THEORY-BASED LEADERSHIP DEVELOPMENT

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A FuturEd Master Class for Maldives National University 2017
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....

You’ve been told to:
- Develop a Brand
- Cultivate relationships
- Read these books
- Follow these experts
- Get enough sleep
- Don’t waste time sleeping

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
WHAT DOES IT MEAN TO BE A LEADER?

Be all things!

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

11/1/2017

Dr KC Barker
The most successful leaders do 15 things automatically everyday ("Practice these tips and you’ll be a great leader in no time.")

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<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Maybe</th>
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<tbody>
<tr>
<td>1. Make Others Feel Safe to Speak-Up</td>
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<td>2. Make Decisions</td>
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<td>3. Communicate Expectations</td>
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<td>4. Challenge People to Think</td>
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<td>5. Be Accountable to Others</td>
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<td>6. Lead by Example</td>
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<td>7. Measure &amp; Reward Performance</td>
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<td>8. Provide Continuous Feedback</td>
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<td>9. Properly Allocate and Deploy Talent</td>
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<td>10. Ask Questions, Seek Counsel</td>
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<td>11. Problem Solve; Avoid Procrastination</td>
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<td>12. Positive Energy &amp; Attitude</td>
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<td>13. Be a Great Teacher</td>
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<td>14. Invest in Relationships</td>
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<td>15. Genuinely Enjoy Responsibilities</td>
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**AND WHERE IS THE EVIDENCE?**
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

November 2017
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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”
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
5 ppt slides that:

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

ANSWERS

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?
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
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)

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**

All leadership (in modern society) is INTERCULTURAL
### PPT SLIDE #2: SITUATIONAL ANALYSIS

(In the context of my position at MNU, this is me.)

<table>
<thead>
<tr>
<th>Personal Situation</th>
<th>Positional Situation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Culture</td>
<td>6. Role tasks</td>
</tr>
<tr>
<td>2. Gender</td>
<td>7. Range</td>
</tr>
<tr>
<td>3. Age level</td>
<td>8. Methods</td>
</tr>
<tr>
<td>5. Professional education</td>
<td>10. Leadership training</td>
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</tbody>
</table>
TRAIT-BASED LEADERSHIP DEVELOPMENT

Building on who You Are
#1. TRAIT THEORY – “natural leaders”

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

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
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<tr>
<td>2.</td>
<td>2.</td>
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<tr>
<td>Opportunities</td>
<td>Threats</td>
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<tr>
<td>1.</td>
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</tr>
<tr>
<td>2.</td>
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</table>

2. Knowledge

Useful tools: [www.mindtools.com](http://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.)

<table>
<thead>
<tr>
<th></th>
<th>Attributes</th>
<th>Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths to build on</strong></td>
<td>Nice people say I am...</td>
<td>I know a lot about...</td>
</tr>
<tr>
<td><strong>Weaknesses to consider</strong></td>
<td>Some people say I should...</td>
<td>I don’t know...</td>
</tr>
<tr>
<td><strong>Opportunities before me</strong></td>
<td>If I was smart, I would...</td>
<td>Professionally, I can...</td>
</tr>
<tr>
<td><strong>Threats (external)</strong></td>
<td>My downfall could be my tendency to ...</td>
<td>I will get left behind if I don’t learn...</td>
</tr>
</tbody>
</table>
Do You Really Want to be a Leader??

Ikigai

A Japanese concept meaning “A Reason for Being”

- What you LOVE
  - Delight and fullness, but no wealth

- What you are GOOD AT
  - Satisfaction, but feeling of uselessness

- What the world NEEDS
  - Comfortable, but feeling of emptiness

- What you can be PAID FOR
  - Excitement and complacency, but sense of uncertainty

PASSION

MISSION

PROFESSION

VOCATION

SOURCE: dreamstime

Dr KC Barker

DESTINY
STYLES THEORY: OUTCOMES-BASED LEADERSHIP
### #2. STYLES THEORY

#### LEADERSHIP STYLES

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

#### OUTCOME REQUIREMENT

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<td>C. Transformation</td>
<td>D. Radical transformation</td>
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<td>E. Relevant activity</td>
<td>F. Goal achievement</td>
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<td>G. Smooth functioning</td>
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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?

What would I need to do to become a leader in this workplace?
SLIDE #3: MY PREFERRED LEADERSHIP STYLE ...AND HERE IS THE EVIDENCE...

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<tr>
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<th>OUTCOME REQUIREMENT / evidence?</th>
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Choose 1 or 2 only and supply an example
COMPETENCE-BASED LEADERSHIP DEVELOPMENT

Leadership Can Be Learned
Competencies – skills that are
- Achievable
- Demonstrable
- 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
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.
Leadership Competencies Self-Assessment

www.FuturEd.com

Other for Higher Education:
- Teaching
- Research
- Community Engagement
- ICT
- International
- eLearning
- Transferrable

And where is the EVIDENCE?
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)
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 you poor at? Where can you learn them?
- 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
There are many situations, styles and definitions for leadership.

Leadership theories basically focus on leadership processes and outcomes – and so should you.

Different situations require different styles of leadership.

Leadership skills can be learned.

Leadership is different from management, but often includes management skills.

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**

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?
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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