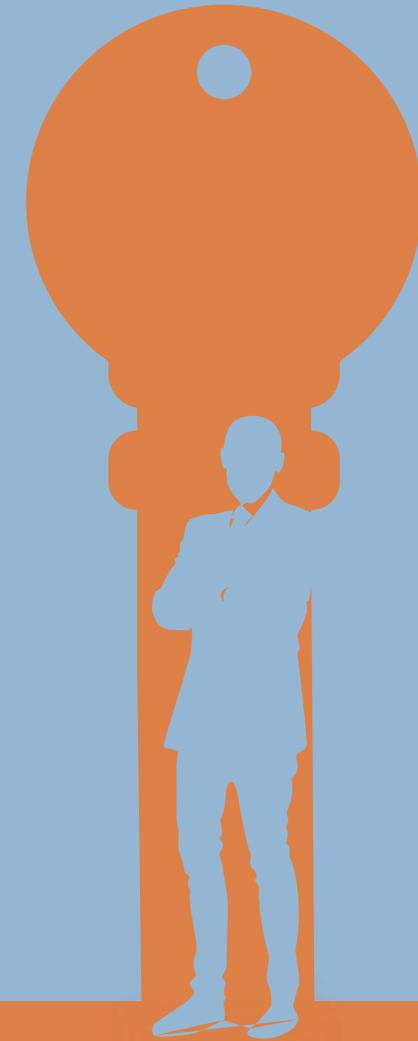


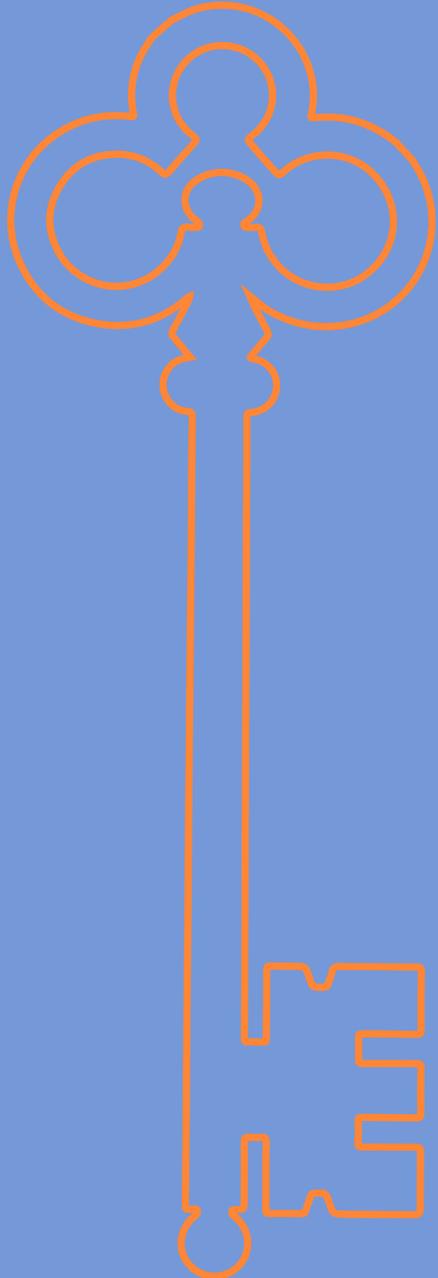
3.6 Leadership - Leader development-exploitation of mentors



ReinFORCE SOCIAL Entrepreneurial Spirit through setting up Innovative Support Structures in the cross-border Territory
“Social Forces”

4.9.2: Design and Development of the Training Material





Contents

- Definition of Leadership
- Leadership Impact Practices
- Leader and Manager Differences
- Development of successful leaders
- Parameters influencing the effectiveness of a leader
- Are Leaders Born or Made?
- Mentor's role

Definition of Leadership

Leadership is the ability to influence a group of people, in order to realize a vision of a set of goals.

(Robbins & Judge, 2011).

Leadership is the process of influencing, that defines the objectives of a team or an organization, creating incentives for the realization of a project, and contributing to the maintenance of the team and its culture.

(Yukl, 2002)

Leadership is the process of influencing the activities of an organized group in order to achieve its goals.

(Huczynski and Buchanan, 2007)



Leadership Impact Practices

- ✓ Rationalized persuasion
- ✓ Updated Information
- ✓ Inspired Calls
- ✓ Consultations
- ✓ Cooperation
- ✓ Distraction of favor
- ✓ Personal calls
- ✓ Tactics of exchange
- ✓ Tactics of Alliances
- ✓ Tactics of power legalization
- ✓ Pressure



Leader and Manager Differences

Leader

- Highlights
- Uses personal power
- Passes vision, inspires, persuades
- Earns trust
- Emphasizes on people
- Provides new opportunities
- Makes changes
- Investigates reality
- Long-term perspective

Manager

- Is appointed
- Uses legal force
- Provides instructions – gives orders
- Monitors
- Emphasizes on processes and systems
- Moves to predefined framework
- Accepts reality
- Short-term perspective
- Accepts and manages the status quo



Development of successful leaders

The **principles** that a successful team leader shall follow are:

- ▶ Ensure that objectives are clear and accepted by all.
- ▶ Build loyalty and confidence in his team.
- ▶ Strengthen the team members and increase their level of skills.
- ▶ Manage external relations.
- ▶ Remove barriers that appear.
- ▶ To create opportunities for other people.
- ▶ Work hard like the other team members.

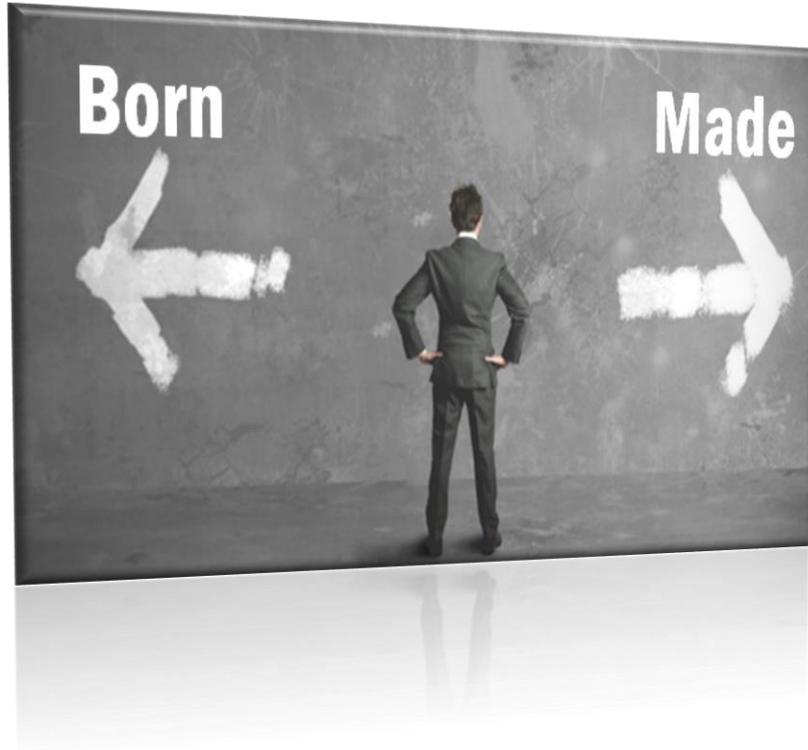


Parameters influencing the effectiveness of a leader

- ✓ Personality, experiences, system of leader's values.
- ✓ Characteristics and project requirements.
- ✓ Expectations and behavior of the General Director.
- ✓ Expectations and behavior of peers.
- ✓ Structure and decision-making procedures.
- ✓ Type of enterprise and stage of its development.
- ✓ Characteristics, needs, expectations, maturity and behavior of employees.
- ✓ Typical position in the administrative pyramid and power of the leader.
- ✓ Culture and business policies.



Are Leaders Born or Made? (1)



- ❑ The right answer is somewhere in the middle.
- ❑ Leadership consists of three basic parameters that can highlight a person as a leader:
 - The willingness of a person to lead
 - The ability to lead
 - The existence of opportunities

Are Leaders Born or Made? (2)

- Two approaches have been developed to foster the two basic "components" of the leader, i.e. the **willingness to lead** and the **leadership abilities**.

1st approach: the leader is born and **important attributes associated with leadership are inherited or there are "genetic predispositions"** (e.g. intelligence, energy, potency, temperament).

2nd approach: the leader, **in addition to inherited skills, is being forged through the combination of :**

- **working experience**
- **difficulties**
- **education**
- **adoption of models of other leaders (role models)**
- **coaching-mentoring**

Mentor's role (1)



- ❑ Anyone can adopt leadership skills through training, and the mentor role can become important through the adoption of mentoring procedures.
- ❑ Mentoring: **a process of guidance, learning, knowledge transfer, and continuous support** between two or more individuals.
- ❑ Usually, the mentor is the experienced person and the one who leads another who are less experienced.

Mentor's role (2)

Key points of the mentor's offer

1. The leader inspires

- There is not much difference from the inspiration a teacher has to give to a kid. Inspiration results in respect and enthusiasm. The rising leader has to be positively influenced by the inspiration impact and at the same time, learn to transmit it.
- The vision of the rising leader must be cultivated by a person who inspires and trusts him/her.

Let us think of Aristotle and Alexander the Great...

Mentor's role (3)

Key points of the mentor's offer

2. Mentor's experiences transmission

- A basic reason why leadership cannot be entirely self-conscious is the experience, which is acquired through the lifetime of the individual.
- The rising leader shall exploit the mentor's experience in crisis management, the lessons he/she learned from his/her mistakes, and of course, the proper way to avoid repeating mistakes.

Mentor's role (4)

Key points of the mentor's offer

3. The objective evaluation of the rising leader

- It is very critical for the progress of the rising-leader to hear the truth, and for this reason, the mentor needs to be objective, to emphasize the guided person:
 - what his / her indisputable skills are,
 - what his/her weaknesses are, where he/she needs improvement, and finally,
 - what opportunities and risks he/she will meet because of his/her character.