Leadership Skills

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www.exeter.ac.uk/employability
Session objectives

- To identify the qualities and abilities of an effective leader
- To identify the difference between leadership and management
- To provide an overview of key leadership models
- Examine ways of developing their own leadership potential

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What is leadership?

To lead

- To show the way
- To guide
- To convey
- To have a principal or guiding part
Leadership qualities

- List some effective leaders

- What qualities and abilities do they have?
Leadership vs Management

Leadership skills?

Management skills?

Or both?
John Adair – Action Centred Leadership

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Hersey & Blanchard - situational leadership

- Directive (*telling*)
- Coaching (*selling*)
- Supportive (*participating*)
- Delegatory (*observing*)

Used with different levels of commitment and competences
## Hersey & Blanchard’s model - summary

<table>
<thead>
<tr>
<th>Competency</th>
<th>Low competence</th>
<th>Some competence</th>
<th>High competence</th>
<th>High competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>Low commitment/ Unable and unwilling or insecure</td>
<td>Variable commitment/ Unable but willing or motivated</td>
<td>Variable commitment/ Able but unwilling or insecure</td>
<td>High commitment/ Able and willing or motivated</td>
</tr>
<tr>
<td>Leadership style</td>
<td>DIRECTIVE</td>
<td>COACHING</td>
<td>SUPPORTIVE</td>
<td>DELEGATORY</td>
</tr>
</tbody>
</table>
Servant Leadership

- The servant leader serves others, rather than others serving the leader. Serving others thus comes by helping them to achieve and improve. (Greenleaf, 1977).
- Spears (2002) lists: listening, empathy, healing, awareness, persuasion, conceptualisation, foresight, stewardship, commitment to growth of people, and building community.
- An example is Ernest Shackleton who, after his ship became frozen in the Antarctic, brought every one of his 27 crew home, including an 800 mile journey in open boats across the winter Antarctic seas. It took two years, but Shackleton's sense of responsibility towards his men never wavered.

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How can I improve my leadership skills?

- By reflecting on the issues covered and how you interact with people
- By examining the skills you need to develop in order to lead and developing those
- By taking on responsibility and reflecting on your performance
- Getting feedback from managers, tutors, etc.
- Being mentored
- Attending further leadership and management training

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Session objectives

- To identify the qualities and abilities of an effective leader
- To identify the difference between leadership and management
- To identify different leadership styles
- Identify when situational leadership is appropriate
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