

**Leadership
Skills Needed and
Inspiring/Motivating Others**

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Today's Purpose:
Understand leadership
and how to achieve it

"You know leadership when you see it."

Is this so?

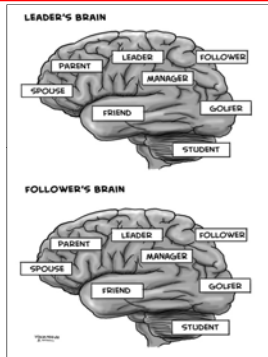
Which example is not leadership?

- a) President W. Bush all but ignoring the Baker Commission on how to exit Iraq
- b) President Obama speaking for health-care
- c) A councilmember voting her judgment and not her constituents
- d) A public official leading a crusade against something disliked by the community

What is Leadership?

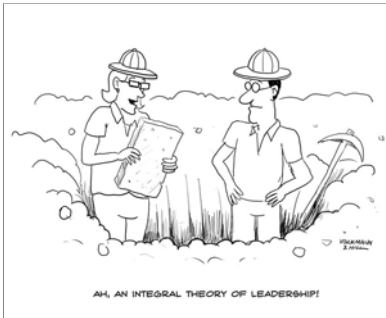
- Leadership is the art and science of influencing and directing people to accomplish the mission.
- Leadership revolves around “purpose” – something needs to be accomplished. (Stone)
- Leadership makes a difference by producing departures from a base point. (Stone)

Leaders are Born



Leadership Theories

Integral Theory of Leadership – Not Yet!



Trait Theory

- What characteristics make a person an effective leader
- There is no common set of traits for good leaders

Fiedler's Contingency Theory

- Leadership is largely situation specific
- Different leadership styles can be effective if they match the contingencies confronting the leader
- The contingencies are not related directly to leadership

Path Goal Theory (Rainey 319)

Improve followers' motivation and satisfaction by clearly establishing goals

Two more Theories (thank goodness)

- Life-Cycle Theory (Rainey 320)
 - Leadership style must fit level of the group being led
- Power Bases (Henry 303)
 - Position
 - Personal



Leadership Basics

Leadership Basics

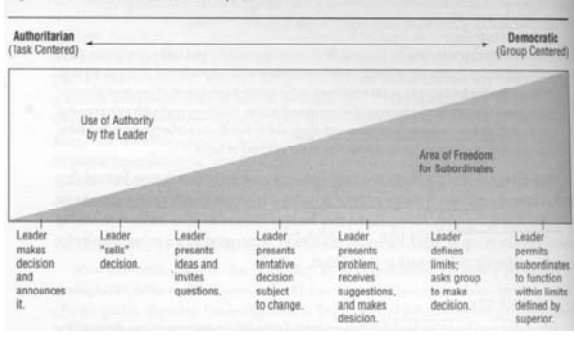
- Leadership is not quick and fast
- Not sporadic
- Takes time and patience
- Always on stage
- Styles can vary per the situation

Behaviors

- **Facilitate** organizational processes (Burns 1950)
- **Formulate** goals and purposes (Selznick 1950)
- **Communicate** new programs & vision; (Ihrke 1988)
- **Create trust;** (Ihrke 1988)
- **Empower** employees (Ihrke 1988)
- **Educate; explain; clarify** (Behn 1998)
- **Influence** group toward goal achievement (Morgan et al. 2005)

Continuum of Leadership Behaviors

Figure 8-1 A Continuum of Leadership Behavior



Leadership Choice

- Where to be on the continuum?
 - When to be authoritative or not
 - When to be directive or participative
 - When not to lead

Followers are vital (Burns in Stone)

- Leader-follower relationship is not one-way
- Both are engaged in the process
- Leader takes initiative to make connection with followers;
- Leader understands followers' motives
- Followers are persons who are to be motivated

Listen to your followers

Ask, Don't Tell by Corey Sauer



What are YOU missing by not being present in the conversation?

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Leadership is a process

Leadership is a Process

- “The **process** of influencing a group toward accomplishing its goal” (Roach & Behling 1984)
- The **process** is key to success
- The **process** matters

The Leadership Process

1. Articulate and clarify purpose
2. Ask for follower input
3. Choose among alternatives
4. Persuade/educate/ motivate
5. Implement
6. Ask for follower input

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Sometimes you don't Lead

Know When Not to Lead

- When your boss is leading
- When a more ideal leader is available
- When you want to develop leaders among your followers
- When your leadership style does not fit the situation

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Leadership – In practice

Not as glamorous as in the movies

- Meet with the employees
- Check with the employees on an issue
- Consider employees' comments
- Facilitate change
- Communicate with employees

Leadership Examples

Obvious (Hollywood)	Subtle (daily practice)
Authoritarian	By example
Follow me!	Inform/educate
I have the answers	Empathize
I am in charge here!	Defer to others



What you should do
as a leader
in 6 local govt. scenarios

Leadership Inside the Organization

1. Revise employee job descriptions and job evaluation forms
2. Convert city organization to new computer software
3. Reallocate city hall office space
4. Cutback management

Leadership Outside the Organization

5. Mayor leading effort for new community wide regulations – zoning standards, code enforcement, health code, etc.
6. Rapidly developing emergency conditions – change from routine operations to emergency operations

Process elements required in each scenario

Leadership Process	1	2	3	4	5	6
Articulate and clarify purpose of change	x	x	x	x		x
Ask for follower input	x	x	x	x		
Choose among alternatives	x	x	x	x		
Persuade/educate/motivate	x	x	x	x		
Implement	x	x	x	x	x	x
Ask for follower input	x	x	x	x	x	x

Summary

- Leadership can be learned
- Leadership is a process
- Leadership behaviors are needed
- Leadership styles vary depending on situation
- Leaders are always on stage
- Sometimes you don't lead
