

Dynamic Leadership

Beverlyn Lundy Allen
Department of Sociology
Iowa State University

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Changing Times

- Overwhelming changes in our organizations and communities are straining our abilities to seek solutions to complex problems while keeping our work going under increased demands.
- We are experiencing the pressures of change
- Linear organizational structures are barriers to meet the pressures of change
- A single person can no longer provide necessary leadership
- Leadership has to be available throughout our organizations

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Objectives:

- Know the differences between leader and leadership
- Understand that leadership and management are different concepts
- Understand that both are important – but managers need to be leaders
- Know the keys to *Effective Leadership*

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Leadership

- Leadership remains one of the most observed and least understood phenomena on earth” (*James McGregor Burns, 1978*)
- When most of us think about leaders and/or leadership, we make certain assumptions-- these assumptions advance our ideas, attitudes and behaviors/actions

Beverlyn Lundy Allen, Iowa State University Extension to Communities

What do we know about the terms we use?

- What does “Leader” mean to you?
- What does “Leadership” mean to you?
- *Is there a difference?*

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Activity: Understanding the Concept

- On your own (individually) take 5 minutes to think about and write what the term “leader” means to you.
- In your group, discuss for 10 minutes your perception of “leader” and how this is different from “leadership.” Write a group definition for the term “leadership.”
- Highlight the key differences between leader and leadership

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Evolving Definitions of Leadership

- Leadership is “the influential increment over and above mechanical compliance with the routine directives of the organization” (Katz & Kahn, 1978).
What the heck does this mean??????????
- Leaders are those who consistently make effective contributions to social order and who are expected and perceived to do so (Hosking, 1988).

Beverlyn Lundy Allen, Iowa State University Extension to Communities

New Definitions Suggest Change

- Leadership is the process of making sense of what people are *doing together* so that people will understand and be committed (Drath & Palus, 1994)

Beverlyn Lundy Allen, Iowa State University Extension to Communities

A New Way of Thinking

- Many are saying that our society and our world are going through a transformation or a paradigm shift.
- The old style of leadership, based on the leader holding the control and making decisions, is becoming outdated.
- Our institutions and organizations are changing. They are less hierarchical, autocratic, and controlling.
- But— are they becoming more participatory?

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Leadership

Public Service Leadership Network (PSLNet)

MANAGEMENT

Public Service Leadership Network (PSLNet)

Things to Remember:

- Management is functional
- Leadership is relational
- Both are important

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Activity: Position Description

- On your own (individually) take 8 minutes to think about and write in broad terms your job description. Use 4 lines or less.
- Identify what part of the statement relates to management tasks/ activities
- Identify what part of the statement relates to leadership tasks/activities
- What is the overall percentage in each area

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Activity Continued

- At your table:
- Share and have a discussion about leadership and management responsibilities in your positions
- Identify three ways in which you can increase the percentage of time you spend on leadership

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Leadership

- The key words are “*people*” working with in collaboration, building partnerships, and a shared “*vision*”
- Leadership is --working with others toward goals for the common good.

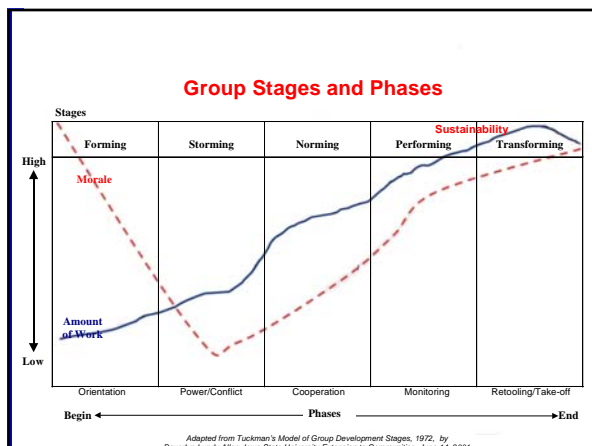
Beverlyn Lundy Allen, Iowa State University Extension to Communities

Effective Leadership

A very simple way to describe our work for effective leadership comes from the work of Cynthia Barnum. She says there are three questions to be explored:

- *Who am I?*
- *Who are you?*
- *Who are we together?*

Beverlyn Lundy Allen, Iowa State University Extension to Communities



Five Basic leadership Styles

- Directing
- Coaching
- Supporting
- Delegating
- Participating

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Leadership Styles related to Groups

The leadership style that you use should be based on:

- The development stage of the group you are working with.
- The phases that groups go through, and
- Flexibility--You may have to alter your preferred style based on the group phase

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Reflections: Leadership Key Assumptions

- Leadership is a shared endeavor--no one person can do it alone
- There is a reciprocal learning process involved
- Those involved construct and negotiate meaning to the leadership process
- Leadership is an action oriented process that requires the a dynamic style that redistributes power.
- Everyone has potential to become a leader

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Towards Shared Leadership

- When shared leadership occurs, people approach problems in collaborative ways:
 - Engaging each other in defining the work to be done
 - Facilitating interaction
 - Sustaining action toward common goals
 - Focusing on the work rather than who has authority to do it

Beverlyn Lundy Allen, Iowa State University Extension to Communities

A Shared Leadership Focus

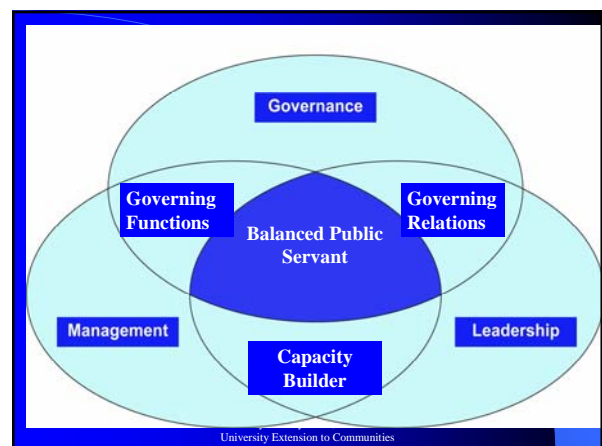
- Shared leadership directs: it does not dictate
- Key elements include:
 - Strategic Thinking and Visioning*
 - Building Trust*
 - Open Communication flows*
 - Collaboration*
 - Collective decision-making*
 - Inclusiveness*

Beverlyn Lundy Allen, Iowa State University Extension to Communities

Keys to Effective Leadership

- accountable to others and ethical in practice
- grounded in organization/community
- open to other points of view and respectful of differences
- willing to develop skills necessary to work with others
- committed to developing others in the leadership process
- willing to share power
- dedicated to the best interests of all concerned rather than working for personal gain

Beverlyn Lundy Allen, Iowa State University Extension to Communities



University Extension to Communities

Capacity Builders for Leadership

- Create a vision with team players, partners, members, and associates.
- Facilitate and take action to assist the group/team in defining activities and goals to move toward a shared vision.
- Help others develop skills, and behaviors that reach group and organizational goals.

Beverlyn Lundy Allen, Iowa State
University Extension to Communities