

LEADERSHIP

Definition of Leadership:
Influencing Others to Get THERE.

Anyone can be a leader because all of us have the ability to influence one another. The way we steward our influence is the heart of leadership, whether we are in official roles or not.

There are **Five Leadership Styles**, with which we lead & develop individuals within our organizations towards our THERE.

1. DIRECTIVE

- Leaders assign the THP to others. They dictate where we are going and how we are going to get there. It is the least developmental, based mostly on Positional Influence. When this style is used, participants are placed relatively low on the Freedom V.
 - Directive Leadership is beneficial for individuals who:
 - Are new to the organization
 - Are new to the position/role

2. TRANSACTIONAL

- Leaders use positive and negative consequences to motivate others. If you do this you will get a reward. If you do not do this there will be disciplinary action. This style is based mostly on Positional, Reward, and Coercive Influence, and can be developmental when used in the short term to help teach consequences and develop good habits. When this style is used individuals tend to be low on the Freedom V.
 - Transactional Leadership is beneficial for individuals who:
 - Are grappling to understand or accept the vision
 - Need reinforcement for meeting (or failing to meet) expectations/boundaries

3. PARTICIPATIVE

- Leaders show others the THP, participating in some capacity to empower and guide them towards the THERE. This style relies mostly on Expert Power, and is very effective for teaching and mentoring. Encouraging greater levels of proficiency and ownership will help to move individuals higher in the Freedom V.

4. DELEGATIVE

- Leaders assign the THERE to individuals and delegate the task of them finding the PATH. Leaders can delegate responsibility but not authority. Leaders must still have systems and checks in place to ensure the project is getting done. Delegative differs from Directive in that the leader is still actively involved and is seeking input/feedback. Individuals who receive delegation tend to be higher up on the Freedom V.
 - Delegative Leadership is beneficial for those who:
 - Have demonstrated a level of proficiency within their roles
 - Are committed to the THERE

5. TRANSFORMATIONAL

- Leaders share and actively participate in THP process. Leaders model THP, seek and share truth, and empower self-governance. Transformational leadership leans heavily on Referent Power. Individuals who are led this way tend to be high on the Freedom V, understanding expectations and creating their own boundaries within those expectations.
 - Transformational Leadership is beneficial for those who:
 - Have demonstrated commitment to THP
 - Are capable/willing to take ownership in their share of the mission

Which style of leadership do you feel most comfortable in?

Which does your role (at home or work) require of you?

What is the goal of leadership?

<i>Leadership Styles</i>	
DIRECTIVE	1
TRANSACTIONAL	2
PARTICIPATIVE	3
DELEGATIVE	4
TRANSFORMATIONAL	5

INFLUENCE

Definition of Leadership:

Influencing Others to Get *THERE*

- Influence is empowering, encouraging, and equipping others to take ownership of their commitment, character, and vision.
- Control is trying to force others to adhere to your vision, validate your personality, and take some weight from your load of ownership.
- Healthy leaders realize they cannot control, but can only influence others. This leads to shared vision, co-ownership of the mission, and the effectiveness of self-governance.

Types of Influence

Positional Influence: Based on a title, job or position. You can gain positional influence by being placed in positions of authority.

- Examples: A police officer. A teacher. A parent.
- The role (position) carries a perceived weight to it that allows the person to influence the thoughts, actions, and perceptions of others.
- Most sought but least effective way to influence others.

Coercive Influence: Comes from the perception that someone has the ability to punish or enact negative consequences. You gain coercive influence through following through on disciplinary threats, reinforcing established boundaries. You lose coercive influence when you do not follow through.

- Examples: Spanking or time-out from a parent. Anger from a spouse. Ridicule from a friend group.

Reward Influence: Comes from the perception that someone has the ability to reward if you do, think, say what they are asking. You gain influence over others by following through on promises of reward. You lose reward influence by not following through on promised rewards.

- Examples: Teammates applaud performance on the field. Teacher gives out snacks or prizes when the student answers correctly. Boss gives a raise to an employee for doing a good job.

Expert Influence: Comes from demonstrating a level of expertise in a specific area. You gain expert influence through demonstrating proficiency and you lose influence by pretending to know answers when you don't or providing false/inadequate information on a topic.

- Examples: Professor who has studied and published in their fields. An experienced skateboarder who knows more tricks than a novice. A married person giving relationship advice to a single (or newlywed) friend.

Referent Influence: This type of influence comes from doing life in a way others want to emulate. The stewardship of one's own character. You gain referent influence through strengthening your *Pillars**. You lose referent influence through demonstrating poor character or choices.

- Examples: A personal hero, like mom, dad, or a mentor. Ghandi or Mother Teresa - historical figures renowned for service, courage, and character.

What is an example of someone who has influence over you?

Which of the five types of influence are they utilizing?

When is a time in your life where you have misjudged the difference between influence and control?

Types of Influence	
1	POSITIONAL
2	COERCIVE
3	REWARD
4	EXPERT
5	REFERENT

NOTES

*Pillars of Referent Power on page 7