy with ***Transactional Leadership***:



Transformational Leadership



Bass: It takes both...

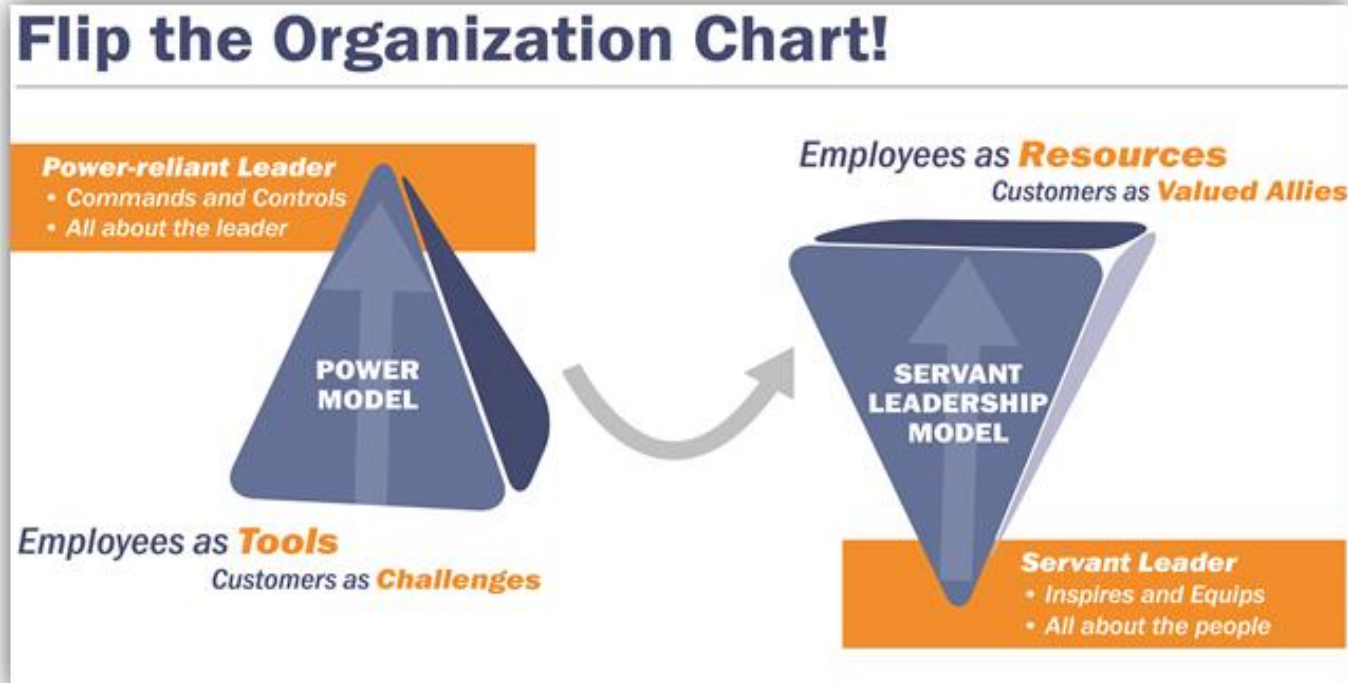


Transformational Leadership Criticism

- Leader centric
- What is the contribution of the followers? the obligation of the followers?
- Can create dependencies
- Ethical component?
- How does success get defined?

Servant Leadership (Greenleaf)

- Leader's obligation to serve the followers by first paying attention to their needs
- Altruistic authenticity – conscious discomfort with status/power
- Stewardship via collaboration and persuasion
- Elevated purpose/higher calling



Servant Leadership Criticism

- Skeptics – what about the pay scale?...and hard decisions?
- What about getting walked over?
- Can create dependencies

In Summary...

- Some paradigms you are likely to encounter
- Some tools and perspectives you may find useful to understand and learn from your experiences

An ungraded lifelong assignment: keep these in mind for discussion as you watch/read-about leaders

- The models >> your model
- Your personal skillset as a leader
- Your personal skillset as a follower

A graded assignment...

Who: The individual student

When:

- Assignment formally given *with more detail* shortly before the winter holidays
- Due: Jan 21st – but will accept for review as soon as you're ready

What: ~5-10p case study paper applying any model/framework taught in class regarding any non-technical subject, or one of your preference (citations required), to a practicum or homework team case experience in the fall

- Some suggested document structures will be provided but creativity will also be allowed 😊

Why: To support the development of critical/structured thinking to professional experiences

Criteria: *More to follow* but ideally, essentially a measure of the depth/rigor of the reflective effort