Practical Leadership – 15.974

Class Two – Leadership Frameworks

- Trait Theory
- Distributed Leadership Model
- Brief discussion of Action Plans
- Leadership traits Role Play

Read:

Due this week:
- Self-Assessment and Action Plan
- Completion of Distributed Leadership Assessment
- Meeting with Instructor

AGENDA

Welcome/Housekeeping

Class tally of Leadership traits – compare to last week’s brainstorm

Class shares anecdotes – illustrations of those traits

Trait Theories

Role Play

Next week’s assignment
Trait tally

- Display results of class tally
- Discuss similarities/differences to last week’s brainstorm
- Ask for anecdotes – stories to illustrate the traits so we can better understand them
- Look for what’s missing

Trait Theories


- Model the Way – behavior that wins you respect, lead from own values, examples are often on the simple things – spending time with people, working side by side, telling stories, being visible during crisis/uncertainty
  - Find your voice by clarifying your personal values
  - Set the example by aligning actions with shared values
- Inspire a Shared Vision – vision of what could be, total belief in making that vision a reality, AND can inspire commitment to that vision in others. Forging a unity of purpose. Incredibly enthusiastic
  - Envision the future…
  - Enlist others in a common vision by appealing to shared aspira­tions
- Challenge the Process – take risk. Pioneer. Willing to step into the unknown and change the status quo. Don’t have to invent – do have to adopt early. Help others feel safe in risk-taking. Problems shape leaders – who learn from failure (and successes).
  - Search for opportunities [for change]
  - Experiment and take risks constantly…
- Enable others to Act – trust, empowerment, teamwork. Give people the chance of autonomy, discretion, authority. Provide both the resources and the safety net.
  - Foster collaboration…
  - Strengthen others by sharing power and discretion
- Encourage the Heart – help others feel strong and capable. Show appreciation. Create celebration. Recognition. (from the heart). Leadership IS about strong and sustainable relationships.
  - Recognize contributions…
  - Celebrate values and victories…

Kouzes & Posner list (top four)

- Honest
- Forward Looking
- Competent
- Inspiring

- Threshold capabilities (intelligence, appropriate skills, cognitive skills – big-picture thinking, long-term vision)
- Emotional Intelligence (twice as important for outstanding performance)
  - Self-awareness
  - Self-regulation – reasonable people create an environment of trust and fairness. Roll with the changes.
  - Motivation – achieve for the sake of achievement
  - Empathy
  - Social Skill – knack for building rapport


- Integrity
- Intelligence (breadth of knowledge plus emotional intelligence)
- Energy
- Energize
- Edge (courage to make tough decisions)
- Execute
- Passion

Distributed Leadership Model

- What leaders need to do
  - Sensemaking (what is) [understanding]
  - Relating – inquiry (empathy) and advocacy (take a stand) [be together]
  - Visioning (what could be) – based on sincere belief [dream]
  - Inventing – change the way people work together (processes and structures). Creative problem solving, continuous improvement. [act].
    NOTE – this is not about inventing things.

- Who a leader actually is
  - Change Signature – includes own values and tactics for creating change. Key to what choices each one makes.