



Leaders in Sustainable Development  
Training Programme

# Leadership models and decision making

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# What is leadership?

## Leadership is...

- 1 Performing one or more acts of leading
- 2 Affecting human behaviour so as to accomplish a mission
- 3 Influencing a group of people to move towards a common goal of people and organisations
- 4 Encouraging and helping others to work enthusiastically towards objectives

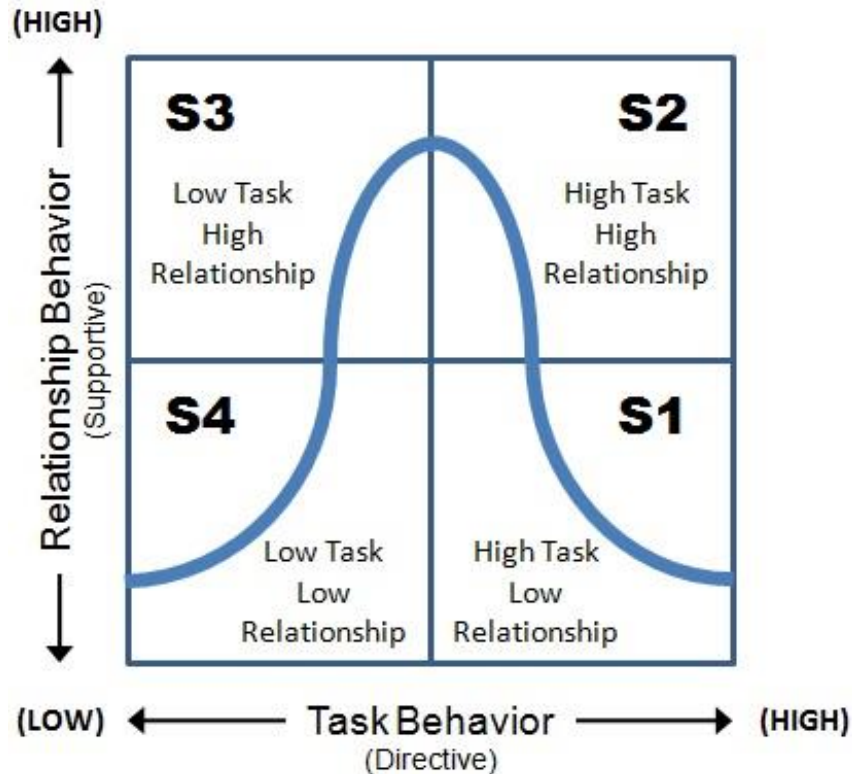


# Leadership models: Situational Leadership Model (SLM)



## The Hersey Blanchard Situational Leadership Theories

- 1 S1 - Directing
- 2 S2 - Coaching
- 3 S3 - Supporting
- 4 S4 - Delegating



# Leadership and power



The ability to affect the behaviour of others

**Power**

Power granted through organisational hierarchy

**Legitimate power**

The power to give or withhold rewards

**Reward power**

The power to force compliance by means of psychological, emotional or physical threat

**Coercive power**

Power derived from information or expertise

**Expert power**

Power based on identification, loyalty or charisma

**Referent power**

# 4 dimensions of relational work



How can you use this as a leader with your team?

Enables you to observe what motivates the people you work with

Notice the gaps that may be in your team

Bring someone on board who is a good fit

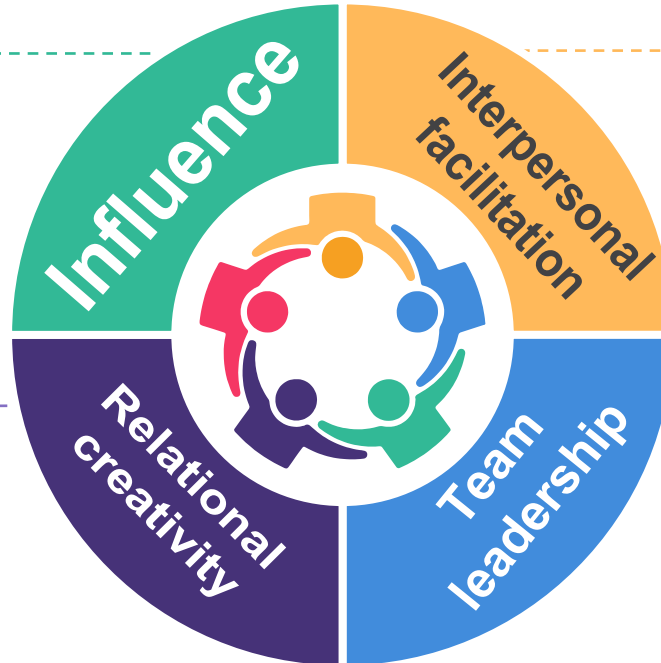
Match roles and tasks to the right person

Influencers:

- Persuasive
- Use their network
- Engage in negotiation
- Build a team around them
- Make strategic connections

Relational creativity individuals:

- Are able to motivate others to act
- Use ambiguity to find opportunity
- Focus on relationship building



Interpersonal facilitators:

- Sense emotions and motivations
- Help people cope with issues and conflict
- Try to align team member values
- Tend to work from behind the scenes

Team leaders:

- Successful in interactions with others
- Enjoy working with others to achieve goals
- Interested in both people and process

# Transferrable leadership skills as a researcher



Setting purposeful goals but staying flexible in your approach



Consistently innovate and always be improving operational effectiveness



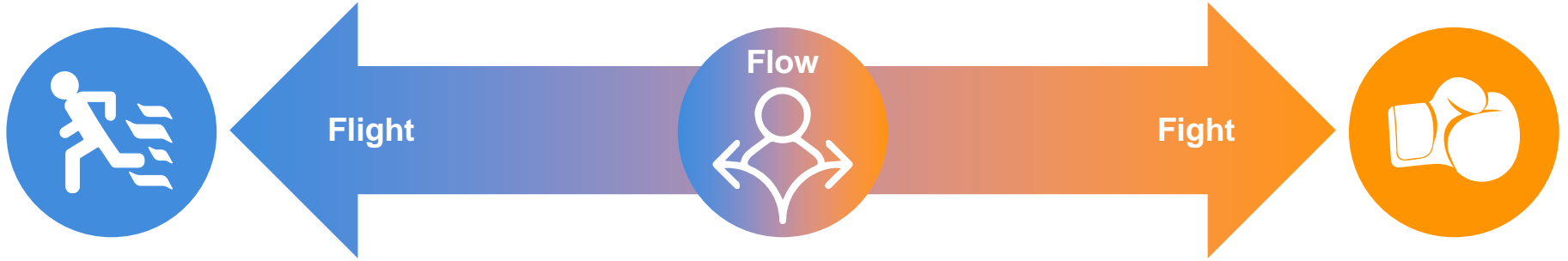
Care through listening; others have good ideas too



Analyse the talents of others to work strategically



# Decision making: risk-tolerance continuum

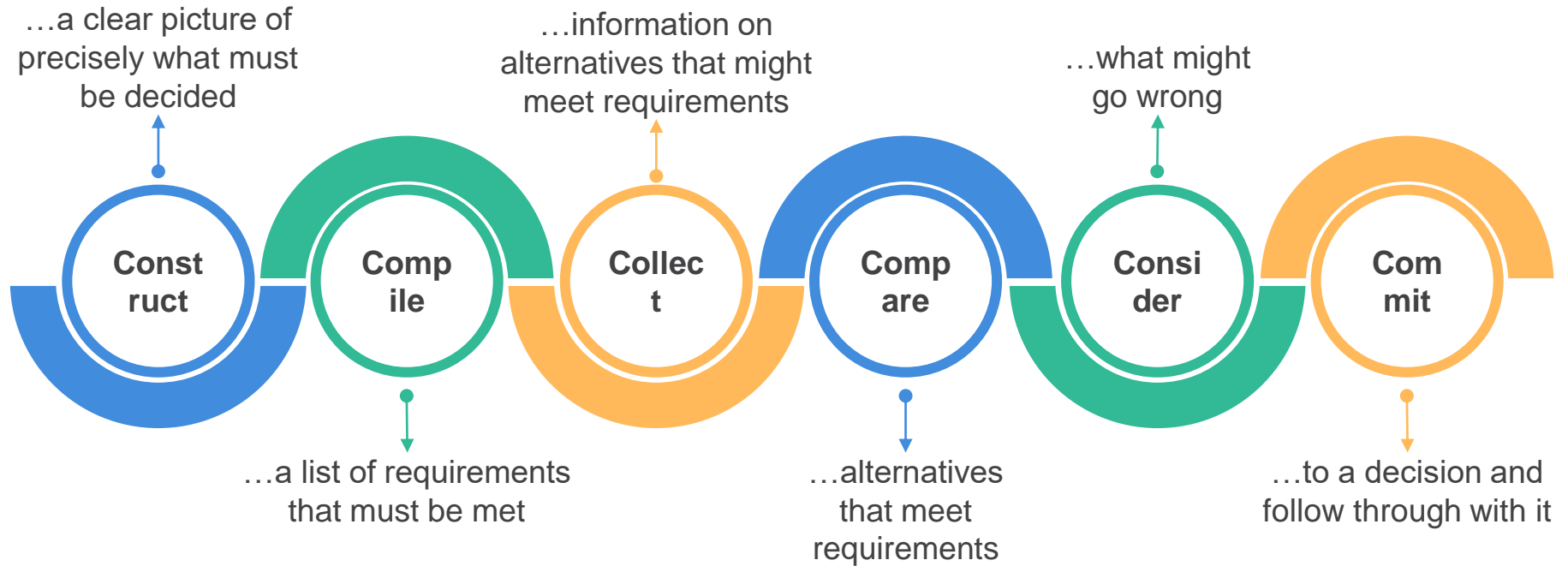


Avoiding risk, confrontation and change can lead to procrastination in decision making

A balance of the extremes based on experience is the best way to maintain balance

Seeing challenges in decisions without worrying about risk can lead to gut decision making

# Decision making: framework for effective decision making







# Decision making: leading productive conversations

## G.R.O.W model.

Use this as a leader to have productive conversations with others to **help them make decisions** and help coach them

<b>G</b>	<b>Goal</b> – what do you want to achieve?
<b>R</b>	<b>Reality</b> – what is the reality now?
<b>O</b>	<b>Options</b> – what are their options for change?
<b>W</b>	<b>Way forward</b> – what are the next steps and concrete actions to take resulting from the conversation?

This can be used to:

Step through solving a problem for someone you are leading

Work through a tricky situation

Structure a 1-1 conversation

Remove elements that might make someone defensive

# G.R.O.W questions



## Use these questions to guide your conversation

Goal	Options
<ul style="list-style-type: none"><li>– What do you want to achieve?</li><li>– What is important to you right now?</li><li>– What would you like to get from the next 30 minutes?</li><li>– What areas do you want to work on?</li><li>– Describe your perfect world</li><li>– What do you want to achieve as a result of this session?</li><li>– What will make you feel this time has been well spent?</li></ul>	<ul style="list-style-type: none"><li>– What are your options?</li><li>– How have you tackled this/ a similar situation before?</li><li>– What could you do differently?</li><li>– Who do you know who has encountered a similar situation?</li><li>– Give me 5 options</li><li>– If anything was possible what would you do?</li><li>– What would your best friend /mother suggest?</li><li>– What else?</li></ul>
Reality	Way forward
<ul style="list-style-type: none"><li>– Where are you now in relation to your goal?</li><li>– On a scale of 1 -10 where are you?</li><li>– What has contributed to your success so far?</li><li>– What skills/knowledge/attributes do you have?</li><li>– What progress have you made so far?</li><li>– What is working well right now?</li><li>– What is required of you?</li></ul>	<ul style="list-style-type: none"><li>– Which options work best for you?</li><li>– What one small step are you going to take now?</li><li>– What actions will you take?</li><li>– When are you going to start?</li><li>– Who will help you?</li><li>– How will you know you have been successful</li><li>– How will you ensure that you do it?</li><li>– On a scale of 1 -10 how committed /motivated are you to doing it?</li></ul>