

Lead Others

Compliments of CORE Faculty Development

- I. “Great leaders inspire us to go places we would never go on our own, and to attempt things we never thought we had in us.” (Finzel, 1994)
- II. Assess your leadership style: Four Basic Leadership Styles (Blanchard, et al, 1985)
 - Style 1: Directing – The leader provides specific instructions and closely supervises task accomplishment.
 - Style 2: Coaching – The leader continues to direct and closely supervise task accomplishment, but also explains decisions, solicits suggestions, and supports progress.
 - Style 3: Supporting – The leader facilitates and supports subordinates’ efforts toward task accomplishment and shares responsibility for decision-making with them.
 - Style 4: Delegating – The leader turns over responsibility for decision-making and problem-solving to subordinates.
- III. Achieve competence: Four Areas of Competency (Bennis & Nanus, 1997)
 - Strategy I: Attention through vision – vision animates, inspires, transforms purpose into action.
 - Strategy II: Meaning through communication – getting the message across unequivocally at every level is an absolute key.
 - Strategy III: Trust through positioning – trust is the lubrication that makes it possible for organizations to work.
 - Strategy IV: The deployment of self through positive self-regard and the Wallenda factor – steps in achieving positive self-regard (acknowledge one’s strengths, have the capacity to nurture and develop those strengths, and have the ability to discern the fit between one’s strengths and weaknesses and the organization’s needs). Wallenda factor is basically about learning.
- IV. Perform leadership functions: Six Core Leadership Functions (Hitt, 1993):
 - Valuing – having a good grasp of the organization’s values and being able to translate these values into practice.
 - Visioning – having a clear mental picture of a desired future for the organization or organizational unit.
 - Coaching – helping others develop the knowledge and skills needed for achieving the vision.
 - Empowering – enabling others to move toward the vision.
 - Team building – developing a coalition of people who will commit themselves to achieving the vision.
 - Promoting quality – achieving a reputation for always meeting or exceeding customer expectations.

References

Bennis, W. & Nanus, B. (1997). *Leaders*. New York: HarperCollins Publishers.

Blanchard, K., Zigarmi, P., & Zigarmi, D. (1985). *Leadership and the one-minute manager*. New York: William Morrow and Company, Inc.

Finzel, H. (1994). *The top ten mistakes leaders make*. Victor Books.

Hitt, W. (1993). *The model leader*. Columbus: Batelle Press.