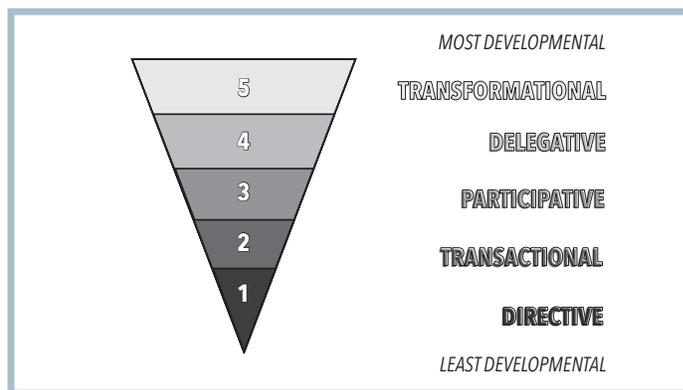


LEADERSHIP

This model explores the diverse ways people influence one another. The first person we need to lead is ourselves. By doing so, an overflow of stewarding our character is the effect it has on others. Exploring the best way to influence others while continuing to steward our character is the crossroad of 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**, which we use to lead & develop individuals within our organizations towards our Transcendent **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
 - Have been moved down the Freedom V

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 the importance of boundaries and consequences, and help people 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 Influence, and is very effective for teaching and mentoring. Encouraging greater levels of proficiency and ownership will help to move individuals higher up 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

TYPES OF INFLUENCE

This model explores the diverse ways people influence one another, from obligation to inspiration, impersonal to shared endeavor. They challenge us to begin by leading ourselves and then exploring the best way to lead others.

Definition of Leadership: Influencing Others to Get **THERE**

Influence: Empowering, encouraging, and equipping others to take ownership of their character, commitment, and vision.

Control: 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 others, but have the opportunity to influence others. It is an invitation to partner together towards something bigger than themselves. This leads to a shared vision, co-ownership of the mission, and an effective culture 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. The position carries a perceived weight to it that allows the person to influence the thoughts, actions, and perceptions of others. Most sought after but least effective way to influence others.

- Examples: A police officer. A teacher. A parent. A coach.

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: Discipline from a parent. Anger from a spouse. Ridicule from a friend group. Demotion from a manager.

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.

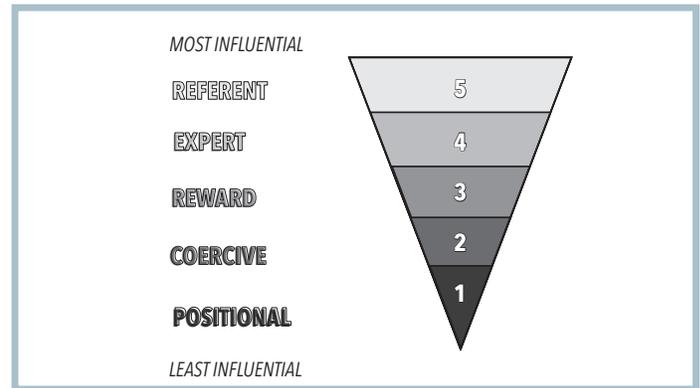
- Examples: Teammates applaud performance on the field. Teacher gives out snacks or prizes when the student answers correctly. Boss gives a raise to an employee for doing a good job. Parents extend curfew when the child stewards responsibility well.

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—mom, dad, a mentor, a coach. Historical figures renowned for service, courage, and character— Ghandi, Mother Teresa, or Abraham Lincoln.





QUESTIONS TO CONSIDER:

LEADERSHIP:

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?

In what areas do you see opportunities to grow in your own leadership journey?

INFLUENCE:

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?