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Leadership without formal power

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How can you lead without formal power?

An attempt at definition:

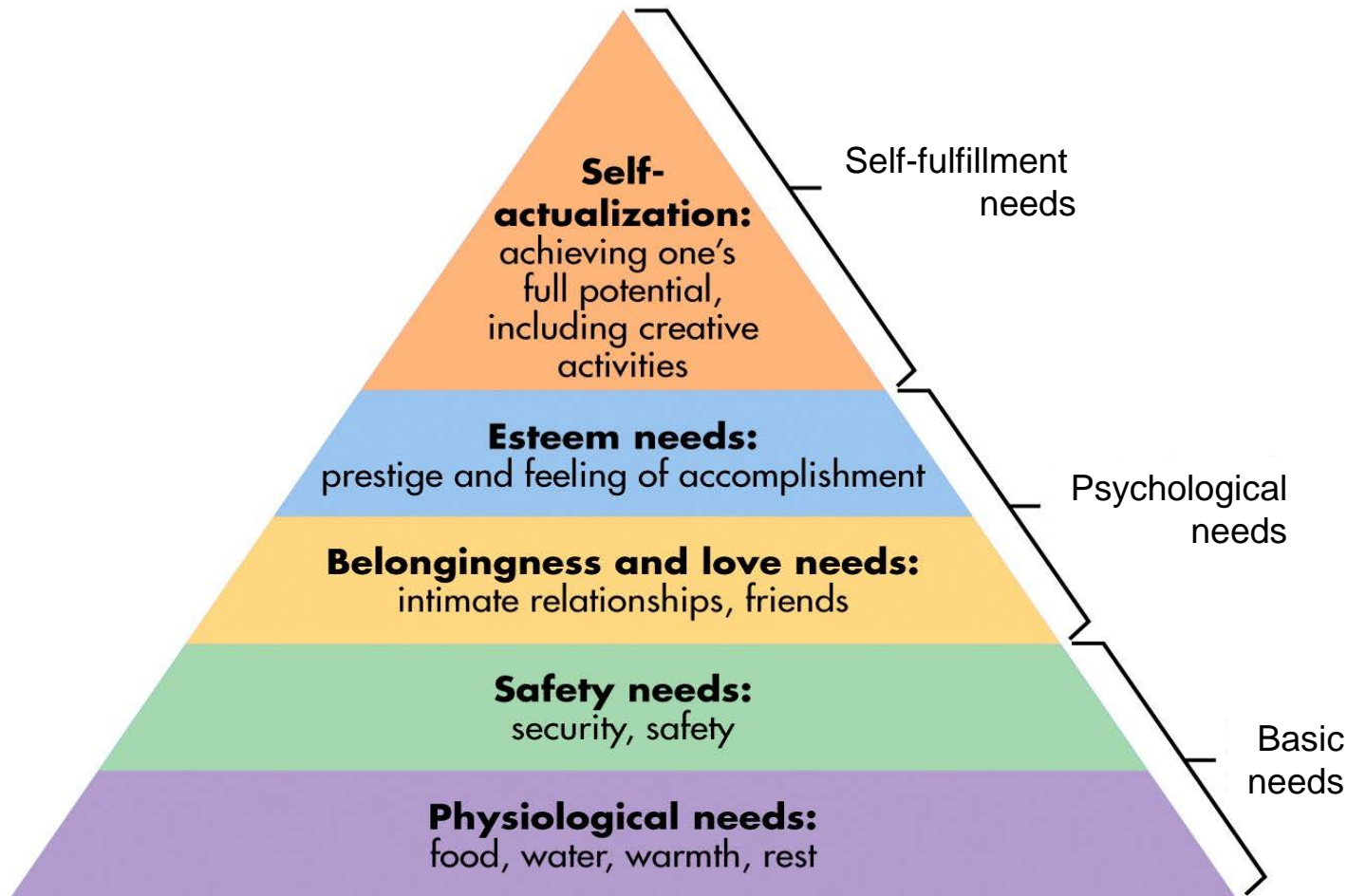
Leadership

means **motivating** others

to **achieve** a common **goal**.

→ Set direction, align resources, inspire action, be responsible for results

If you want to motivate – you should know the motives



Abraham Maslow
(1908 – 1970)

Maslow's Pyramid of Motivation

Natural and vested authority two different sources of power



Authority



Borrowed power vested by someone else

A role
with specified powers,
duties and responsibilities

e.g. minister of transport,
project leader,
department chief.

→ What is given
can be taken away.

Helps to fill
a role

Natural power earned by yourself

A competence
developed through practice,
founded on personal attributes

e.g. ability to communicate,
solve conflicts,
convince others.

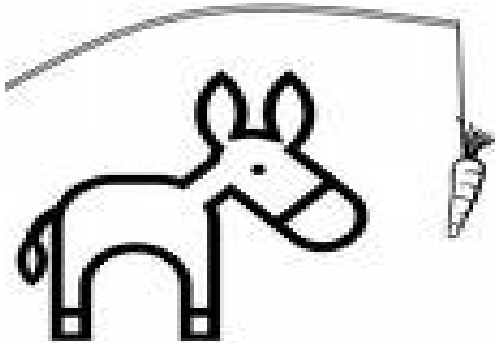
→ You take your skills with you
wherever you go.

How *NOT* to motivate – Carrot and KITA



You need a maximum of controlling effort if you use force instead of motivation. Manipulation instead of motivation will lead to frustration and a loss of trust.

How to motivate: The carrot only helps...



...if donkey is hungry...



...if donkey can reach it and...



...if donkey likes it,...



...if the task fits donkey's ability.

What do you do if someone is not delivering as expected?

Knowing

- Does he know what you expect him to do?
- Does he know the goal and why it is important?

Able

- Does he know how to do it?
- Does he have the necessary skills and experience?

Willing

- Is he motivated to do it?
- What would motivate him?

Allowed

- Do the circumstances allow him to fulfill the task?
- What barriers have to be removed?

The Situational Leadership Model can provide orientation

Supportive
leadership
style



Cooperative
leadership
style


Delegative
leadership
style

Directive
leadership
style

Further readings

Use the SSA Wiki :
<https://wiki.ct.siemens.de/x/fReTBQ>

and check the “Reading recommendations”:
<https://wiki.ct.siemens.de/x/-pRgBg>

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