

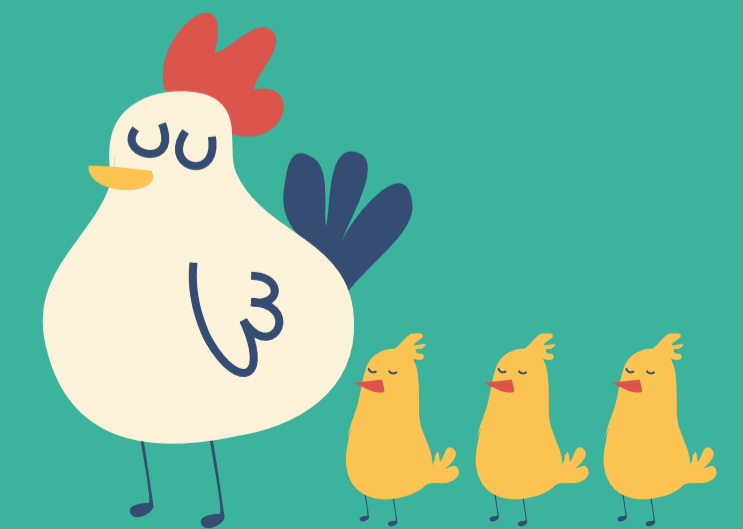


# LEADERSHIP

for third sector organizations

# TABLE OF CONTENTS

TITLE	PAGE
Introduction	01
Managers and Leaders	02
Management and Leadership	03
Leadership Strategy	04
Leadership Styles	05
Levels of Personality Development	06
Types and Sources of Power	07
Decision Making	08
Team Development Phases	09



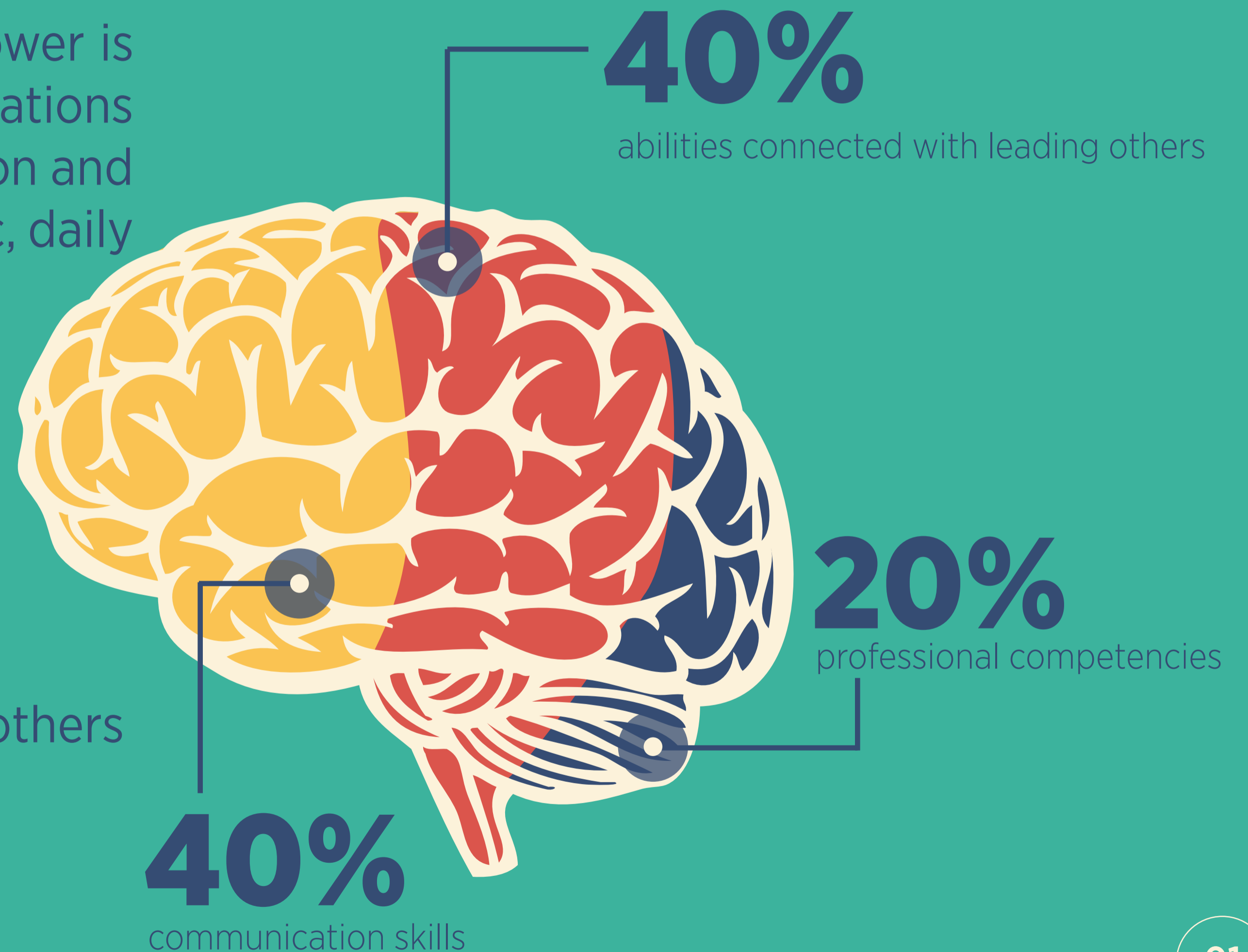
# INTRODUCTION

## In what way should a leader or manager stand out?

There is no simple answer to this question. Power is a part of all interpersonal relationships. Organizations require a goal, vision, and direction. Co-operation and mutual assistance are a must, as are systematic, daily activities.

## EFFECTIVE LEADERS ABILITIES

- 40% communication skills
- 40% abilities connected with leading others
- 20% professional competencies



# LEADERS

Ability to create a vision

Ability to speak to people and win them over to the organization's side

A knack for renewal and innovation

# MANAGERS

Known for their planning, organizational abilities

Ensuring maximum output for the organisation

Knowledge of the correct way to do things



# LEADERSHIP

- Strategic planning and creating a vision
- Winning people over to the vision
- Motivating people and developing organizational structures
- Inspiring employees
- Innovation; finding meaningful and unexpected solutions
- Ensuring that people DO THE RIGHT THING.

# MANAGEMENT

- Short and medium-term planning
- Managing and controlling the budget
- Building and maintaining organizational structures
- Managing personnel
- Planning, forecasting results
- Ensuring that people DO THINGS RIGHT





# LEADERSHIP STRATEGY



## Country Club

Country club management is aimed primarily towards relations, creating an agreeable atmosphere and a relaxed working pace.

## Impoverished Management

Impoverished management involves minimum demands on performance, but also minimum support for relations. The effort to build an affinity with the organization amongst employees is almost non-existent.

## Authoritarian Management

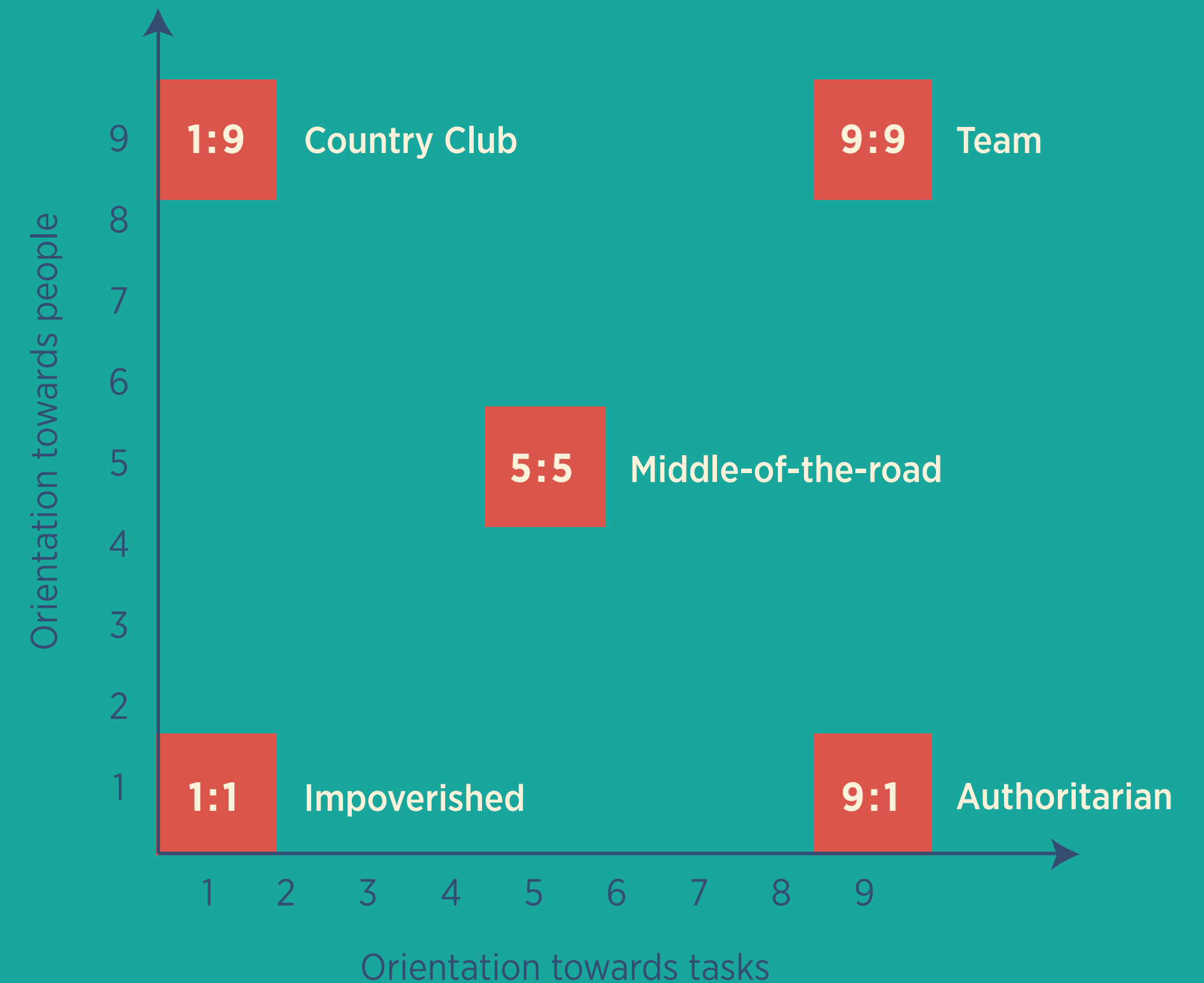
Authoritarian management finds interpersonal relations to be a waste of time. The determining factor is output alone; everything else takes second place.

## Middle-of-the-road

Middle-of-the-road management strictly balances the needs of people to associate, create an agreeable atmosphere, and establish friendly relations with the demand for output, and an appropriate workload.

## Team

Team management is generally regarded as the most effective form. It offers a high level of support for the development of interpersonal relations and trust, while generating maximum output from employees.





## DIRECT LEADERSHIP

Direct leadership is characterized by a high level of direct decision-making by the leader, and a low level, or absence, of participation by subordinates. The leader identifies problems, specifies goals, and decides upon commands, controls, and directs the work at hand.



## COACHING

Coaching is typified by a high level of both direct leadership and support. The situation could be compared to sporting clubs, where trainers demand superior performance whilst simultaneously looking after the mental well being of the athletes, knowing that the former is dependent upon the latter.



## SUPPORT

Support involves marked emphasis on support for people, with little direct leadership. Leaders encourage subordinates to engage in activities, work with them, provide them with support for their efforts, facilitate their decisions, and help them to form constructive opinions.



## DELEGATING

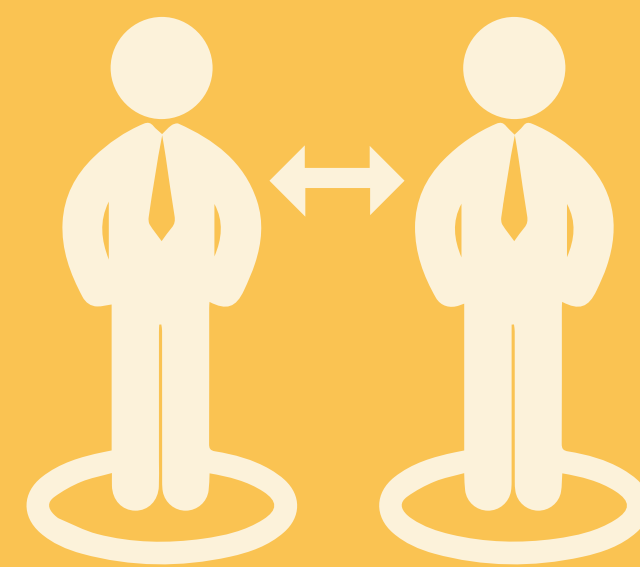
Delegating is characterized by low levels of direct leadership and support. It involves the delegation of competencies and the transfer of responsibilities from leaders to their subordinates. Leaders observe their co-workers, assign decision-making powers to them, and accept the decisions made.



# LEVELS OF PERSONALITY DEVELOPMENT

## RECEPTIVE

Power in the hands of one person who is interested in the opinion of other workers.



## ASSERTIVE

The manager exhibits a competitive attitude towards others.



## AUTONOMOUS

The need to accomplish all tasks oneself and to have everything under one's control.



## INTEGRATED

Co-operation and a pro-social feeling are typical to this level of personality growth.





## Formal Authority

It is power derived from a formal position in the structure that contains privileges of decision. Judges, elected officials, parents, directors, etc. possess such power.

## Moral Power

Power resulting from the pressure of universally respected values. It is closely connected to the power of conventions that say what is good and what is wrong.

## Procedural power

It is the power to control procedures and processes that influence what kind of decision will be taken. It is a kind of power independent from power over the decision taking.

## Power of an expert

It is power derived from the possession of expertise in a very specific field, or from information about specific events.

## Power of repression

Ability to put somebody in an inconvenient situation; ability to impose direct sanctions.

## Power of association

Power derived from connections with other people who have power.

## Power of habit

A status quo kind of power, based on the premise that it is easier to maintain the present state of things than to support change.

## Power of sources

Power derived from control over sources of values. On the downside, the person who enjoys this kind of power may exercise it to prevent the necessary utilization of sources, or force others to exploit the sources.

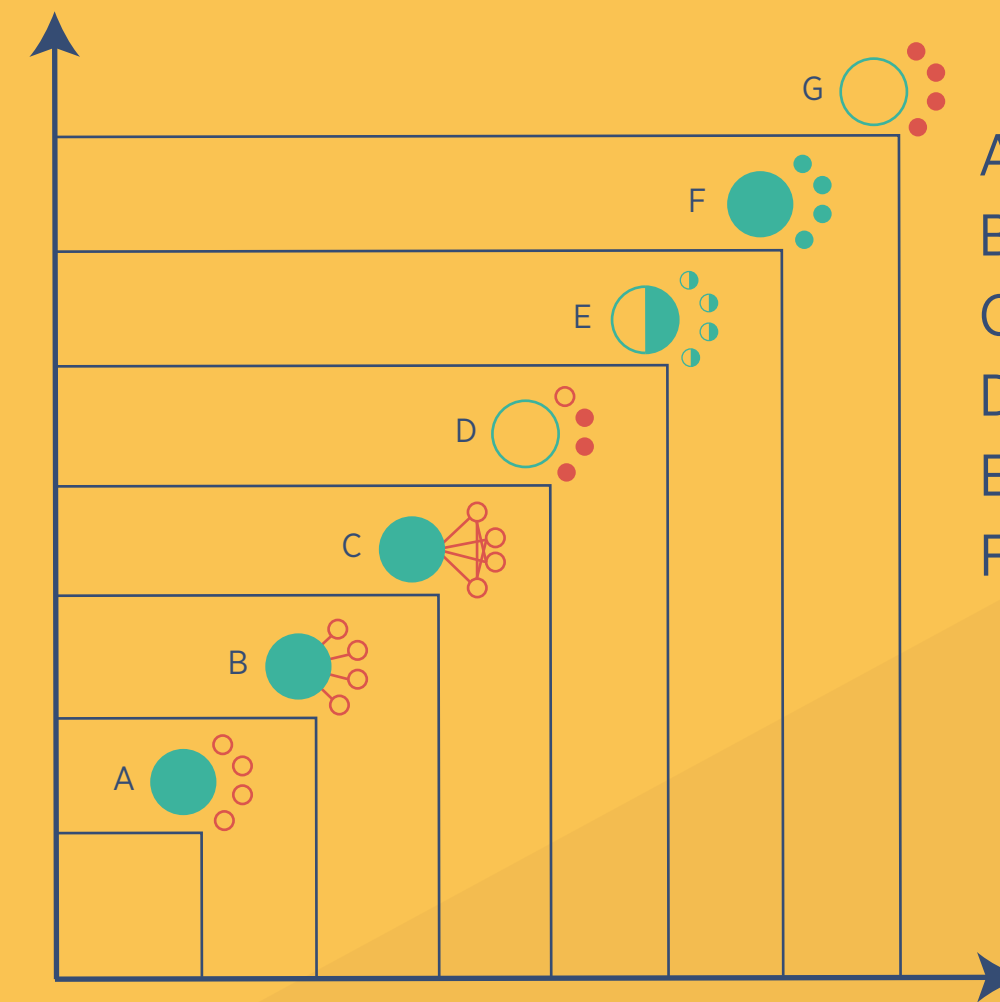
## Personal Power

Power derived from the potential of personal qualities that support other people's sources of power, the ability to articulate ideas of others, understand the situation of others, understand what influences them, etc.

# TYPES AND SOURCES OF POWER

# DECISION-MAKING

- ✓ Decision-making without consultation with employees
- ✓ Leaders make decisions alone after consultations with a number of, or all, team members
- ✓ Leaders make decisions after joint consultations with the entire team
- ✓ Majority decision-making, preceded by discussions and the clarification of viewpoints
- ✓ Compromise, i.e. reaching an agreement with a certain correction for the needs and interests of those involved



- A - Decision by the team leader
- B - Decision by the team leader after individual consultations
- C - Decision by the team leader after discussions
- D - Majority Decision
- E - Compromise
- F - Consensus

- Team members who do not decide
- Team members who do
- Team leader who decides
- Team leader who does not

- ✓ The ideal situation – a consensus, where at least the basic needs of those involved are met, and everyone is prepared to respect the decision and to apply it in practice
- ✓ The delegation of decision-making to the team, allowing its members to decide for themselves.

# TEAM DEVELOPMENT PHASES

## FORMING



Forming begins when a group meets for the first time. The leader wields all the power and is expected to recognize and appreciate each members' approaches, articulate expectations and identify successful behaviour and attitudes.

## STORMING



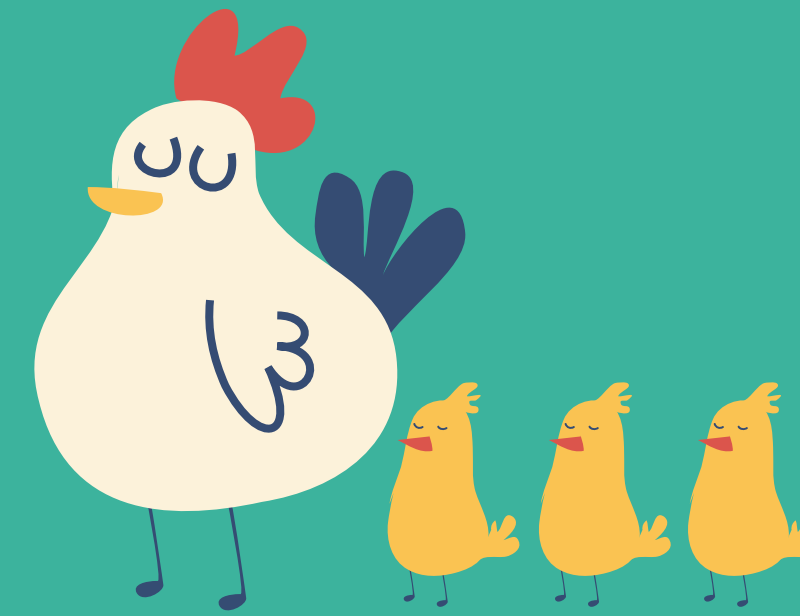
Storming is state of conflict and confrontation. A group often becomes just an instrument of fulfilling the needs of the leader. Such groups are able to be successful for a certain period of time but this usually changes when the leader leaves.

## NORMING



Norming stage sees the introduction of the labour standards and co-operation between team members on assigned tasks. All members work in a very favourable environment created by the team leader.

## PERFORMING



This phase is characterized by a high efficiency within the team. After encouraging the team's growth, appreciating its successes and providing for necessary training, the leader's duty is to step back and delegate the maximum functions to team members.

## MOURNING



This is the phase of a natural cease or disintegration of the team upon the fulfilment of its assigned task.



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