

# Models of Leadership

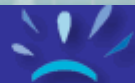
**Carmichael Centre for Voluntary Groups  
Dublin**

**27<sup>th</sup> January 2005**



Compass Partnership

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carmichael centre

## Objective of this presentation

**To enhance participants  
understanding of leadership in the  
community and voluntary sector**



# Key questions

## PART 1

- What is leadership?
- Which models are most valuable to leaders of community and voluntary organisations?

## PART 2

- How can I develop my leadership skills?

# There are hundreds of definitions of leadership

- **A leader is a person who marshals the people, capital and intellectual resources of the organisation to move it in the right direction** (Nanus and Dobbs)
- **Leadership is the capacity and the will to rally men and women in a common purpose, and the character which inspires confidence** (Field Marshall Montgomery)
- **Leadership is the ability to influence others to follow** (Richard Lynch)
- **Leadership is the capacity to translate intention into reality and sustain it** (Bennis and Nanus)

# Distinguishing leadership and management

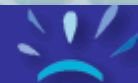
## The Leadership Task

- Create a long term vision
- Set broad purpose and direction
- Create a better future
- Focus on the product
- Inspire people to do more
- Teach by example and praise
- Focus on effectiveness
- Look to the future

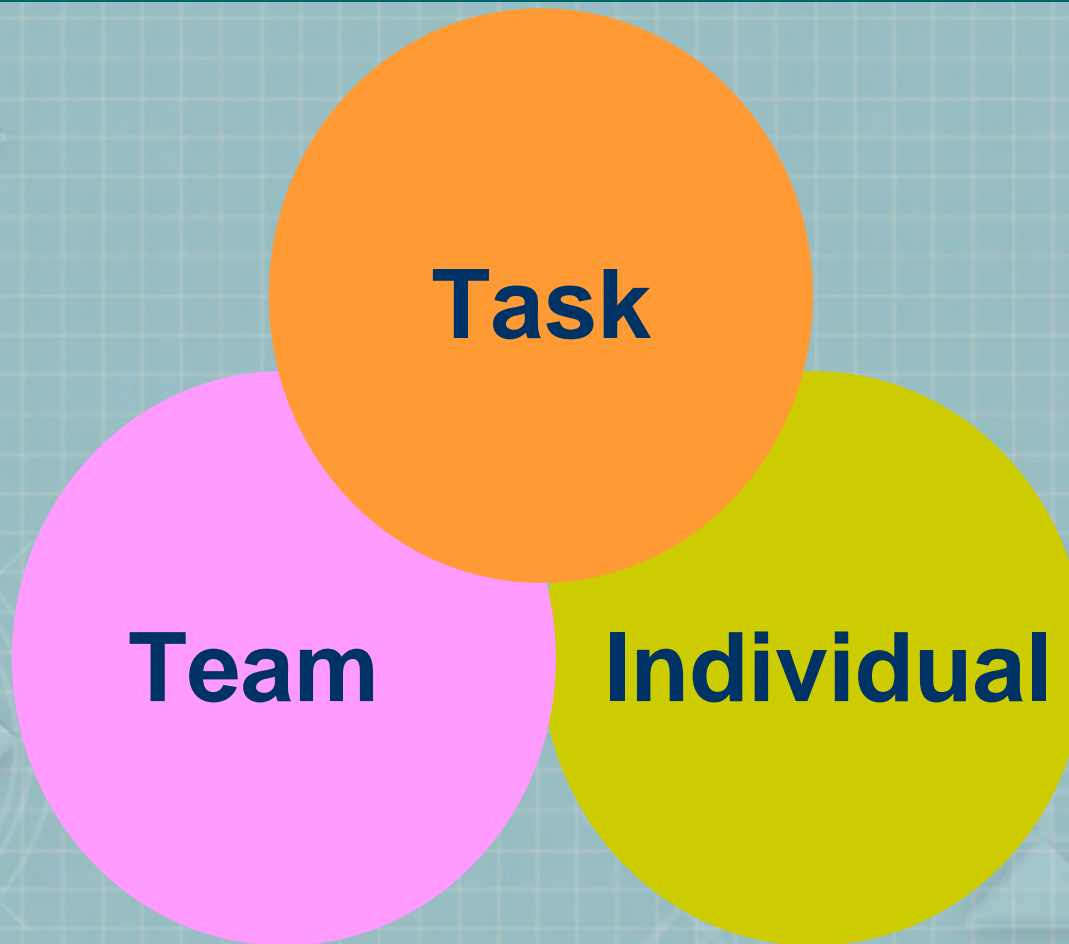
## The Management Task

- Plan to meet current objectives
- Make best use of resources
- Manage today's problems
- Focus on processes
- Ensure people work to contract
- Seek improvements through training
- Focus on efficiency
- Look at the present

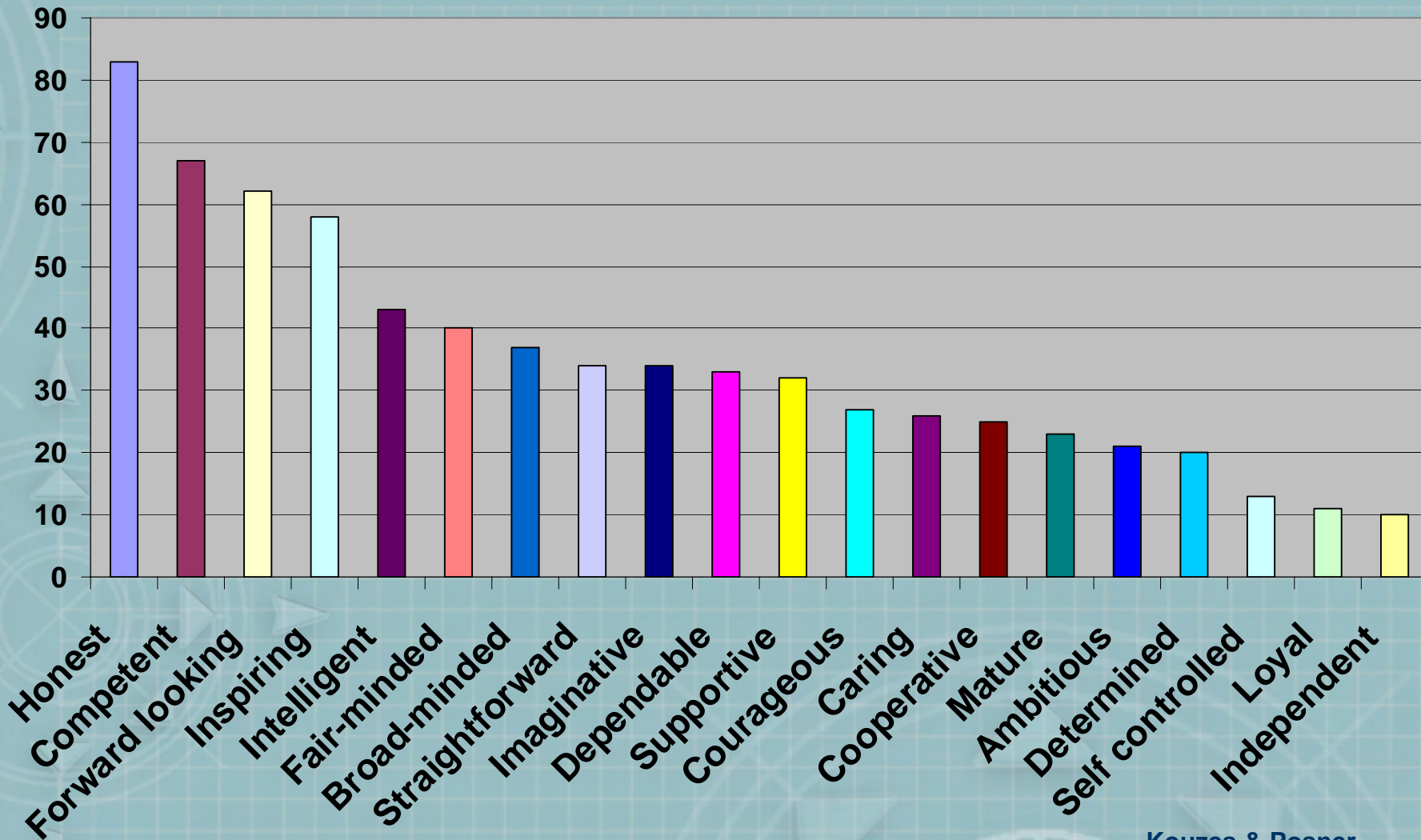
(Based on Lynch)



## Three needs leaders must attend to



# Characteristics people admire in leaders



Kouzes & Posner

## Four directions to focus on

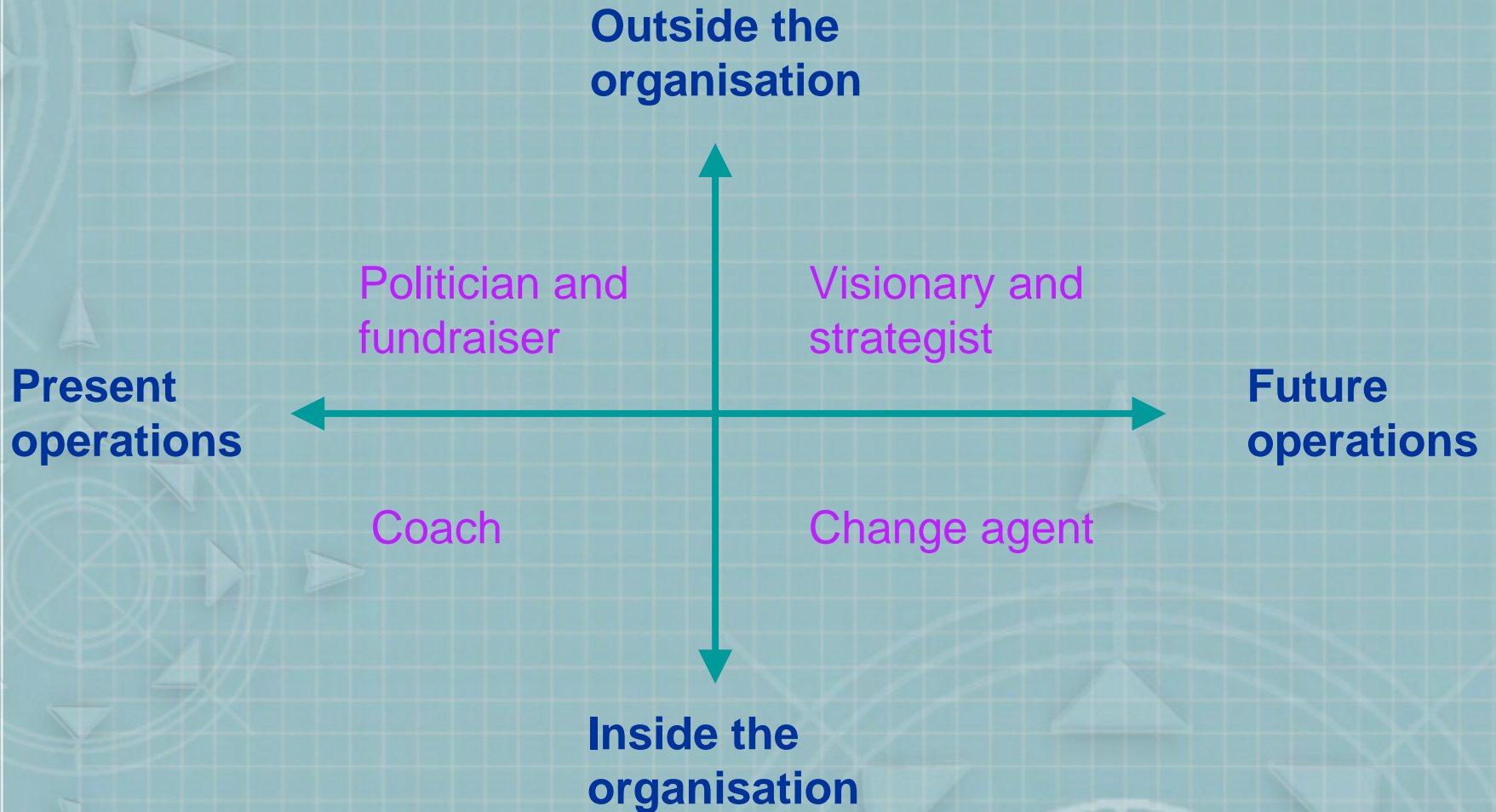
1. Inside the organisation
2. Outside the organisation
3. On present operations
4. On future operations

## Six roles leaders deliver

1. Visionary
2. Strategist
3. Politician
4. Fundraiser
5. Coach
6. Change Agent

Based on work by Burt and Nanus

# The key roles of the voluntary sector leader



# Leaders and leadership styles have to fit circumstances

The most effective leadership depends on good fit between:

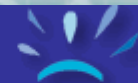
- The leaders personal characteristics and preferred style
- Required approach of people being led
- The tasks being undertaken

A useful subjective scale:

**Tight**



**Flexible**



# Questions

## Group discussion

**Which parts of the theory best fit your circumstances and which are most far removed from your circumstances?**



## **PART 2      How can I increase my leadership skills?**

**Leadership skills can be developed**

**Take 30 seconds to write down:**

**The two most valuable actions you have taken to enhance your leadership skills in the last five years**



# Taking action to enhance your leadership skills

- **Reflect on your actions and their consequences**
- **Read**
- **Attend courses**
- **Share experience and learning with a twin**
- **Establish or join a support group / action learning set**
- **Have a coach**



# Practicing leadership skills

## Three issues for community and voluntary sector leaders to consider:

- **Content – what you decide to do**
- **Process – how you decide to do it**
- **Behaviour – how you conduct yourself**



# What can leaders of voluntary organisations do?

1. Change the mission and strategy
2. Change the management structure
3. Change management processes
4. Invest in team building
5. Increase the organisation's profile
6. Increase or diversify income
7. Create strategic partnerships
8. Invest in building infrastructure
9. Persuade the Board to change governance arrangements



# How leaders decide to do it

## Issues to consider:

- Different ways to raise problems and proposals
- The plan for the process for achieving the change
- The points when decisions have to be taken
- The extent of consultation
- The timescale for implementation

# How you behave

- Be yourself
- Be enthusiastic
- Care for people
- Act with integrity
- Be decisive
- Be fair
- Look after yourself
- Invest in your development
- Network extensively



# Five concluding messages

- 1. Leadership skills can be developed**
- 2. Requires time and commitment**
- 3. Start by seeking feedback on your own leadership skills**
- 4. Write a personal leadership development plan**
- 5. Seek feedback and review progress regularly**



## Compass Partnership books:

*Managing Without Profit*, Mike Hudson, (DSC, 2000) sets out the theory and practice of creating highly successful nonprofit organisations.

*Managing at the Leading Edge*, Mike Hudson, (DSC, 2003) describes what can be learned from the management and governance of nonprofit organisations in the USA.

Both are available from [www.dsc.org.uk](http://www.dsc.org.uk)

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