IO3 – Training package for social and green NGO leadership

Module 1: Introducing leadership

Some insights – LTTA, Reggio Emilia, IT

Prepared by UPB

NGEnvironment

Foster European Active Citizenship and Sustainability Through Ecological Thinking by NGO's

Erasmus+ Programme - Strategic Partnership
AGREEMENT Nº:
2018-1-DE02-KA204-005014

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Agenda

Unit 1: What is leadership?

- 1.1 Definition of leadership
- 1.2 Leadership theories and models

Unit 2: Leadership Styles

- 2.1 Different leadership styles
- 2.2 Identification of own leadership style

Unit 3: Social Aspects/ specifics in NGO-Leadership

- 3.1 Components of social aspects
- 3.2 Importance of leadership when starting a NGO

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Learning Outcomes

The aim of this module 1 is to introduce you to leadership NGO. Moreover, this module highlights the importance of being a competent leader for a running and successful NGO-business. The learning outcomes can be defined as follows:

- Define leadership
- Understand why leadership is important when starting a NGO
- Understand the different styles of leadership
- Understand social aspects/ specifics in NGO-Leadership
- Identify your own leadership style

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Unit 1: What is leadership?

https://pixabay.com/de/photos/f%C3%BChrer-f%C3%BChrung-gesch%C3%A4ftsf%C3%BChrer-team-2206099/

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Unit 1: What is leadership?

Leadership is objective-oriented influence [...]. The leaders should be persuaded to achieve certain objectives, which are usually derived from the objectives of the company.

(von Rosenstiel 2009, p. 3)

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1.1 Definition of leadership

Differentiation into two types:

- Leadership through structures
  - Structures control and coordinate activities
  - Soft factors such as norms or corporate cultures
- Leadership through humans
  - Influence by the behaviour of the chief (Motivation through staff appraisals, task coordination, clarification of objectives etc.)

(von Rosenstiel 2009, pp. 3ff.)

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1.2 Leadership theories and models

Differentiation into two basic leadership theories (related to the content orientation):

- Transactional leadership
- Transformational leadership

(Schirmer/ Woydt 2016, p. 158.)

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1.2 Leadership theories and models

Transactional leadership

"Transactional management is based on the learning theory of the Principle of Reinforcement: The Executive controls both the path taken by the employees in the pursuit of their goals, as well as to the target achievement."

(Nerdinger 2016, p. 90)

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1.2 Leadership theories and models

Transactional leadership

- transactional leaders focus on the lower levels of the hierarchy

Maslow´s hierarchy of needs

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Task 1.1: Leadership theories and models

H5P task: Multiple Choice

https://h5p.org/node/708811

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1.2 Leadership theories and models

Transformational leadership

"Transformation leadership starts with the normal effort of the
employees and increased – i.e. transformed – it into an extra effort."

(Nerdinger 2016, p. 90)

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1.2 Leadership theories and models

Transformational leadership

Four Dimensions:

- Charisma:
  - The leader acts as a role model for the employees
  - The leader sets moral standards and develops the vision
  - The leader have to convey enthusiasm
  - The leader have to create a basis of trust

(Bass / Avolio / Jung / Berson 2003, p. 208; Schirmer / Woydt 2016, p. 188.)

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1.2 Leadership theories and models

Transformational leadership

Four Dimensions:

- Inspiration:
  - The leader motivates the employees with visions
  - The leader encourages their interest in the tasks
  - Symbols and emotional appeals increase the awareness for the objectives

(Bass / Avolio / Jung / Berson 2003, p. 208; Schirmer / Woydt 2016, p. 188.)

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1.2 Leadership theories and models

Transformational leadership

Four Dimensions:

- Intellectual stimulation:
  - The leader tries to break up established patterns of thought
  - The leader tries to convey new insights

(Bass / Avolio / Jung / Berson 2003, p. 208; Schirmer / Woydt 2016, p. 188.)

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1.2 Leadership theories and models

Transformational leadership

Four Dimensions:

- Individual esteem:
  - The leader takes individual care of the employees
  - Consideration of the employees needs
  - The leader promotes the employees intensively

(Bass / Avolio / Jung / Berson 2003, p. 208; Schirmer / Woydt 2016, p. 188.)

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1.2 Leadership theories and models

Differentiation between transactional and transformational leadership:

	Transactional leadership	Transformational leadership
Coordination mechanism	Contracts, rewards, punishment	Enthusiasm, solidarity, trust, creativity
Staff motivation	Extrinsic incentives	Intrinsic incentives
Perspective of achievement of objectives	Rather short-term	Rather long-term
Content of objectives	Material objectives	Idealistic objectives
Role of the leader	Instructor	Teacher, Coach

(Stock-Homburg 2013, p. 464)

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Task 1.2: Leadership theories and models

H5P task: Drag the words

Drag the words into the correct boxes.

According the transactional leadership the coordination mechanism includes the elements _____, _____, _____. The coordination mechanism regarding the transformational leadership involves _____, _____, _____, _____. Therefore, the role of a transformational leader can be defined as _____ and/ or _____. By contrast a transactional leader can be seen as a(n) _____.

- solidarity
- trust
- coach
- rewards
- punishment
- contracts
- enthusiasm
- creativity
- teacher
- instructor

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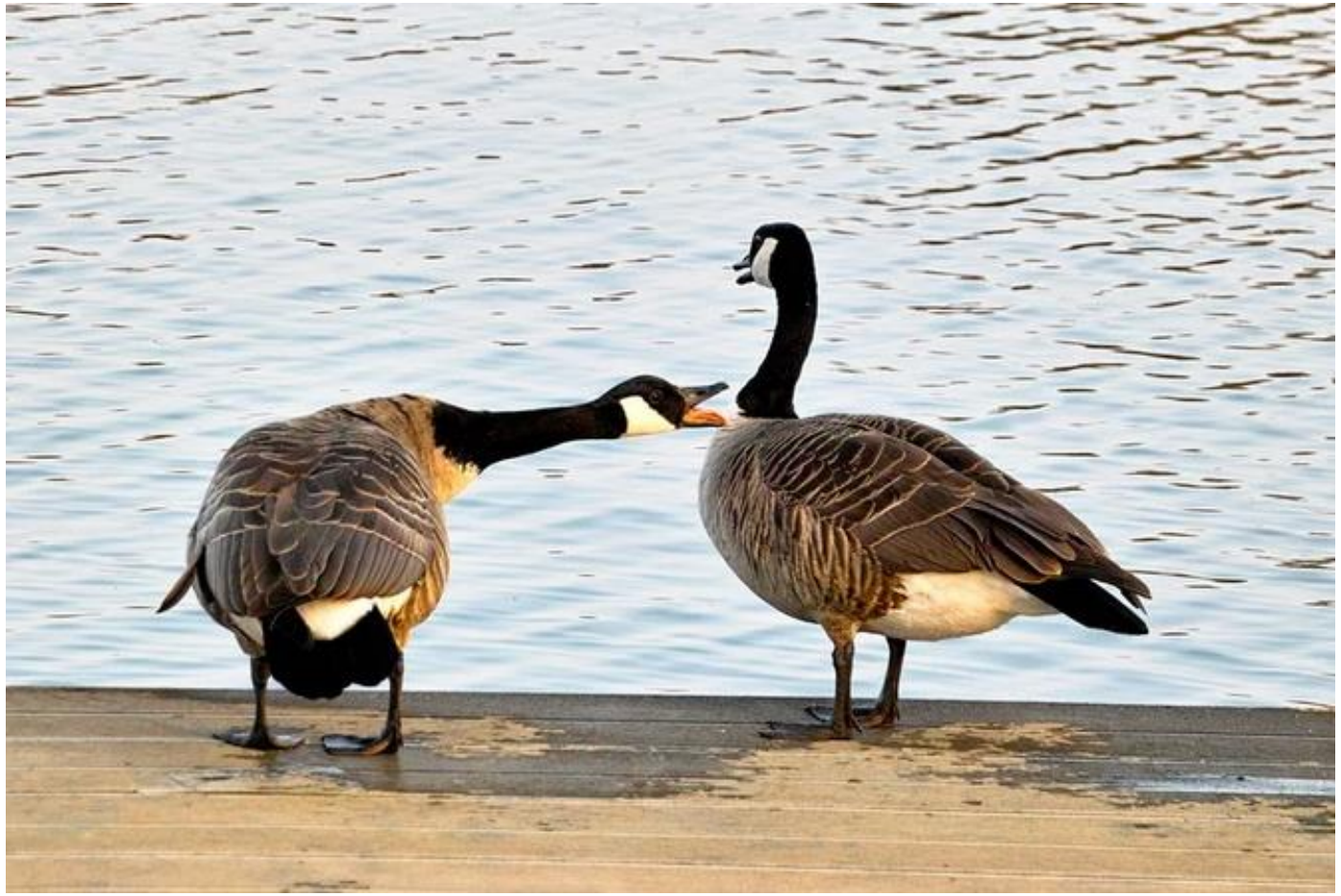
Unit 2: Leadership Styles



You cannot,
not- lead!?

https://pixabay.com/de/photos/wildg%C3%A4nse-zwei-schnattern-natur-716289/

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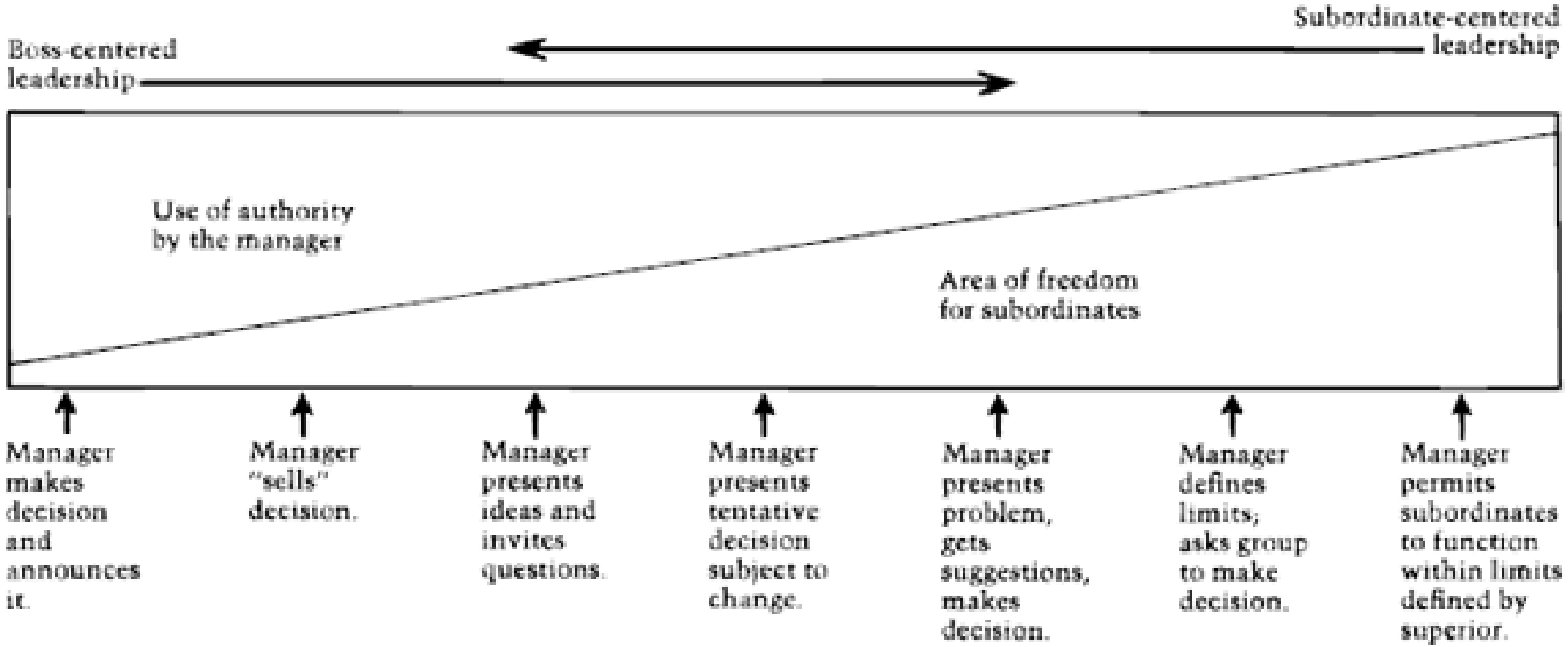
Unit 2: Leadership Styles

EXHIBIT I Continuum of Leadership Behavior



(vgl. Tannenbaum/ Schmidt 1973, p. 164; Wunderer 2011, p. 209)

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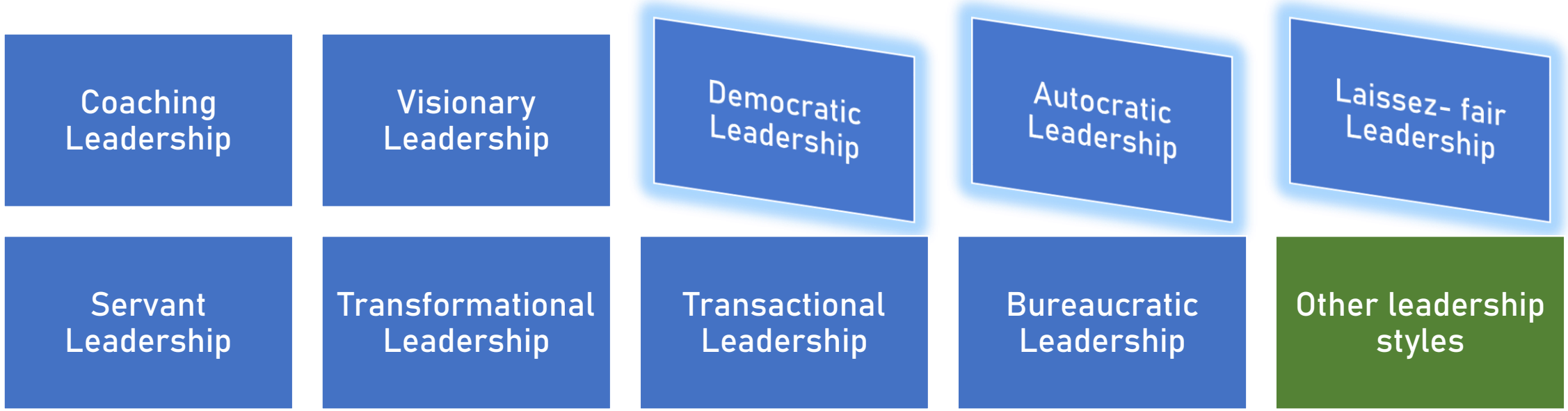
2.1 Different leadership styles

Common Leadership styles



https://www.verywellmind.com/leadership-styles-2795312; https://www.indeed.com/career-advice/career-development/10-common-leadership-styles; https://www.mnsu.edu/activities/leadership/leadership_styles.pdf
https://aboutleaders.com/8-leadership-styles-one/#gs.qev4us; Keow Ngang Tang (): Leadership and Change Management. P. 3ff- 20.

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2.1 Different leadership styles

Lewin´s Leadership styles

Early 1940er psychologist Kurt Lewin identify three different styles of leadership

- ❖Autocratic Leadership
- ❖Laissez- Faire Leadership
- ❖Democratic Leadership

Lewin K, Lippitt R, White K. Patterns of Aggressive Behavior in Experimentally Created “Social Climates” The Journal of Social Psychology, S.P.S.S.I. Bulletin 1939, 10, 271-299.

https://www.verywellmind.com/leadership-styles-2795312; https://www.indeed.com/career-advice/career-development/10-common-leadership-styles; https://www.mnsu.edu/activities/leadership/leadership_styles.pdf https://aboutleaders.com/8-leadership-styles-one/#gs.qev4us; Keow Ngang Tang (): Leadership and Change Management. P. 3ff- 20.

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2.1 Different leadership styles

Autocratic Leadership

- Leader has control over all operations and control everything
- Quick decision making, because leader don´t want any feedback from others

Pictures: https://pixabay.com/photos/white-male-3d-model-isolated-3d-1834121/
https://pixabay.com/de/illustrations/diskussion-sitzung-weiße-männchen-1874792/

Lewin K, Lippitt R, White K. Patterns of Aggressive Behavior in Experimentally Created “Social Climates” The Journal of Social Psychology, S.P.S.S.I. Bulletin 1939, 10, 271-299.

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2.1 Different leadership styles

Autocratic Leadership

Pro	Contra
▪ style is best applied to circumstances where there is no time/ just little time for decision making or the leader is the best informed or knowledgeable member of the team	▪ Style can be frustrated for the employees: they can feel devalued

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2.1 Different leadership styles

Laissez- Faire Leadership

- Defined as hands- off approach
- Leader allows all decision making to employees
  - Leading on its "less level"
- Leader has a high level of trust into the employees work

Leader:
Team, please do „X" or „y" or do you have other proposals?

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2.1 Different leadership styles

Laissez- Faire Leadership

Pro

- Employees have a high level of motivation and feel part of decision making
- High potential to be creative

Contra

- can lead to declining discipline in the company
- result in important objectives not being achieved in time
- employees will take advantage of the offered freedoms

Pictures: https://pixabay.com/photos/white-male-3d-model-isolated-3d-1834121/
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2.1 Different leadership styles

Democratic Leadership

- often used simultaneously with participative leadership or shared leadership
- democratic votes, where employees take a more participative part of decision making
- offers guidance and control

Leader:
Team, please vote the following idea!
How is for „yes“, please hands on!

Pictures: https://pixabay.com/photos/white-male-3d-model-isolated-3d-1834121/
https://pixabay.com/illustrations/white-male-3d-man-isolated-3d-1871375/

Lewin K, Lippitt R, White K. (1939)
Amanchukwu RN, Nwachukwu, Ololube, (2015)

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2.1 Different leadership styles

Democratic Leadership

Pro

- Employees have a high level of motivation and feel part of decision making
- High potential to be creative
- Important decision will be discussed

Contra

- can lead to declining discipline in the company
- result in important objectives not being achieved in time
- employees will take advantage of the offered freedoms

Pictures: https://pixabay.com/photos/white-male-3d-model-isolated-3d-1834121/
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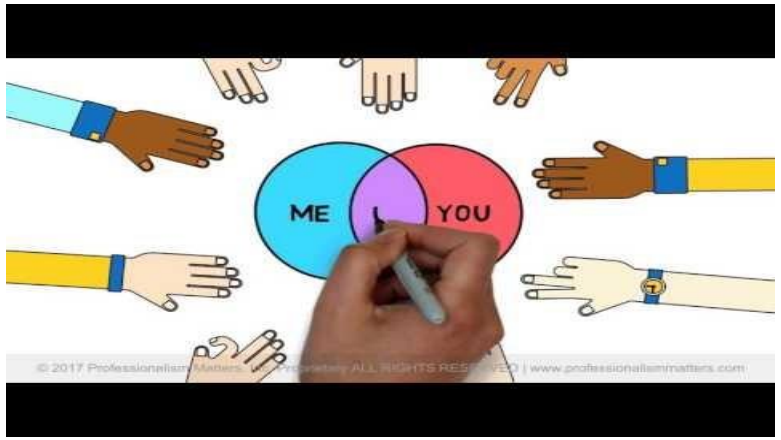
Task 2.1: Identification of own leadership style

Please watch the video:

- Which three leadership styles are mentioned in the video?
- What are the characteristics of these three leadership styles? Please make notes! (3 minutes)



https://www.youtube.com/watch?v=PFdXLT_D8WI

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Task 2.1: Identification of own leadership style

Please think of your company:

- What are important aspects and characteristics of your organisation?
- What can be success factors for your leaderhip style?
- Please create a poster with your characteristics of your leaderships style based on the (future) characteristics and structure of your company! (approx. 10 Minutes)
- Please present your poster (approx. 2 minutes)!

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Unit 3: Social Aspects/ specifics in NGO-Leadership

"Leaders of the Non-Governmental Organisations (NGOs) often face extraordinary challenges – both at a personal and organisational level."

Apostu, D. (2013): *National School of Political Studies and Public Administration, Romania.*

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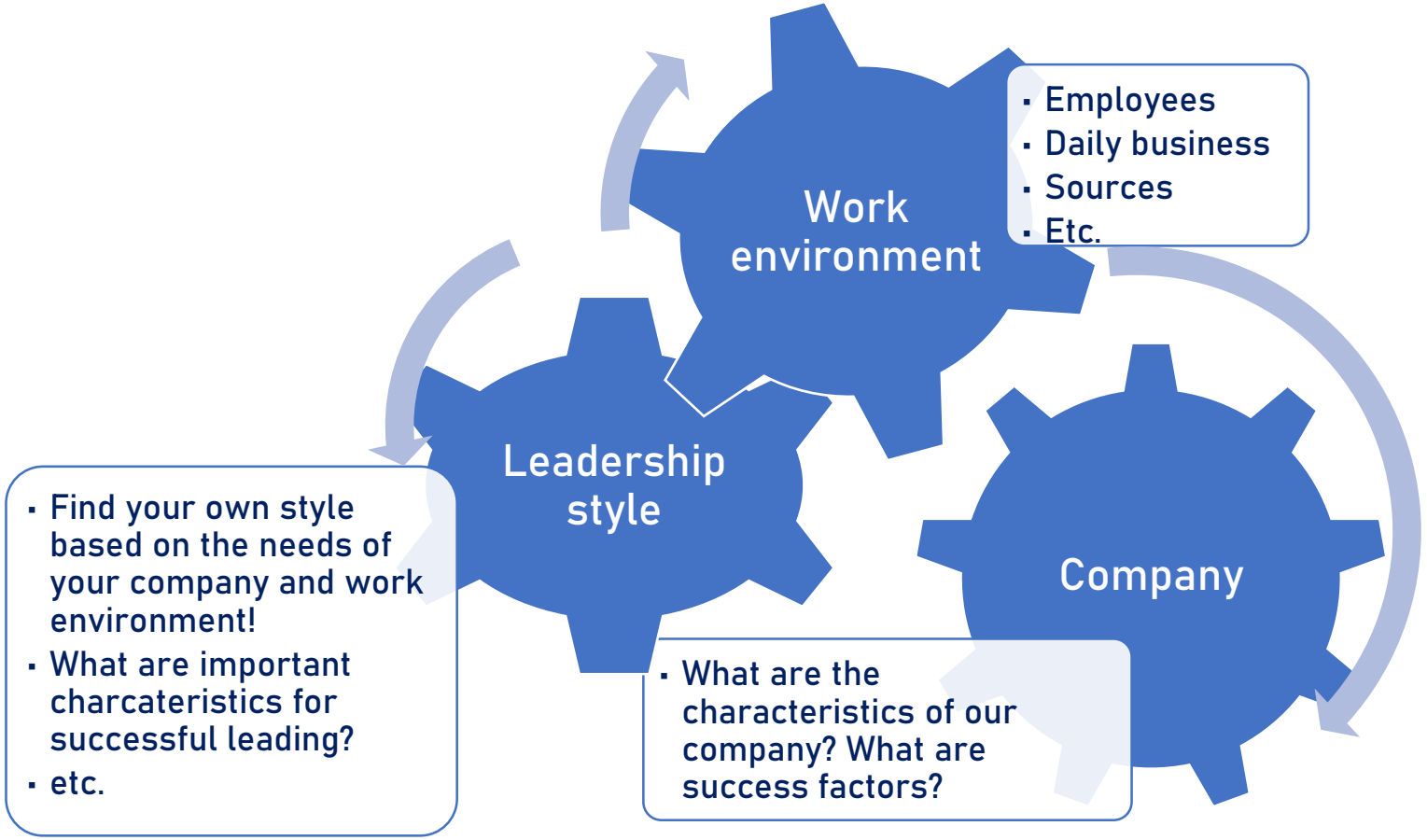
3.1 Components of social aspects



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3.2 Importance of leadership when starting a NGO

Find your individual leadership style which fits to the social aspects and success factors of your company!

There is not the only way of leadership style, it always has to be compared to the needs of the NGO!

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Thank you very much for your attention!

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