# Models Of Leadership

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Kouzes &amp; Posner</th>
<th>Heifetz &amp; Linsky</th>
<th>Stephen Covey</th>
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</thead>
</table>
How to Keep Getting Extraordinary Things Done in Organizations  
Credibility (1993)  
How Leaders Gain and Lose It, Why People Demand It | Leadership Without Easy Answers (1994)  
Leadership on the Line (2002)  
Principle-Centered Leadership (1992) |
| **Theory** | Behavioral | Behavioral | Behavioral/Transformational |
| **Key Premise** | ● Leadership is a relationship and a service.  
● A good relationship is based on trust. Trust is fostered by listening and attending to the other person.  
● Opportunities for leadership are available to all of us every day, and the only limits are those we place on ourselves. | ● We need a different idea of leadership that promotes our adaptive capacity rather than inappropriate expectations of authority.  
● When exercising leadership you risk getting marginalized, diverted, attacked, or seduced. | The solutions to our problems are based on universal, timeless, self-evident principles. |
| **Key Concepts** | 5 Fundamental Practices:  
1. Challenge the Process  
2. Inspire a Shared Vision  
3. Enable Others to Act  
4. Model the Way  
5. Encourage the Heart | 6 Disciplines of Credibility:  
1. Discovering Yourself  
2. Appreciating Constituents and Their Diversity  
3. Affirming Shared Values  
4. Developing Capacity  
5. Serving a Purpose  
6. Sustaining Hope | 7 Habits:  
1. Be Proactive  
2. Begin with the End in Mind  
3. Put 1st Things 1st  
4. Think Win/WIN  
5. Seek First to Understand  
6. Synergize  
7. Sharpen the Saw |

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In Pursuit of Leadership  
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March 2012
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<td>Theory</td>
<td>Transformational</td>
<td></td>
<td>Behavioral/Contingency</td>
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<tr>
<td>Key Premise</td>
<td>- The most important characteristic of a leader is authenticity (genuine, worthy of trust, reliance, or belief).  &lt;br&gt; - Leadership is no longer based primarily on characteristics, styles, knowledge, skills, and competencies—all of which are related to IQ. It must come from an authentic place within, which is the essential quality of leaders with high levels of EQ.  &lt;br&gt; - EQ starts with having a deep understanding and acceptance of one's life story and the crucibles that people have experienced. Becoming self-aware requires:  &lt;br&gt; o Experience in real-world situations.  &lt;br&gt; o Reflection about the experiences and the ability to process them objectively.  &lt;br&gt; o Group interactions that provide a place to share your experiences and get honest feedback.  &lt;br&gt; - Emerging leaders are “super networkers” who are knowledge workers who typically know more than their bosses. They collaborate with people who have</td>
<td>- Leaders are not born; they invent themselves.  &lt;br&gt; - Developing character and vision is the way leaders develop themselves.  &lt;br&gt; - “Authentic = be your own author.”  &lt;br&gt; - Innovative learning is the primary means of exercising one’s autonomy and requires that you trust yourself and are self-directed.</td>
<td>- The manager’s leadership style is characterized by the amount of task vs. relationship (supportive vs. directive) behavior and is contingent upon the maturity/developmental level of the employee (competence vs. commitment).</td>
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## 4 Lessons of Self Knowledge:
1. You are your own best teacher.  
2. Accept responsibility. Blame no one.  
3. You can learn anything you want to learn.  
4. True understanding comes from reflecting on your experience.
## Key Concepts

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<td><strong>5 Dimensions to be an Authentic Leader &amp; Developmental quality required to be effective:</strong></td>
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<td>1. Purpose: <em>Passion</em></td>
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<td>2. Values: <em>Behavior</em></td>
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<td>3. Relationships: <em>Connectedness</em></td>
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<td>4. Self-Discipline: <em>Consistency</em></td>
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<td>5. Heart: <em>Compassion</em></td>
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## Basic Leadership Ingredients:
- Vision
- Passion
- Integrity (includes Self Knowledge, Candor, Maturity)
- Curiosity
- Daring (risk taking)

## Manager:
- Directing
- Coaching
- Supporting
- Delegating

## Employee:
- D1, D2, D3, D4