



Resource Material on Developing a Leader Plan

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Definition of Leadership:

Leadership is a multifaceted concept, but in its simplest form, it is the ability to influence, inspire, and guide individuals towards achieving a common goal. It involves establishing a clear vision, sharing that vision with others, providing information, knowledge, and methods to realize that vision, and coordinating and balancing the conflicting interests of stakeholders.

Leadership is not just about holding a position or title, but it's about the actions and impact you have on the people and organization around you. A leader can be anyone, regardless of their role within an organization, who embodies these characteristics and takes on this responsibility.

The Importance of Studying Leadership:

Studying leadership is crucial for several reasons:

1. **Understanding the Role of Leaders:** Leaders play a significant role in setting the direction of an organization and driving it towards its goals. They inspire and motivate their teams, make important decisions, and influence the culture and climate of the organization. Understanding the nature of leadership helps to appreciate the role leaders play in the success or failure of organizations.

2. **Developing Leadership Skills:** Leadership skills are not just for those in managerial roles; they are essential in all walks of life. Studying leadership allows individuals to understand and develop these skills, such as effective communication, decision-making, problem-solving, and emotional intelligence.
3. **Improving Organizational Performance:** Effective leadership is key to improving organizational performance. Leaders guide and inspire their teams, create and communicate vision and strategy, and foster an environment that promotes productivity and engagement. Studying leadership provides insights into how to enhance leadership effectiveness to boost organizational performance.
4. **Leadership Development:** Studying leadership is the first step in leadership development. It helps identify what effective leadership looks like and the skills and behaviors needed to be an effective leader. This knowledge is critical in designing and implementing effective leadership development programs.
5. **Meeting Future Leadership Needs:** The nature of work and organizations is continually evolving. Studying leadership helps to anticipate future leadership needs and prepares individuals and organizations to meet these needs.

In sum, studying leadership is of immense importance to individuals, organizations, and society at large. It prepares current and future leaders to guide their organizations effectively and contribute positively to their communities.

Four major leadership theories:

1. **Trait Theory:** This theory posits that certain individuals have inherent traits that make them more effective leaders. Traits often associated with effective leadership include confidence, intelligence, determination, integrity, and sociability. However, one of the criticisms of this theory is that it doesn't take into account the situational context, and it assumes that leadership traits are fixed and do not change over time.
2. **Behavioral Theory:** In contrast to the Trait Theory, the Behavioral Theory suggests that leadership is not about the inherent traits of individuals, but rather about the actions they take. This theory identifies two primary types of behavior: task-oriented (concerned with accomplishing tasks efficiently and effectively) and people-oriented (concerned with supporting, motivating, and developing individuals and teams). Unlike the Trait Theory, the Behavioral Theory implies that people can learn to become effective leaders by developing the right set of behaviors.
3. **Contingency Theory:** This theory takes into account the situation in which leadership occurs. It suggests that the effectiveness of a leadership style is contingent upon the context. For instance, a highly directive style might work well in a crisis situation but not in a highly skilled and motivated team that requires autonomy. This theory underscores the importance of flexibility in leadership and the ability to adapt one's style to different situations.
4. **Transformational Leadership:** This theory goes beyond managing day-to-day operations and also aims to inspire and motivate employees to exceed their own individual performance goals for the greater good of the organization. Transformational

leaders are characterized by four key behaviors: idealized influence (role modeling), inspirational motivation (encouraging and inspiring), intellectual stimulation (challenging assumptions and stimulating creativity), and individualized consideration (caring for individual needs).

5. **Situational Leadership:** Situational Leadership is a leadership style where the leader adjusts their style based on the readiness and capability of their team members in relation to a particular task. The theory was first developed by Paul Hersey and Ken Blanchard in the late 1960s.

Each of these theories provides valuable insights, but effective leadership often involves a mix of these approaches depending on the specific context and individuals involved. Leaders should understand these theories and consider which elements are most relevant and useful for their unique situation

More Information Theory

Trait Theory, in the context of leadership, suggests that some individuals are naturally predisposed to excel in leadership roles due to their inherent characteristics or traits. This theory came into prominence during the early 20th century when researchers began to identify traits that distinguished leaders from non-leaders.

The traits often associated with effective leadership in this theory include but are not limited to:

1. **Confidence:** Leaders need to show certainty in their decisions and actions, which can help inspire their followers to have confidence in them.

2. **Intelligence:** Effective leaders are often smart and can understand complex situations, make sound decisions, and guide their teams through various challenges.
3. **Determination:** Leaders should have the will and motivation to persevere in the face of obstacles and setbacks.
4. **Integrity:** Leaders who are honest, trustworthy, and uphold strong moral principles are often more respected and followed by their teams.
5. **Sociability:** Good leaders are often outgoing and friendly, they connect easily with others, are good listeners, and are typically well-liked by their team members.

While these traits are generally seen as beneficial for leaders, one major criticism of the Trait Theory is its lack of consideration for the situational context. Leadership effectiveness often depends on the specific circumstances or challenges that a team or organization is facing. A leader who excels in one context might struggle in another.

Moreover, the Trait Theory seems to suggest that these leadership traits are fixed and do not change over time, which contradicts the concept of growth and personal development. It can give an impression that leadership is an inborn ability rather than a skill set that can be learned, developed, and improved over time.

It's important to remember that while certain traits can make an individual more inclined towards effective leadership, they don't guarantee success. Traits must be complemented by the right skills, knowledge, and behaviors, and must adapt to the dynamics of the situation and the needs of the followers for a leader to truly be effective.

More Information on Behavioral Theory

Behavioral Theory of leadership emerged as a reaction to the Trait Theory, which focused on the inherent traits of individuals.

Researchers realized that leadership wasn't just about inherent traits, but it was also about behaviors and actions. This marked a significant shift in thinking, from what leaders are (inherent traits) to what leaders do (behavior).

There are two types of behaviors primarily identified in this theory:

1. **Task-oriented behavior:** This type of behavior focuses on the job or task at hand. Leaders who exhibit task-oriented behavior pay close attention to the work that needs to be done, how it should be done, and the progress being made. They set clear expectations, maintain high standards for performance, and insist on effective and efficient operations.
2. **People-oriented behavior:** This type of behavior focuses on interpersonal relationships. Leaders who demonstrate people-oriented behavior show concern for team members' feelings and treat them with respect. They show interest in their personal wellbeing, encourage team involvement, facilitate participation in decision-making, and foster a supportive work environment.

According to the behavioral theory, neither task-oriented nor people-oriented behavior is inherently better or worse. The effectiveness of each behavior type depends largely on the specific situation. For instance, in a crisis situation, a task-oriented behavior might be more effective. On the other hand, in a highly skilled, self-motivated team, a people-oriented behavior might be more beneficial.

Importantly, the Behavioral Theory asserts that leadership behaviors can be learned and developed, which opens up the potential for anyone to become a leader. This was a major advancement in leadership theory because it democratized the concept of leadership. The focus shifted from "born leaders" to developing leadership skills in any willing individual.

One of the major models that emerged from this theory is the Managerial Grid Model developed by Robert Blake and Jane Mouton. This model identifies five different leadership styles based on the balance between task-oriented and people-oriented behaviors.

Remember, successful leadership often requires a combination of both task-oriented and people-oriented behaviors. The best leaders are flexible and can adapt their behavior to meet the demands of their environment and the needs of their team.

More Information on Contingency Theory

Contingency theory is a leadership model that suggests the effectiveness of leadership relies heavily on the context or situation in which it is applied. Unlike other theories that propose certain styles or traits make a leader universally effective, the contingency theory asserts that successful leadership depends on a variety of changing factors including the leader's personality and style, the characteristics and behaviors of followers, and the specifics of the situation or task at hand.

According to the contingency theory, there's no one "best" way to lead. Instead, a leader's effectiveness is based on the interaction of their leadership style with the situation. This theory proposes that leaders must be flexible and adaptable, shifting their approach based on the demands of their specific circumstances.

The most well-known contingency theory is Fiedler's Contingency Theory, developed by Fred Fiedler in the 1960s. Fiedler proposed that a leader's effectiveness depends on their ability to control the group and their orientation toward tasks or relationships. In certain situations, task-oriented leaders are more effective, while in others, relationship-oriented leaders excel.

In sum, contingency theory emphasizes the importance of both the leader's characteristics and the specific situation in determining successful leadership. It supports the idea that successful leaders are those who can read and adapt to their environment effectively.

More Information on Transformational Leadership

Transformational Leadership is a style of leadership that involves leaders inspiring and motivating their teams to exceed their own individual performance goals and achieve extraordinary outcomes. It was first introduced by James V. Downton and later developed by leadership expert James Burns in 1978. It was further expanded by Bernard M. Bass in the 1980s.

The core idea of transformational leadership is that leaders transform their teams through their inspirational nature and charismatic personalities. They inspire an exceptional commitment, intrinsic motivation, and concern for the collective interest among their followers.

Transformational leaders are characterized by four key behaviors:

1. **Inspirational Motivation:** Transformational leaders have a clear vision that they are able to articulate to their teams. They communicate high expectations and demonstrate commitment to the goals and the vision.

2. **Intellectual Stimulation:** They encourage their followers to be creative and innovative, stimulating their problem-solving skills and creativity. They seek and value their followers' input and encourage them to question the status quo.
3. **Individualized Consideration:** Transformational leaders pay attention to each individual follower's needs for achievement and growth by acting as a coach or mentor. Followers are developed into leaders themselves.
4. **Idealized Influence (Charisma):** Transformational leaders act as role models for their followers. They have high ethical and moral standards, which build strong respect.

Transformational leadership is often contrasted with transactional leadership, where the focus is more on rewards and punishments, and maintaining the status quo, rather than pursuing ambitious goals.

Overall, transformational leadership can lead to high levels of satisfaction, performance, and commitment among team members, and is particularly effective in times of change or uncertainty. However, it requires a considerable amount of effort and commitment on the part of the leader to build such strong, motivational relationships.

More Information on Situational Leadership

Situational Leadership is a leadership style where the leader adjusts their style based on the readiness and capability of their team members in relation to a particular task. The theory was first developed by Paul Hersey and Ken Blanchard in the late 1960s.

The situational leadership model suggests that there is no "one size fits all" approach to leadership, and what works in one situation may not work in another. It identifies four leadership styles, each corresponding to a different level of follower maturity:

1. **Directing:** Used when the follower has low competence but high commitment. The leader provides clear instructions and closely monitors performance.
2. **Coaching:** Used when the follower has some competence but lacks commitment. The leader continues to direct and closely monitor task accomplishment but also explains decisions, solicits suggestions, and supports progress.
3. **Supporting:** Used when the follower is competent but lacks confidence or motivation. The leader facilitates and supports the followers' efforts towards task accomplishment and shares responsibility for decision-making with them.
4. **Delegating:** Used when the follower is highly competent and committed. The leader passes most of the responsibility for the decision-making and execution of tasks to the followers.

In situational leadership, the most effective leaders are those who can recognize the needs of their team and adapt their leadership style accordingly. This approach encourages leaders to be flexible and adaptable in their leadership, which can lead to more effective leadership and better team performance.

Pros and Cons of the Leadership Theories

Pros and cons of each of the mentioned leadership theories:

1. Trait Theory

Pros:

- It identifies key personality traits that are often found in effective leaders, providing a guideline for what to look for when choosing leaders.
- It emphasizes the importance of inherent qualities such as confidence, intelligence, and determination.

Cons:

- It doesn't consider situational context, assuming that effective leadership traits are the same in all situations.
- It suggests that leadership ability is innate and cannot be developed, which is not entirely true.

2. Behavioral Theory

Pros:

- It emphasizes that leadership capabilities can be learned and developed, making leadership more accessible to everyone.
- It focuses on actions and behaviors rather than inherent traits, allowing for more flexibility and adaptability.

Cons:

- It fails to consider the influence of personality traits and internal characteristics on leadership effectiveness.
- It doesn't adequately account for the influence of situational context.

3. Contingency Theory

Pros:

- It takes into account the importance of matching leadership style to the situation, which can lead to more effective leadership.
- It acknowledges that there isn't a one-size-fits-all approach to leadership, which can lead to a more nuanced understanding of leadership.

Cons:

- It can be complicated to apply in practice, as it requires a detailed understanding of different leadership styles and situational demands.
- It might lead to frequent changes in leadership style, which could confuse team members.

4. Transformational Leadership

Pros:

- It emphasizes the importance of inspiring and motivating team members, which can lead to increased job satisfaction and performance.
- It encourages leaders to focus on the bigger picture and the overall growth of the team and organization.

Cons:

- It may overlook the details and routine aspects of managing a team or organization.
- There's a risk of focusing too much on vision and inspiration, potentially neglecting the practical aspects of leadership.

5. Situational Leadership

Pros:

- It stresses the importance of adapting leadership style based on the readiness and maturity levels of followers, which can lead to more effective leadership.
- It offers a practical approach to leadership that can be applied in a variety of contexts.

Cons:

- It can be difficult to accurately assess the maturity and readiness levels of team members.
- It might lead to inconsistent leadership practices, as leaders shift their style based on their assessment of the situation.

Creating organizational needs for supervisory staff involves evaluating the organization's current situation, identifying gaps in skills or resources, and establishing a plan to address those needs. Here are the steps to follow:

1. **Assessment:** Start by assessing your organization's current status. What are your mission and goals, and how well are they being achieved? What are the strengths and weaknesses of your supervisory staff? This will help identify where there's room for improvement.
2. **Identify Gaps:** Determine the skills, knowledge, or resources your supervisory staff currently lacks that are necessary for effective performance. This could involve everything from technical skills to soft skills like communication and leadership abilities.
3. **Set Goals:** Based on the gaps identified, set clear, achievable goals for your supervisory staff. What skills do they need to develop? What resources should be provided to them? These goals should align with the overall objectives of the organization.

4. **Develop a Training Plan:** Once goals are established, create a training plan to help your supervisory staff acquire the necessary skills. This could involve workshops, mentoring, online courses, or other forms of professional development.
5. **Measure Progress:** Regularly assess your supervisory staff's progress towards the goals. This will help ensure the training is effective and allows you to make adjustments as necessary.
6. **Feedback and Adjustments:** Provide constructive feedback to your supervisory staff and make adjustments to the plan as necessary based on their performance and changing organizational needs.

By following these steps, you can create a framework for addressing the needs of your supervisory staff, enhancing their capabilities, and driving your organization's success.

Determining the strengths and weaknesses of your supervisory staff involves a combination of observation, feedback, and analysis. Here are some steps you can take:

1. **Observation:** Pay close attention to how your supervisors perform their duties. How do they handle stress, conflict, and decision-making? Are they good at problem-solving and strategic planning? Are they effectively communicating with their teams and higher-ups?
2. **Feedback:** Solicit feedback from their team members and peers. Anonymous surveys can be a useful tool for this, as they can encourage honest feedback. Ask about the supervisor's communication style, leadership skills, and ability to motivate and manage their team.
3. **Performance Metrics:** Review their performance metrics. How well are they meeting their goals? Are their teams meeting their goals? Metrics can provide objective evidence of a supervisor's strengths and weaknesses.
4. **Self-Evaluation:** Ask the supervisors to evaluate themselves. Often, individuals are aware of their own strengths and weaknesses, and self-evaluation can provide valuable insights.
5. **External Assessment:** Consider bringing in an external consultant or coach to assess your supervisory staff. They can provide an unbiased perspective and may notice things that internal observers miss.
6. **Regular Reviews:** Regular performance reviews can help identify patterns and trends over time, and these can highlight persistent strengths and weaknesses.

By collecting and analyzing this information, you can create a well-rounded picture of each supervisor's strengths and weaknesses. It's important to provide constructive feedback to your supervisors and offer training or resources to help them improve in their areas of weakness.

