



ENGG 1803 - Leadership

John Currie



Leadership is:

- The process of influencing or transforming others
- Directing or co-ordinating others work to accomplish goals
- Both art & science
- Both rational & emotional



Leadership versus Management

- Leaders understand interaction of internal processes with external environment and seek continual improvement
- Managers administer processes, people and resources within existing frameworks



Over 5,000 leadership studies in the past century-

No comprehensive theory or understanding of leadership

Karpin Report (1995) found need for improved management and leadership skills/training in Australia





Leadership competencies (Bennis, 1994):

- Attention - intention, mission, outcomes
- Meaning - communication and alignment
- Trust - constancy, reliability, values, ethics
- Self - knowledge, behaviours, reflection
- Community - contribution, team



Leadership myths:

- Leaders are born, not made
- Leadership is all common sense
- Leadership can only be learned in the 'school of hard knocks'

- Leaders are created when they are able to make sense of the world for their followers and take appropriate action.



Leaders & Followers:

- Complex interdependence
- May have explicit or implicit 'agreement' & expectations
- Relationship will survive while expectations are being met



Mant (1993)- “leaders need to be right a lot of the time”

The irony of leadership in a changing environment is that inability of a person to be right all of the time





Principles of leadership:

- 'storytelling'
- Culture creation & modification
- Development of shared vision
- Integrity - values & ethics
- Improvement through learning



Leaders as ethical models:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership



Leadership capacity framework:

- Achieves results
- Communicates with influence
- Shapes strategic thinking
- Cultivates productive working relationships
- Exemplifies personal drive & integrity



Leadership styles:

- Transactional
- Transformational
- Situational



Jarvis' 4 Quadrant Leadership:

- Leader as controller - “I’ll decide”;
- Consultation - “We’ll talk about it and I’ll decide”;
- Collaboration - “We’ll talk about it and we’ll decide”;
- Delegation and responsibility - “I trust you to decide, consult me if there’s a problem”.



Leadership styles are often interwoven with organisational structures and practices.



Team leadership characteristics:

- Modelling desired behaviours
- Participative management
- Communication skills
- Change agent
- Human developer - coach, mentor



Leadership Learning:

- Action-observation-reflection cycle
- Single & double-loop learning
- Changed thinking frames - awareness & perception
- Sensemaking from experience
- Wiser decision making & actions



Leadership development:

- Learning to work with others
- Learning from novel & challenging tasks
- Applying personal theories & reflective experience
- Benefits of formal training & broad personal experience