

# Profile of a Leader

## Bobby Hall, Leadership Development Program Associate

### Introduction

Many times we call someone a leader when in reality they are just a manager. There are very distinct differences between the two. General Dwight D. Eisenhower stated that "Leadership is getting people to follow you." In 1939, a group of researchers led by psychologist Kurt Lewin conducted a study on school children participating in an arts and crafts project under the supervision of three different leadership styles. There were significant differences between the groups. Today, those initial three styles have been expanded into six different styles. There is not necessarily one correct style, but leaders should use a variety of styles depending on the circumstance.

### Target Audience

- a. EHC
- b. Adults

### Objectives

- a. Define characteristic of a leader
- b. Define the six different personality styles
- c. How to recognize your individual style
- d. How to become a better leader

### Main Teaching Points

- a. Everyone is different
- b. Different situations requires different leadership styles
- c. Commonality among good leaders

### Definition of a Leader

- Leadership is about articulating visions, embodying values, and creating the environment within which things can be accomplished. - *Richards & Engle*
- When the effective leader is finished with his work, the people say it happened naturally. - *Lao Tse*
- The task of the leader is to get his people from where they are to where they have not been. - *Henry Kissinger*

### Characteristics of a Leader

- Leaders are willing to take risks.

- Leaders think in terms of do's, not don'ts.
- Leaders see change as a constant, not an event.
- Leaders have a vision of the future.
- Leaders overcome adversity.
- Leaders' value teamwork and bridge diversity.

### Functions of a Leader

• Create a vision.	• Affirm and articulate values.
• Inspire trust.	• Integrate diverse views.
• Appreciate dialog.	• Help others exert their influence.
• Foster commitment.	• Involve others in decision making.
• Listen and explain.	• Facilitate, energize and sustain action.
• Serve as role models.	• Maintain community support.

### Leadership vs. Management

• The manager <b>administers.</b>	• The manager has a <b>short-range</b> view.
• The manager asks <b>how</b> and <b>when.</b>	• The manager has his/her eye on the <b>bottom line.</b>
• <b>The manager accepts the status quo.</b>	• The leader <b>innovates.</b>
• The leader has a <b>long-range</b> perspective.	• The leader asks <b>what</b> and <b>why.</b>
• The leader has his/her eye on the <b>horizon</b>	• <b>The leader challenges it.</b>

### Shared Leadership

The Arkansas Cooperative Extension Service offers its program to all eligible persons regardless of race, color, national origin, religion, gender, age, disability, marital or veteran status, or any other legally protected status, and is an Affirmative Action/Equal Opportunity Employer.

- Shared leadership is leadership that directs; it does not dictate.
- When shared leadership occurs, people approach problems in collaborative ways. They engage each other in defining:
  - What is important
  - What is to be done
  - How best to do it

### **Lewin's early Leadership Study**

- In 1939, a group of researchers led by psychologist Kurt Lewin conducted a study on school children participating in an arts and crafts project under the supervision of three different leadership styles: leader dictated everything; leader allowed for group input; and the leader let the group do as they please. The three groups became known as Authoritarian Leadership (Autocratic), Participative Leadership (Democratic), and Delegative Leadership (Laissez-Faire) styles respectively. They discovered significant differences between the groups.
  - The Autocratic group had trouble with decision-making was less creative. They viewed the leader as controlling, bossy and dictatorial.
  - The Democratic group was the most effective. However, they were less productive, but their contributions were of higher quality. They tended to be more motivated and more creative.
  - The Laissez-Faire group had little cooperation among each other and unable to work independently. This style leads to poorly defined roles and lack of motivation.

Today, those initial three styles have been expanded into six different styles.

Activity: Have participants complete the worksheet on Determining Your Leadership Style

### **Six Leadership Styles Commonly Recognized Today**

1. Coercive Style - now referred to by Goleman as "Commanding". It is a "Do what I say" style, and it is very manipulative and forceful. It is effective in a turnaround situation or in dealing with a problem employee. Overall, it is counter productive in most situations.

2. Authoritative Style- Now referred to by Goleman as “Visionary”. It is a “Come with Me” or “Here is where we are going” style. It gives people freedom to choose from a range of options or to apply creativity. Overall it is very productive in all climates.
3. Affinitive Style - It is a “People come first” style. It builds team harmony and increases overall morale. It emphasis is on people and their feelings over accomplishing tasks & goals. Overall is good in most climates, rarely offers advice leaving many people perpetually confused or undirected.
4. Democratic Style - It is “What do you guys think we should do?” style. It can build flexibility and give people responsibility. It works best when leader is uncertain about what direction to take. Overall good in most climates, but often leads to a leaderless organization.
5. Pacesetting Style – It is a “Follow Me!” style. It sets high performance standards. It is effective with the self-motivated and competent. It leaves others overwhelmed and scared. Overall not good in any climate, should be used sparingly.
6. Coaching Style – It is a “Let me show you how” style. It is a focus on conversations—helps those willing to or even desiring change. It has little or no focus on task related accomplishments. Overall good, but not seen as a “bottom-line” approach.

Daniel Goleman is one of the most renowned researcher in leadership styles. Distribute Goleman’s handout on Leadership Styles.

### Steps to Becoming a L\*E\*A\*D\*E\*R

- **Listen** - Speaking out and taking a stand is one thing, but keeping an open ear is essential. Don’t assume what citizens want. Go out and talk with all organization members.
- **Enthusiastic** - If you are passionate about local issues, the enthusiasm will radiate to the rest of the community. A positive attitude and optimism will also go a long way to make the task both fun and effective.
- **Action** - Goals are important, but providing a comprehensive plan of action that explains how to reach those goals is even more so. Be creative and take risks in order to find new ways of accomplishing those goals.
- **Dependability** - The community should be able to trust its leaders to operate ethically and with their best interests at heart.

- **Educated** - A leader should have a good understanding of the dynamics of the community, and how its members operate. A leader should also lead by example.
- **Results** - The motivation to be a leader should not be for an impressive resume or to satisfy the urge for attention – it should be about getting something positive done. There are true leaders, and then there are people who grab a leadership position as a stepping stone in their career.

### Conclusion

There are three common traits that great leaders will go down into the history books as having: Magnitude of their impact; Duration of their impact; and the number of followers they had and continue to have.

- Magnitude – great leaders will be judged by the vigor and growth of their teachings and the amount of influence that has on other leaders
- Duration – has the work and teaching of their leadership survived the test of time.
- Followers - how many have been impacted by their teachings and leadership and how long will their message influence the behavior of significant numbers of people.

### Lesson Material

- a. Handouts
  - i. Characteristics of a Leader
  - ii. Six Leadership Styles at a Glance
  - iii. Determining your Leadership Style
  - iv. The Most Effective Leaders are those who.....
  - v. Steps to Becoming a L-E-A-D-E-R
  - vi. A Leader is not the same as ta Boss (Poem)
  - vii. Evaluation
- b. PowerPoint
- c. Evaluation

### Suggestions for Teaching

- a. Use handout Characteristics of a Leader and have the group add their own and discuss
- b. After the Lewin Leadership slide, use handout to determine individual leadership style. Please note, this is the three basic styles only.
- c. During the slides on the six leadership styles, have the participants discuss where they think they fit and why.

- d. This lesson is best taught in conjunction with the EHC Leader Lesson on Understanding Personalities.
- e. Have participants complete the evaluation

### References

Lewin, K., Lippitt, R. and White, R. K. (1939). Patterns of aggressive behavior in experimentally created social climates. *Journal of Social Psychology*, 10, 271-301

Goleman, Daniel, "Leadership that Gets Results" Harvard Business Review. March-April 2000 p, 82-83

Daniels, Aubrey C. and Daniels, James E. (2007). *Measure of a Leader*. McGraw-Hill, New York, New York