

ABS 150/151 Community Leadership

The Nature of Leadership: Tasks
Contexts, and Styles

Learning Objectives

- **Introduce . . .**
 - **Nature & purpose of leadership**
 - **Definition of leadership**
 - **Core tasks of leadership**
- **Critical Reflection**



Moses

Leader as Patriarch

Probable Consequence?



Machiavelli

- The Prince

Leader as Despot

Probable Consequence?



Barak Obama

Leader as Motivator

Probable Consequence?



James MacGregor Burns

Leader as Inducer

Probable Consequence?

James MacGregor Burns

Two broad types of Leadership:

- **Transactional Leadership**
 - **Essence** - Relating to others
 - **Emphasis** - Engagement with others; communication, mutual influence
- **Transformational Leadership**
 - **Essence** - Changing the world
 - **Emphasis** - Change, improvement

“Leadership is the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers.”

John Gardner, *On Leadership*

“Does the leader make history or does the historical moment make the leader?”

John Gardner, *On Leadership*

IDENTIFYING SETTINGS/CONTEXT TO LEAD

- LEVEL/PHASE OF DEVELOPMENT OF GROUP
(ORGANIZATION, COMMUNITY)
- GROUP COMPOSITION
- HISTORY
- PRIOR CONSEQUENCES

- “Historical forces create the circumstances in which people lead, but the characteristics of the particular leader in turn have their impact on history.”

Identifying Strengths to Lead

- Leaders all have strengths and weaknesses
- Identify and maximize your strengths for leadership
- Leaders can change over time
 - Leadership needs and strengths may also change over time
- Develop and support Leadership Teams
 - Institutionalize leadership
 - Build teams to lead

Assessment

Planning

①

②

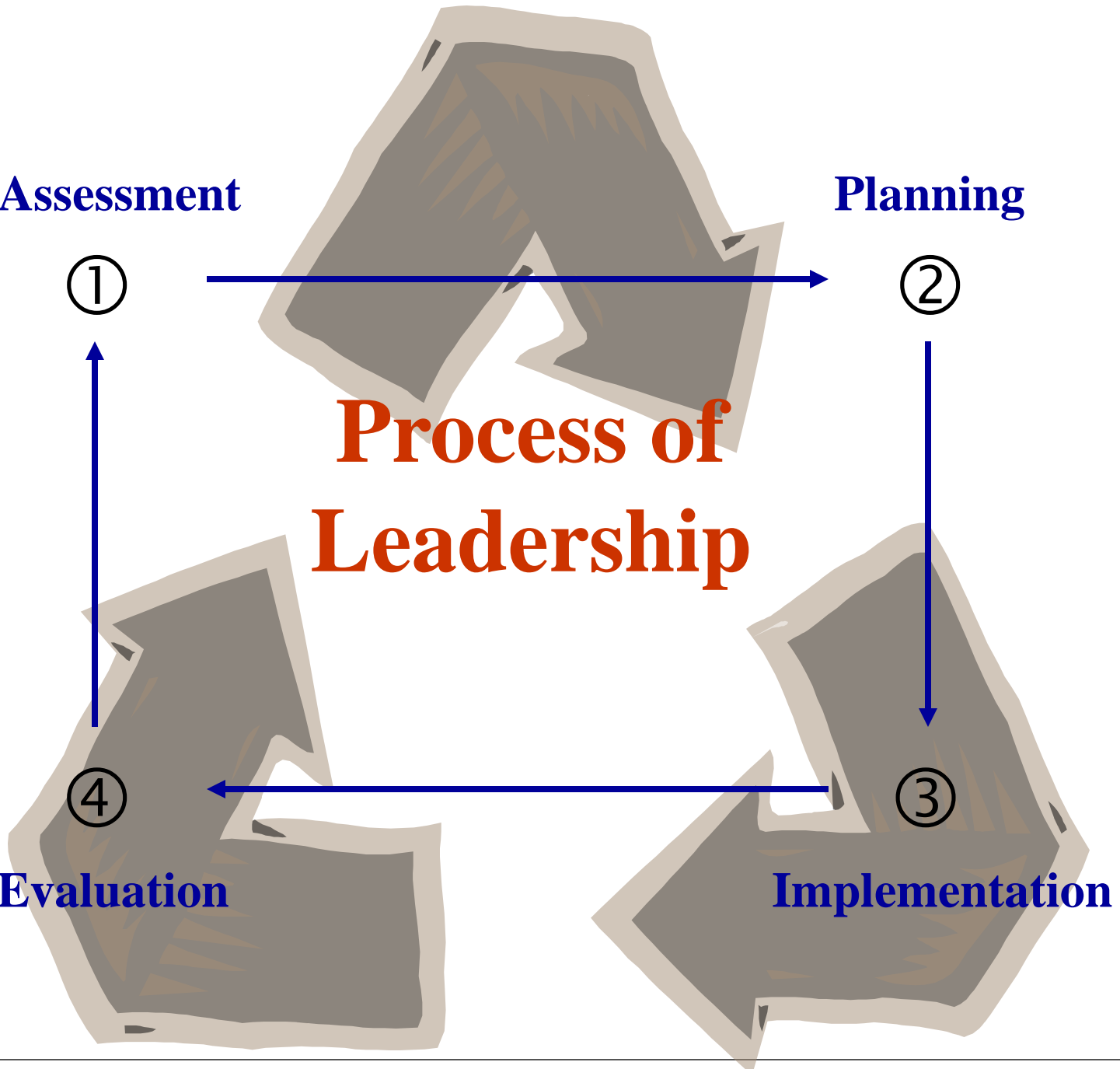
**Process of
Leadership**

④

③

Evaluation

Implementation



“Leadership is the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers.”

John Gardner, *On Leadership*

9 Core Tasks of Leadership

- **Envisioning goals**
- **Affirming Values**
- **Motivating**
- **Managing**
- **Achieving Workable Unity**
- **Explaining**
- **Serving as a Symbol**
- **Representing the Group**
- **Renewing**

Envisioning Key Goals...

To have a “sense where the whole enterprise is going and must go” is... the very core and essence of leadership.

~John Gardner

• **Envisioning goals**

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Key skills . . .

- **Discover and communicate a vision**
- **Point toward solutions**
- **Define overarching goals**
- **Balance long and short-term goals**
- **Identify common purpose**

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Key skills . . .

- **Identify shared values, norms, assumptions and beliefs**
- **Rediscover and revitalize shared beliefs and values**

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Key skills . . .

- **Call forth effort while acknowledging barriers**
- **Channel motives to common ends**
- **Create a climate of pride for contributing to shared goals**
- **Unlock existing motives**

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Key skills . . .

- **Planning and priority setting**
- **Implementing**
- **Organizing and institution building**
- **Keeping the system functioning**

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Key skills . . .

- **Promote mutual tolerance**
- **Handle conflict**
- **Build community**
- **Inspire trust**
- **Find common purpose**

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Key skills . . .

- **What the problem is**
- **Why the people are asked to do certain things**
- **Why they face frustrations**

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Key skills . . .

Leaders are an emblem of:

- **Collective identity**
- **Continuity**
- **Unity**
- **Struggle**

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Key skills . . .

- **Dealing with others**
- **Negotiating**
- **Defending**
- **Public relations**
- **Forming alliances and partnerships**

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Key skills . . .

- **Discovering when old solutions no longer work**
- **Developing new skills and ways**
- **Detecting new opportunities**

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Small Group Discussion

(Break into groups of 5 students – Take 5 – 6 minutes)

- Your group is the leadership team of a local community initiative. Your organization just lost 40% of its funding in budget cutbacks.
- Which of the 9 core tasks of leadership may be particularly important in this situation? What leadership skills would you use during this crisis?



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Learning Objectives

- **Introduced . . .**
 - **Nature & purpose of leadership**
 - **Definition of leadership**
 - **Critical reflection and application of Core tasks of leadership**
- **Take-away lessons . . .**

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Next Time: "Becoming a Community Leader"

QUIZ next time on classes 1 through 3