THEORY-BASED LEADERSHIP DEVELOPMENT

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LEADERSHIP DEVELOPMENT?

You've heard about:

- **Seven Habits of Highly Effective People**
- **"The 12 things a good leader does every day"**
- **"8 Things to make you stand out….**

To be highly successful as a leader, you will always need a vast network of positive relationships.

The Things Successful Leaders Do and Don't Do to Build Relationships
entrepreneur.com

You've been told to:

- *Develop a Brand*
- *Cultivate relationships*
- *Read these books*
- *Follow these experts*
- *Get enough sleep*
- *Don't waste time sleeping*

WHAT DOES IT MEAN TO BE A LEADER?

Be all things!

Beyond Direct Experience

While direct experience is valuable, leadership paradoxes can also help boards identify a high-performing CEO:

Realistic Dreamer

Humbly Confident

Ambitious Yet Disciplined

Focused Disruptor

Visionary Who Liberates

Doer and Stage-setter

Pursues Excellence Over Personal Power

Be these things.

- Honest
- Forward-looking
- Competent
- Inspiring
- Intelligent
- Fair-minded
- Broad-minded
- Supportive
- Straightforward
- Dependable
- Cooperative
- Determined
- Imaginative
- Ambitious
- Courageous
- Caring
- Mature
- Loyal
- Self-controlled
- Independent

WHAT KIND OF LEADERSHIP SUITS YOU?

Synonyms

- Change agent / stabilizer
- Dreamer / messenger
- Entrepreneur
- Influencer / thought leader

LEADERSHIP BEHAVIORS (OR ADMIN BEHAVIORS?

From Forbes Magazine**The most successful leaders do 15 things automatically everyday** (*"Practice these tips and you'll be a great leader in no time."*	Yes	No	Maybe
1. Make Others Feel Safe to Speak-Up			
2. Make Decisions			
3. Communicate Expectations			
4. Challenge People to Think			
5. Be Accountable to Others			
6. Lead by Example			
7. Measure & Reward Performance			
8. Provide Continuous Feedback			
9. Properly Allocate and Deploy Talent			
10. Ask Questions, Seek Counsel			
11. Problem Solve; Avoid Procrastination			
12. Positive Energy & Attitude			
13. Be a Great Teacher			
14. Invest in Relationships			
15. Genuinely Enjoy Responsibilities			

AND WHERE IS THE EVIDENCE?

FuturEd PRINCIPLES OF LEADERSHIP DEVELOPMENT

1. Leadership can be controversial and personal, so we refer to established theories for guidance.
   - Leadership development includes "learning the language."
   - At least 12 theories, and we focus on three.
2. **All leadership is situational.**
3. **Everybody can be a leader.**
   - While there are similarities between formal and non-formal leadership, we focus on formal leadership.
4. Leadership development must begin with **self-awareness**.
5. FuturEd bases "development" on the principles of engaged learning. (maybe the same as "engaged leadership")
   - Prior learning assessment, iterative activities, "digital " evidence, lifelong curiosity

A LITTLE ABOUT ME

- Canadian expatriate (Middle East, China and Malaysia)
- PhD in Education Administration
- Expert in Higher Education, QA, eLearning, Faculty Development, Teaching & Learning, Leadership Development, Intercultural Leadership
- FuturEd is me: consulting education futurist – **FuturEd is my ePortfolio**
- Teaching leadership and intercultural leadership in China 5 years at USTC
- Dedicated Traveler and Lifelong Learner

ALL POSSIBLE KNOWLEDGE

what you know

what you don't know you don't know
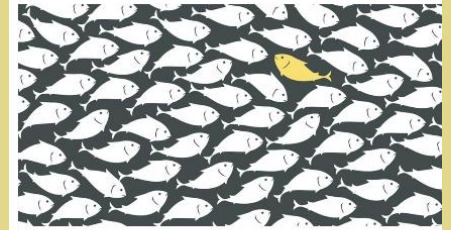
what you know you don't know

A LITTLE ABOUT YOU?

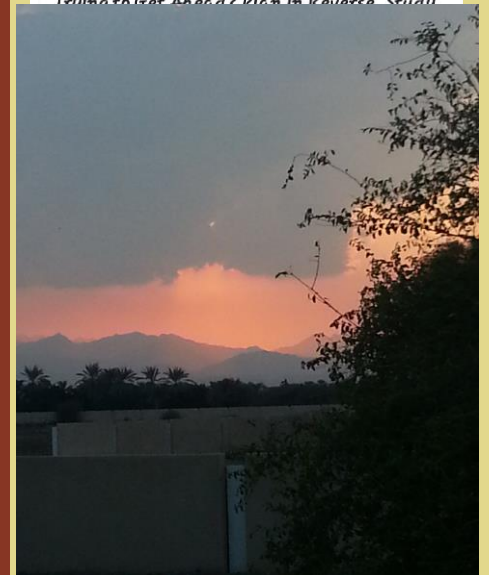How do people here know you?

What leadership training have you had?

What leadership dreams do you have?

What is your measure of success for today?

PRE-TEST and also: Open a PPT

Slide for " Things I want to know more about"

November 2017

WORKSHOP OUTCOMES (ILO/KSA)

THEORY

- **Many different theories**
- **Focus on three:**
  - Trait Theory
    (Understanding yourself)
  - Competence Theory
    (*Skills Development*)
  - Style/outcomes Theory
    (*Ed Administration)*

DEVELOPMENT/skills

1. Leadership context
2. Leadership self-awareness (SWOT)
3. Leadership competencies and supporting evidence
4. Leadership results, opportunities and gap analysis
5. Personal development plan

Pre-test + PPT

WORKSHOP OUTPUTS

5 ppt slides that:

ANSWERS

1. **Introduces your philosophy of leadership**
2. **Situational analysis**
3. **Trait analysis**
4. **Competence analysis**
5. **Concludes with a (mini) leadership development plan**

DEVELOPMENT QUESTIONS

1. What is my leadership style?
2. What leadership context do I find myself in?
3. Do I have leadership competencies?
4. What additional competencies do I want/need?
5. Where/how will I achieve them?

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LEADERSHIP IS….

- Defined as a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task
- **Different from management**
  - Leadership is **setting a new direction or vision** for a group that they follow, i.e.: a leader is the spearhead for that new direction
  - Management controls or directs people/resources in a group **according to principles, values and directions that have already been established.**
    - **Administration (in HE) is a combination of the two**

Management is doing things right; leadership is doing the right things.

- *Peter Drucker*

Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.

- *Stephen Covey*

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LEADERSHIP THEORIES*

1. **Trait approach (personal abilities)**
2. **Skills approach (competencies to develop)**
3. **Style approach (people vs. results?)**
4. **Situational approach (context)**
5. **Contingency theory (as needed)**
6. **Path-Goal theory (depends on the job to do)**
7. **Leader-member exchange theory (relational)**
8. **Transformational leadership (charisma)**
9. **Servant leadership (dedication)**
10. **Authentic leadership (transactional)**
11. **Team leadership (more than one person)**
12. **Psychodynamic approach (personality types)**

*Northouse, P.G. (2013) Leadership Theory and Practice. USA: Sage.

SITUATIONAL LEADERSHIP "THEORY"

Different Styles based on..

1. **Culture**
2. **Gender**
3. **Age**
4. **Career Level**
5. **Training**
6. **Repercussions**
7. **Range**
8. **Timing**
9. **Formal vs. informal**
10. **Methods**

Different Situations, e.g.,

- **Higher Education**
  - Business
  - Military
  - Politics
  - Community
  - Family
  - International research project
  - Emergency

INTERCULTURAL KSA
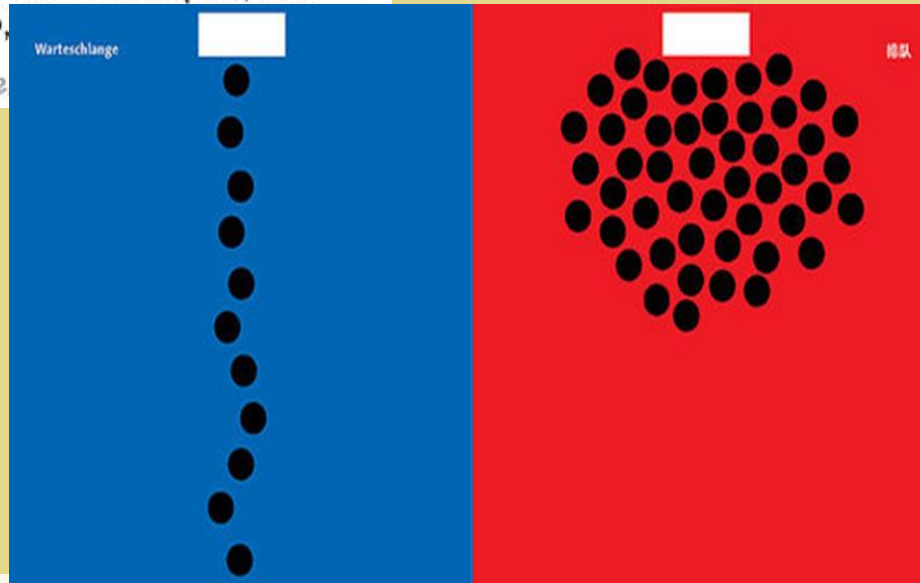
Tech Insider UK
27 Oct at 23:30 ·

Being just one minute behind in Japan is considered being late.

What being punctual means in different count...

One minute behind is considered late in Japan, but in Mexico,

uk.busine

**All leadership
(in modern society) is
INTERCULTURAL**

PPT SLIDE #2: SITUATIONAL ANALYSIS
(In the context of my position at MNU, this is me.)

Personal Situation	Positional Situation
1. Culture	6. Role tasks
2. Gender	7. Range
3. Age level	8. Methods
4. Career level	9. Repercussions
5. Professional education	10. Leadership training

TRAIT-BASED LEADERSHIP DEVELOPMENT

Building on who You Are

#1. TRAIT THEORY – "natural leaders"

1. ATTRIBUTES	2. KNOWLEDGE

1. ATTRIBUTES

- Personal integrity
- Reputation
- Charisma
- Authority (position)
- Role modeling

Related to the "Great Man/Woman Theory"

2. KNOWLEDGE

- Advanced content area knowledge
- Networks, persons and organizations of influence
- Special skills
- A Vision of a preferred future

PERSONAL leadership SWOT Analysis based on TRAIT theory

1. Attributes

Strengths **1.** **2.**	**Weaknesses** **1.** **2.**
Opportunities 1. 2.	Threats 1. 2.

2. Knowledge

Useful tools:

www. mindtools. com

How We Use SWOT ANALYSIS

- Strengths – to be built upon, to expand
- Weaknesses – to understand and to avoid
- Opportunities – to take advantage of
- Threats – to understand and plan risk management

In administration, for planning:
1. Internal SWOT
2. External SWOT

SLIDE #3: TRAIT ANALYSIS
(These are my current leadership traits.)

	Attributes	Knowledge
Strengths to build on	*Nice people say I am...*	*I know a lot about...*
Weaknesses to consider	*Some people say I should...*	*I don't know...*
Opportunities before me	*If I was smart, I would...*	*Professionally, I can...*
Threats (external)	*My downfall could be my tendency to ...*	*I will get left behind if I don't learn...*

Ikigai

A JAPANESE CONCEPT MEANING "A REASON FOR BEING"

Satisfaction, but feeling of uselessness

Delight and fullness, but no wealth

What you LOVE

PASSION

MISSION

What you are GOOD AT

Ikigai

What the world NEEDS

PROFESSION

VOCATION

Comfortable, but feeling of emptiness

What you can be PAID FOR

Excitement and complacency, but sense of uncertainty

SOURCE:

TORONTO STAR GRAPHIC

DESTINY

Do You Really Want to be a Leader??

STYLES THEORY: OUTCOMES-BASED LEADERSHIP

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#2. STYLES THEORY

LEADERSHIP STYLES

1. Participative
2. Ideological
3. Change-oriented
4. Visionary
5. Action-oriented
6. Goal-oriented
7. Executive

OUTCOME REQUIREMENT

A. Inclusion/involvement
B. Conviction in others
C. Transformation
D. Radical transformation
E. Relevant activity
F. Goal achievement
G. Smooth functioning

ALSO evidence of competence

THE STYLE CHALLENGE

But there may be a best way based on necessary outcomes

For discussion

- For a leader in Higher Education
  1. What outcomes? (a letter)
  2. What style? (a number)
- For a leader in the military?
- For a leader in business?
- For a "thought leader"?

Can one person be a leader in any situation?

You are the VC and you need to name a leader for:

1. Office special events
2. A new program development team
3. The International relations department

What are you looking for?

- what traits?
- what styles?
- what outcomes?
- what behaviors?

CASE STUDY

What would I need to do to become a leader in this workplace?

SLIDE #3: MY PREFERRED LEADERSHIP STYLE …AND HERE IS THE EVIDENCE…

LEADERSHIP STYLES

1. Participative
2. Ideological
3. Change-oriented
4. Visionary
5. Action-oriented
6. Goal-oriented
7. Executive

OUTCOME REQUIREMENT / evidence?

A. Inclusion/involvement
B. Conviction in others
C. Transformation
D. Radical transformation
E. Relevant activity
F. Goal achievement
G. Smooth functioning

Choose 1 or 2 only and supply an example

COMPETENCE-BASED LEADERSHIP DEVELOPMENT

Leadership Can Be Learned

KEY CONCEPTS

- **Competencies – skills that are**
    - **Achievable**
    - **Demonstrable**   Like "learning objectives"
    - **Measurable**

- **Competency-based = evidence-based**
    - **How to teach/acquire and measure?**
    - **What constitutes evidence? Digital evidence?**

- **Leadership ≠ management**
    - **Different competencies**
    - **Different requirements**
    - **Often blended in, e.g., "administration"**

CORE LEADERSHIP SKILLS

1. CREATING FOLLOWERSHIP

- **Team building, motivating, delegation**
- **Creativity, innovation, vision**
- **Compassion and humanity, social responsibility**

2. STRATEGIC PLANNING

- **SWOT analysis and implementation**
- **Trend analysis and visioning**
- **Strategic goals and implementation**

3. PROBLEM SOLVING

- **Conflict and stress**
- **management**
- **Negotiation and decision-making skills**
- **Time management**

4. ACCOUNTABILITY

- **Quality assurance**
- **Community service**
- **Role modeling**

(PLUS) MANAGEMENT SKILLS

1. **Planning** – operational planning and reporting
2. **Policy** development, analysis and implementation
3. **Finance** – budget planning and reporting
4. **Personnel** – recruiting, managing, and quality assurance
5. **Communications** – writing, speaking, presenting, meeting management
6. **Technology** skills and tools
7. **Project management**
8. **Quality assurance** – requirements and evaluation methods
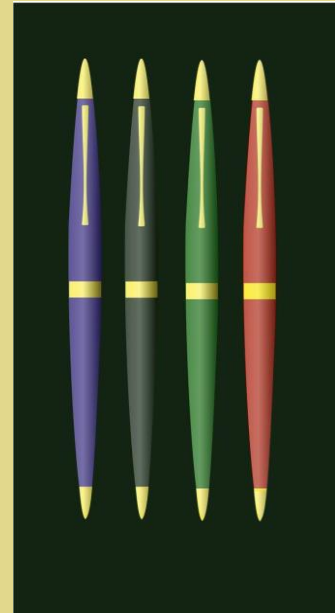9. **Reputation and risk management**

PLUS ESSENTIAL KNOWLEDGE AND ATTRIBUTES

KNOWLEDGE

- Advanced content area knowledge
- Networks, persons and organizations of influence
- Lifelong learning skills
- A Vision

ATTRIBUTES

- Personal integrity
- Reputation
- Charisma
- Authority
- Role modeling
- Etc.

For Slide #4

- **Leadership Competencies Self-Assessment**
  - www.FuturEd.com
- **Other for Higher Education:**
  - **Teaching**
  - **Research**
  - **Community Engagement**
  - **ICT**
  - **International**
  - **eLearning**
  - **Transferrable**

And where is the EVIDENCE?

FOR ANALYSIS AND PLANNING

For your leadership ePortfolio

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PPT SLIDE #4: COMPETENCE-ANALYSIS

Step 1: Self-analysis on Core Competencies eP tool

Step 2: Choose one that you are "expert" at and decide what would be (1) appropriate evidence of competence and (2) digital evidence if possible.

Step 3: On a new ppt slide:

"In terms of leadership competencies, I am very capable of....
This is where/how I learned it.....
And here is the evidence.....

At some point, be prepared to do this for all of the competencies.

ACQUIRING LEADERSHIP COMPETENCIES

FORMAL LEARNING

➢ Specific education

➢ Workplace training

➢ Further education

NON-FORMAL LEARNING

➢ on-the-job training

➢ embedded training (e.g. Graduate Attributes)

➢ forced learning (e.g., crisis)

PLANNING: SLIDE #5
(My leadership development plan will include 1.2.3)

- Plans can be short, medium and/or long-term. Let's think "medium term."
- Plans are based on "gap analysis" between what is and what you'd like to do/be.

1. From your SWOT analysis,
   - Are there opportunities you should be looking at?
   - Are there critical weaknesses to address?
2. From the styles/outcomes analysis,
   - Does your style match with the necessary outcomes? Do you need to learn a new style?
3. From your competence self-assessment, what skills are your poor at? Where can you learn them?

OPTIONAL COVER SLIDE #1

- Google "leadership quotes" and choose "images"
- Decide which one reflects your philosophy or vision of leadership

"Being a leader is like being a lady. If you have to go around telling people you are one, you aren't.
—Margaret Thatcher

" A leader is one who knows the way, goes the way, and shows the way. "

John C. Maxwell

KEY MESSAGES

1. There are many situations, styles and definitions for leadership.
2. Leadership theories basically focus on leadership processes and outcomes – and so should you.
3. Different situations require different styles of leadership.
4. Leadership skills can be learned.
5. Leadership is different from management, but often includes management skills.
6. Nothing changes if you don't make a plan and take steps every day.

Post-Test

FOR DISCUSSION

- Did you learn anything?
- Do you have answers to the questions?
- What should you do with your mini-ePortfolio?
- What should you plan to do next/first?

DEVELOPMENT QUESTIONS

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RECOMMENDED WEB/FB PAGES

Education

- Edutopia
- Yidan Prize
- eLearning Coach
- Mindshift
- The Atlantic
- Education Technology
- WISE Qatar Foundation

Leadership

- World Economic Forum
- Entrepreneur
- Business Insider
- Big Think
- Futurism
- LinkedIn

THANK YOU!

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