First Session
Leadership for Researchers

❖ Objectives

❖ Introduce the module

❖ Consider management vs leadership

❖ Discuss personal experiences of leadership/management

❖ Introduce first assignment

What is Leadership?

❖ What is a leader?

❖ Are managers different from leaders?

❖ What is Leadership?

leadership
/ˈliːdəʃɪp/ ◀

noun

the action of leading a group of people or an organization, or the ability to do this.
"different styles of leadership"
synonyms: guidance, direction, authority, control, management, superintendence, supervision; More

- the state or position of being a leader.
  "the party prospered under his leadership"
  synonyms: headship, directorship, direction, governorship, governance, administration, jurisdiction, captaincy, superintendency, control, ascendancy, rule, command, power, mastery, domination, dominion, premiership, sovereignty More

- the leaders of an organization, country, etc.
  plural noun: **leaderships**
  "the leadership was divided into two camps"

Leadership is….

– "a process whereby an individual influences a group of individuals to achieve a common goal" (Northouse, 2004)

❖ Leadership Styles

❖ Framework for leadership styles linked to behaviour theories.

Autocratic Style	**Democratic Style**	**Laissez-faire Style**
• Focus of power with manager • Manager alone exercises control over policy / procedures / tasks / reward / punishment *etc.*	• Focus of power with group • Manager part of the team (facilitator). Group members have a greater say in decision-making *etc.*	• Manager passes focus of power to members. • Allows freedom of action, manager available to help if necessary. • Non-leadership style?

What type of leader are you?

Leadership Styles

❖ Framework for leadership styles linked to behaviour theories.

Autocratic Style	**Democratic Style**	**Laissez-faire Style**
• Good for rapid decision making but creates hostility, scapegoating & lack of creativity.	• Most effective, produces efficiency, sense of belonging and participation	• Highly inefficient – creates discontent through lack of direction.

❖ Group Discussion

1st Task: Name a leader (any context)

1. Characteristics
2. What did they achieve?
3. General comments

2nd Task

1. Projects in which you are or, have been, involved
2. Personal experience of being a leader (projects or other)
3. Personal experience of being led
4. What do you expect leaders to do and what do you expect leaders not to do?

❖ Management *vs* Leadership

Comparisons:

❖ Management = handling
Leadership = the way ahead

❖ Managers have subordinates
  ➤ Power based on formal authority

❖ Leaders have followers
  ➤ People follow voluntarily

❖ Leadership is path finding, management path following
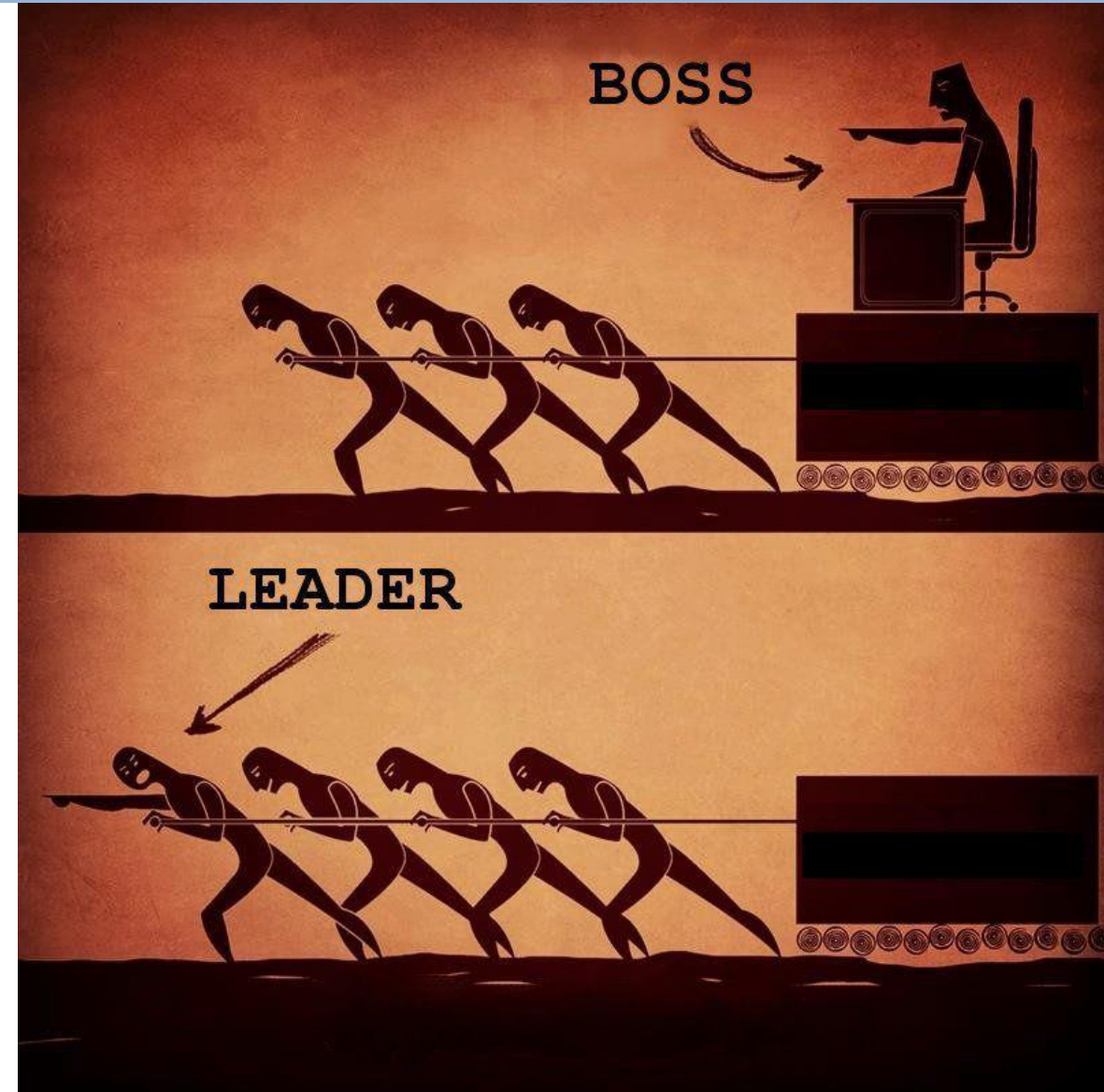
Management *vs* Leadership, more

- ❖ Leaders do the things that make a difference
- ❖ Managers aim to make decisions with a high hit rate; leaders make decisions which might have a lower hit rate
- ❖ Would you know a leader if you met one?
- ❖ Do they wear casual clothes while managers wear formal clothes? Examples:
  - ➢ Steve Jobs   (Apple)
  - ➢ Mark Zuckerberg (Facebook)
  - ➢ US Presidents
  - ➢ Rachel Rowlands (now a manager)
- ❖ Or are they entrepreneurs?
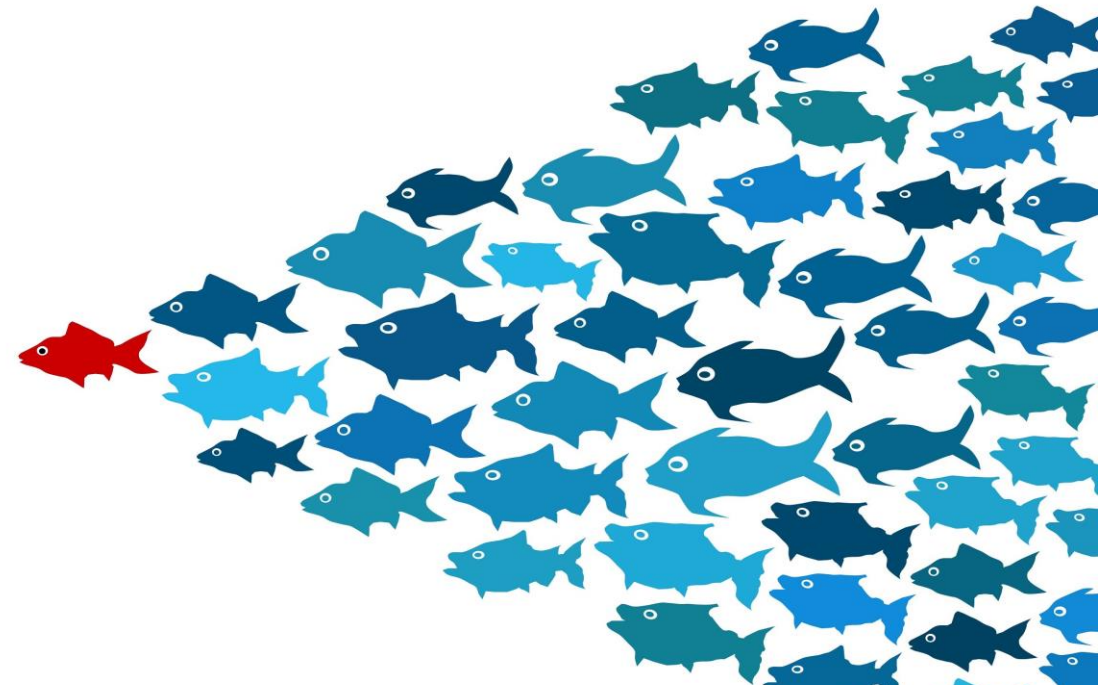
❖ Management *vs* Leadership, even more

❖ Management
  ➤ Produces order and constancy
  ➤ Planning/Budgeting
  ➤ Organising/Staffing
  ➤ Controlling/Problem solving

❖ Leadership
  ➤ Produces change and movement
  ➤ Vision building/ strategising
  ➤ Aligning people/ Communicating
  ➤ Motivation/Inspiring

Theories of Leadership

- **Great person** – belief that leaders are exceptional people, destined to lead
- **Traits** – positive human attributes including ambition and zest for life
- **Behaviourist** – focus on what leaders do, and patterns of behaviour are observed
- **Situational** – leadership specific to a situation
- **Contingency** – best style to fit the circumstances
- **Transactional** – relationship between leader and followers with rewards for loyalty
- **Transformational** – the role of the leader in achieving change and transformation

❖ Theories of Leadership

- ❖ Do leaders share traits such as, drive and self-confidence?
- ❖ Is charisma the same as self-confidence?
- ❖ Is an 'architectural approach' best, ie. defining the structure of the organisation in order to generate support and whole-group involvement?
- ❖ Is a sense of personal identity more relevant than self-confidence, *e.g.* "I know why I am leading in this organisation and why a clearly aligned team of staff is better than a set of managers meeting targets, deadlines, ticking boxes etc?"

❖ First Assignment: 1500 Word Essay

"A brief critical review of two contemporary models of leadership and their relevance to research leadership"

Should demonstrate an understanding of
relevant models and approaches to leadership
as applied to:
- Personal and professional development
- Conducting research