Leaders in Sustainable Development Training Programme

Leadership models and decision making

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
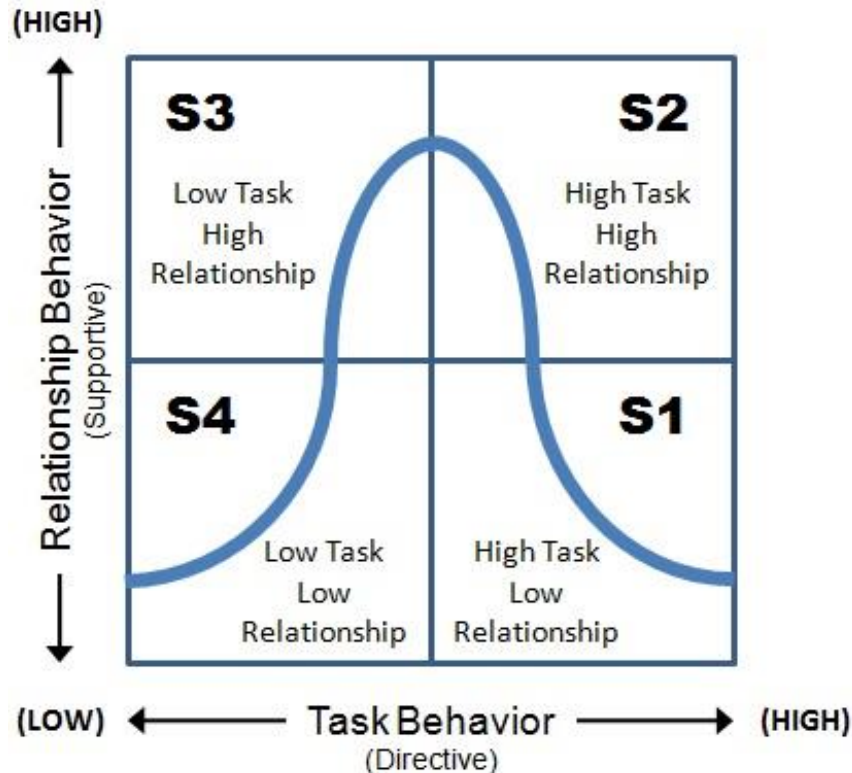
Leadership models: Situational Leadership Model (SLM)

The Hersey Blanchard Situational Leadership Theories

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

(HIGH)

Relationship Behavior (Supportive)

S3 Low Task High Relationship	**S2** High Task High Relationship
S4 Low Task Low Relationship	**S1** High Task Low Relationship

(LOW) ← **Task Behavior** → (HIGH)
(Directive)

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

Referent power

Expert power

Power derived from information or expertise

Power based on identification, loyalty or charisma

4 dimensions of relational work

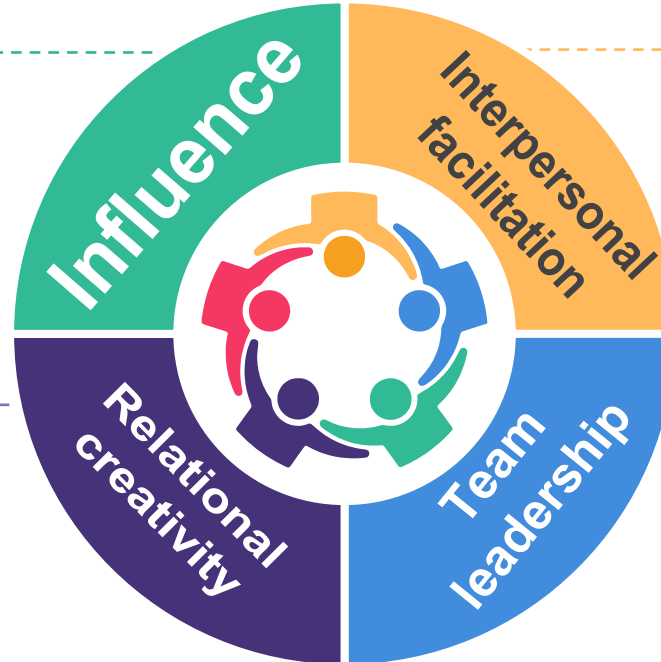| How can you use this as a leader with your team? | Enables you to observe what motivates the people you work with | Notice the gaps that may be in your team | Bring someone on board who is a good fit | Match roles and tasks to the right person |

Influencers:
– Persuasive
– Use their network
– Engage in negotiation
– Build a team around them
– Make strategic connections

Influence

Interpersonal facilitation

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

Relational creativity individuals:
– Are able to motivate others to act
– Use ambiguity to find opportunity
– Focus on relationship building

Relational creativity

Team leadership

Team leaders:
– Successful in interactions with others
– Enjoy working with others to achieve goals
– Interested in both people and process

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Transferrable leadership skills as a researcher

Setting purposeful goals but staying flexible in your approach

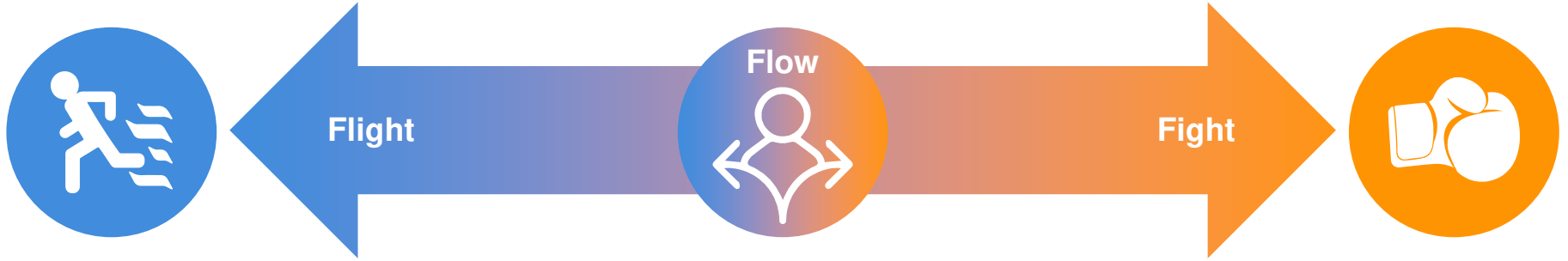Consistently innovate and always be improving operational effectiveness

Care through listening; others have good ideas too

Analyse the talents of others to work strategically

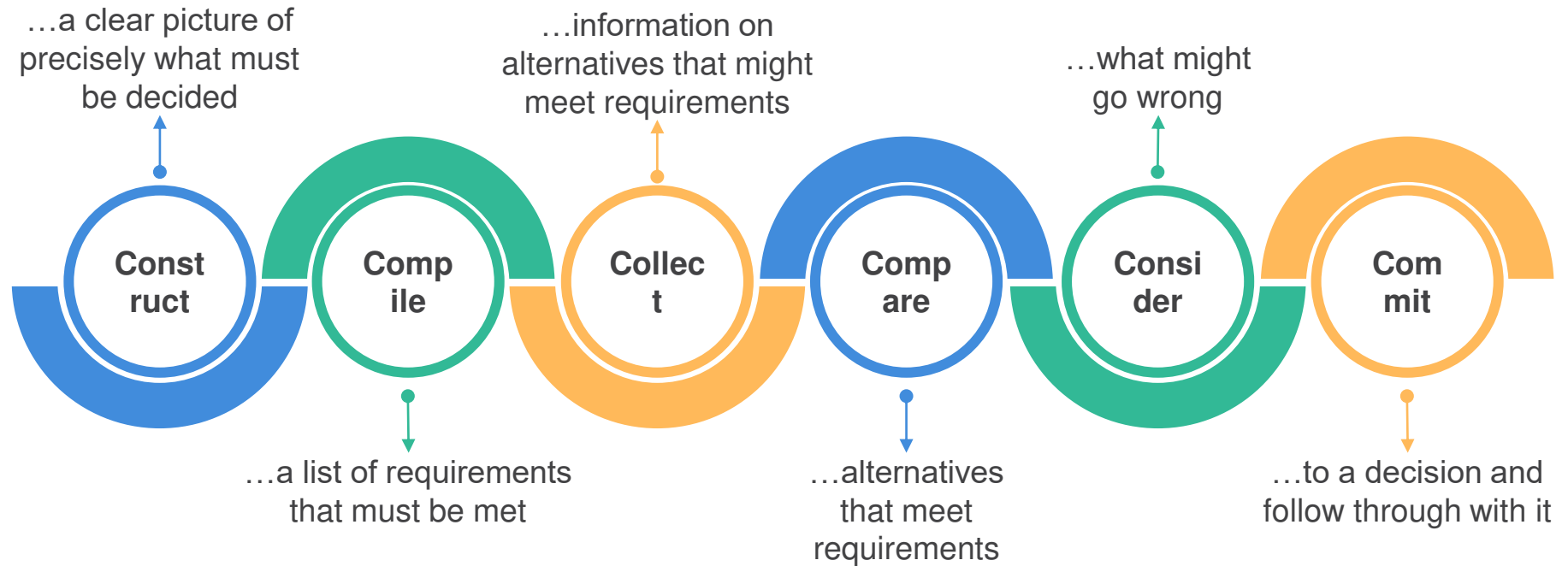# Decision making: risk-tolerance continuum

Flight

Flow

Fight

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

…a clear picture of precisely what must be decided

…information on alternatives that might meet requirements

…what might go wrong

Const ruct

Comp ile

Collec t

Comp are

Consi der

Com mit

…a list of requirements that must be met

…alternatives that meet requirements

…to a decision and follow through with it

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

G	**Goal** – what do you want to achieve?
R	**Reality** – what is the reality now?
O	**Options** – what are their options for change?
W	**Way forward** – 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

- What do you want to achieve?
- What is important to you right now?
- What would you like to get from the next 30 minutes?
- What areas do you want to work on?
- Describe your perfect world
- What do you want to achieve as a result of this session?
- What will make you feel this time has been well spent?

Options

- What are your options?
- How have you tacked this/ a similar situation before?
- What could you do differently?
- Who do you know who has encountered a similar situation?
- Give me 5 options
- If anything was possible what would you do?
- What would your best friend /mother suggest?
- What else?

Reality

- Where are you now in relation to your goal?
- On a scale of 1 -10 where are you?
- What has contributed to your success so far?
- What skills/knowledge/attributes do you have?
- What progress have you made so far?
- What is working well right now?
- What is required of you?

Way forward

- Which options work best for you?
- What one small step are you going to take now?
- What actions will you take?
- When are you going to start?
- Who will help you?
- How will you know you have been successful
- How will you ensure that you do it?
- On a scale of 1 -10 how committed /motivated are you to doing it?