

WHAT IS LEADERSHIP?

Leadership can be defined in many ways as the following examples show:

"The challenges we face today, and the solutions we find, will define our City for generations to come."

Mayor Michael Bloomberg

"Leadership should be born out of the understanding of the needs of those who would be affected by it.

Marian Anderson (1897-1993) – 1st African American to perform at the Metropolitan Opera

"Leadership and learning are indispensable to each other."

John F. Kennedy

"Leadership is the behavior of an individual...directing the activities of a group toward a shared goal."

Hemphil and Coons

"Leadership is the process of influencing the activities of an organized group toward goal achievement."

Rauch & Berling

"Leadership is a process of giving purpose (meaningful direction) to collective effort, and cause willing effort to be expended to achieve purpose."

Jacobs & Jacques

"Leadership is the ability to step outside the culture...to start evolutionary change processes that are more adaptive."

Schein

"The art of mobilizing others to want to struggle for shared aspirations."

Kouzes & Posner, the Leadership Challenge

"A leader is best when people barely know he exists, not so good when people obey and acclaim him, worse when they despise him. But of a good leader who talks little when his work is done, his aim fulfilled, they will say: We did it ourselves."

Lao Tzu

"Leadership is about articulating visions, embodying values, and creating the environment within which things can be done."

Warren Benis, Leadership Crucibles

KOTTER'S MANAGEMENT AND LEADERSHIP GRID		
	Management	Leadership
Creating an Agenda	<i>Planning and Budgeting</i> – establishing detailed steps and timetables for achieving needed results and then allocating the resources necessary to make that happen.	<i>Establishing Direction</i> – a vision of the future, often the distant future, and strategies for producing the changes needed to achieve that vision.
Developing a Human Network for Achieving the Agenda	<i>Organizing and Staffing</i> – establishing some structure for accomplishing plan requirements, staffing that structure with individuals, delegating responsibility and authority for carrying out the plan, providing policies and procedures to help guide people and creating methods or systems to monitor implementation.	<i>Aligning People</i> – communicating the direction by words and deeds to all those whose cooperation may be needed so as to influence the creation of teams and coalitions that understand the vision and strategies and accept their validity.
Execution	<i>Controlling and Problem-Solving</i> – monitoring results vs. plan in some detail, identifying deviations and then planning and organizing to solve these problems.	<i>Motivating and Inspiring</i> – energizing people to overcome major political, bureaucratic and resource barriers to change by satisfying very basic, but often unfulfilled, human needs.
Outcomes	<i>Produces a degree of predictability and order</i> and has the potential of consistently producing key results expected by various stakeholders (e.g., for customers, always being on time; for stockholders, being on budget).	<i>Produces change</i> , often to a dramatic degree, and has the potential of producing extremely useful change (e.g., new products that customers want, new approaches to labor relations that help make a firm more competitive).

Planning Terms

<i>Terms</i>	<i>Definition</i>	<i>Example</i>
<i>Vision</i>	<i>A focus on the future</i>	<i>Community residents enjoy a park with all the equipment in good order.</i>
<i>Mission</i>	<i>The business of the organization, its purpose and priorities</i>	<i>The park will address the needs of the public by offering a multi-lingual programs.</i>
<i>Goal</i>	<i>A direction in which the organization should proceed</i>	<i>The goal is to encourage the public to enjoy the diverse activities of their parks.</i>
<i>Objective</i>	<i>How to Measure success</i>	<i>20% of the new programs in specific communities will be fully bilingual.</i>

Factors in Emotional Intelligence

Developed by Daniel Goleman

Concept	Definition	Component #1	Component #2	Component #3	Component# 4
Self-Awareness: Self-management skill	Ability to recognize your moods, emotions, as well as their effect on others	Not being overly critical or unrealistically optimistic	An awareness of goals and values	Realistic Assessment of yourself and others	Self - confidence
Self-regulation Self-management Skill	Ability to control and redirect disruptive thoughts to suspend judgment before acting	Able to cope With difficult times and create a trust-worthy Setting	Able to deal with change	Honesty in all situations	Comfort with ambiguity
Self-motivation Self-management skill	Passion for work for reasons beyond money or status	Drive to achieve	Optimism	Organizational commitment	Raising the performance bar
Empathy Relationship Management Skill	Understanding of the emotional make-up of others	Vital for role of teams	Needed in understanding of globalization	Needed to Retrain talent	Important to listen
Social Skills Relationship Management Skill	Able to manage relationships with others	Ability to find common ground	Need to know how to manage teams	Understanding of diversity	Curiosity

S.M.A.R.T GOALS: Management Control

S= Specific

Examples:

Not specific:

I will improve my relationship with my boss.

Specific

I will meet with my boss to decide three mutual goals.

M= Measurable

Examples:

Not measurable

I will contact supervisors in other departments.

Measurable

I will contact three supervisors in the human resource department

A= Achievable

Examples:

Not achievable

I will contact all city lawyers.

Achievable

I will contact two lawyers in each city agency.

R= Realistic

Examples:

Not realistic

I will spend 3 hours a week counseling each of my ten subordinates

realistic

I will allocate 2 hours of group supervision and 1 to 1 coaching once a week.

T= Time Frame

Examples

Not time framed

I will hold more frequent staff meetings

Time framed

I will hold weekly staff meeting starting in May.