



Leadership

Further development of your leadership style

When I'm 64

- When I get older
Losing my hair
Many years from now
Will you still be sending me a Valentine?
Birthday greetings bottle of wine?

If I'd been out
Till quarter to three
Would you lock the door?
Will you still need me
Will you still feed me
When I'm sixty-four?

You'll be older too
And if you say the word
I could stay with you

I could be handy
Mending a fuse
When your lights have gone
You can knit a sweater by the fireside
Sunday mornings go for a ride

- Doing the garden
Digging the weeds
Who could ask for more?
Will you still need me
Will you still feed me
When I'm sixty-four?

Every summer we can rent a cottage
In the Isle of Wight if it's not too dear
We shall scrimp and save (we shall scrimp and save)
Grandchildren on your knee
Vera, Chuck, and Dave

Send me a postcard
Drop me a line
Stating point of view
Indicate precisely what you mean to say
Yours sincerely wasting away

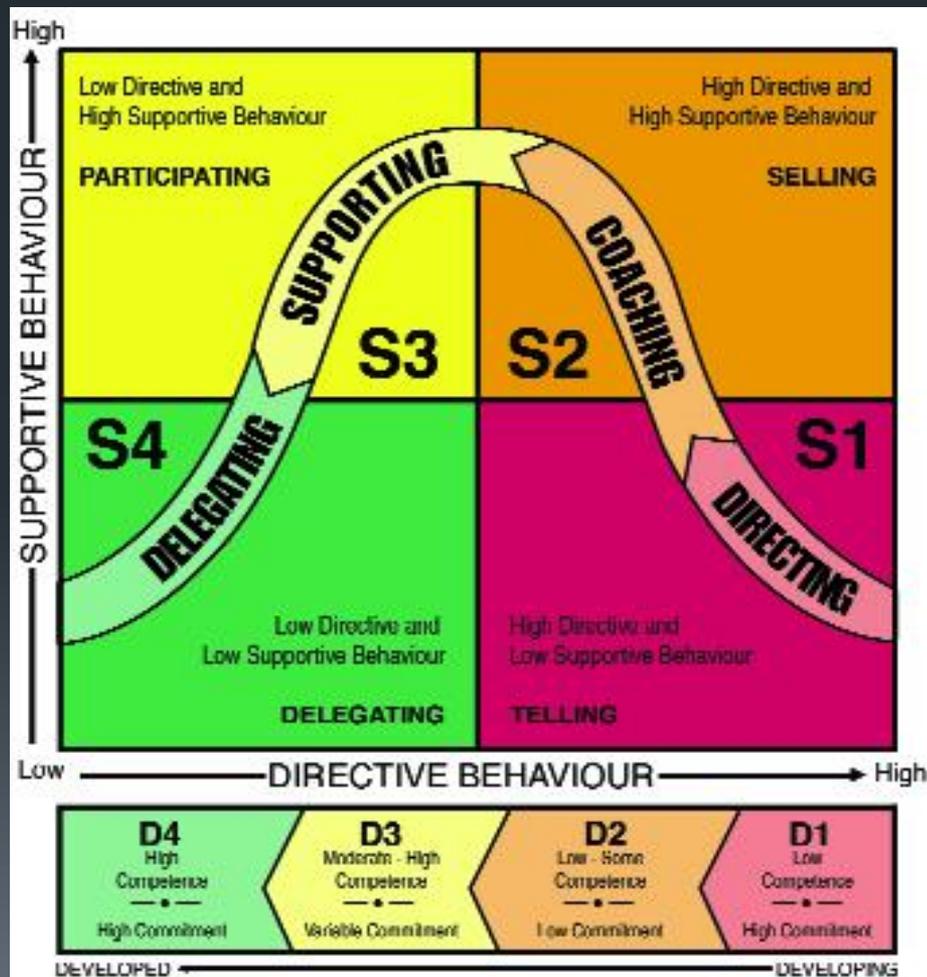
Give me your answer
Fill in a form
Mine for evermore
Will you still need me
Will you still feed me
When I'm sixty-four?

Leadership Styles

	Commanding	Visionary	Affiliative	Democratic	Pacesetter	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

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

Situational Leadership





Leadership Paradox

- How can you lead in such a way that the leaded do not need your leadership ?

What is power?

■ Five (5) approaches:

- Hoppes: 'the ability to make people do even what they do not want'
 - Foucault: 'the discourses create the world'
 - Bourdieu: 'the habits reign man's actions'
 - Habermas: 'the non-violent conversation is possible'
 - Arendt: 'power builds on peoples approval'
- Hoppes, Thomas, 1651: Leviathan
 - Foucault, Michel, 2009 (1964): Madness and civilization. Routhledge, NY
 - Bourdieu, Pierre ,2001: Masculine Domination. Stanford: Stanford University Press
 - Habermas, Jürgen, 1984: Theory of the communicative Action. Boston, Mass.: Beacon Press
 - Arendt, Hannah, 1970: On Violence. Harvest Books (New York: Harcourt, Brace and World, 1970



Exercise:

- Team up in groups of 3 and assist each other in
 - defining your leadership style
 - Defining room for enhancement

- Duration: 20 minutes
- Present about the process



Tea Break



Elevator Pitch

- video



- **The Exercise:**

- All the participants will be required within the class session to make a Pitch before the class and receive feedback. Before the start of the session, the participants will watch this YouTube Video:

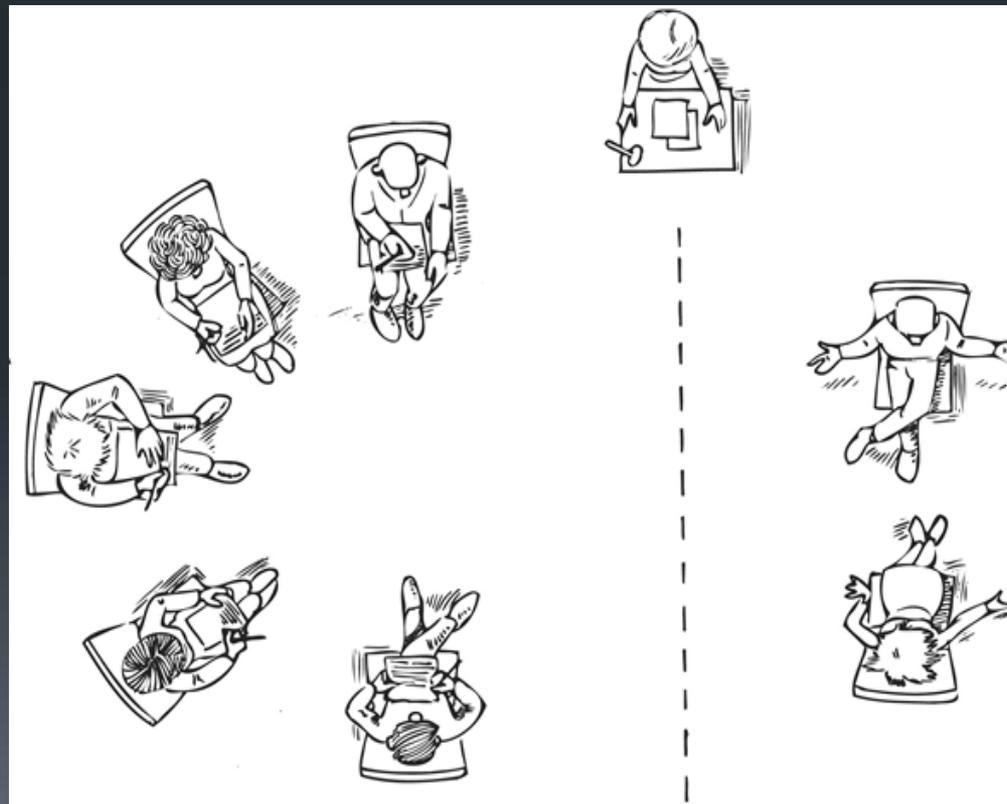
- <https://www.youtube.com/watch?v=Tq0tan49rmc>



Key points to make a great Elevator Pitch

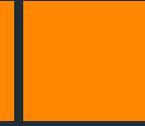
- It needs to be succinct, while conveying important information.
- To craft a great pitch, follow these steps.
- **Identify your goal.**
- **Explain what you do.**
- **Communicate your Unique Selling Proposition.**
- **Engage with a question.**
- **Put it all together.**
- **Practice.**

Reflective Team Setting



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- Then after the session, the participants will watch this You Tube video that gives different kinds of Pitches and how they should be applied in real life:
 - <https://www.youtube.com/watch?v=XvxtC60V6kc>
 - In breakaway groups, using the different kinds of pitches, each participant should then describe their organization using the different suggestions given in the You Tube Video.

Lunch





Video Presentation



Pre-Supervision

- Relevant questions might be:
- What are the leader's intentions with the planned meeting?
- What is his/ her aim of the programme?
- What will take place?
- What are the participants' circumstances?
- How will the meeting be evaluated?
- What is the leaders' long term goal for his/ her work?
- What are the participants' own meeting goals?



During-Supervision

- What do the leader and the participant do and say?
- How is the contact between the leader and the participants expressed?
- How leadership takes place?
- What is the outcome for the participants?



Post-Supervision

- The leader's experience and reflection concerning the meeting
- The participants' evaluation of the meeting
- The supervisor's observations
- The extent to which intentions and goals for the programme have been achieved.



Analysis of drama meeting

Six thinking hats

What are my powers when wearing each hat?



- Asking questions:
- What do we know?
 - What do we need to know?
 - How do we get this information?



- Expressing emotion:
- What are my gut feelings?



- Judging:
- What are the difficulties & weaknesses?



- Being optimistic:
- What are the strengths & opportunities?



- Being creative:
- New ideas?
 - New opportunities?
 - How can it be improved?



- Thinking about thinking:
- What's been learned?
 - What's next?