

I03 – Training package for social and green NGO leadership

Module 1: Introducing leadership

Unit 1: *What is leadership?*

Prepared by UPB



NGEnvironment

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

Erasmus+ Programme - Strategic Partnership
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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?



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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)



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.)



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)



1.2 Leadership theories and models

Transactional leadership (managerial leadership)

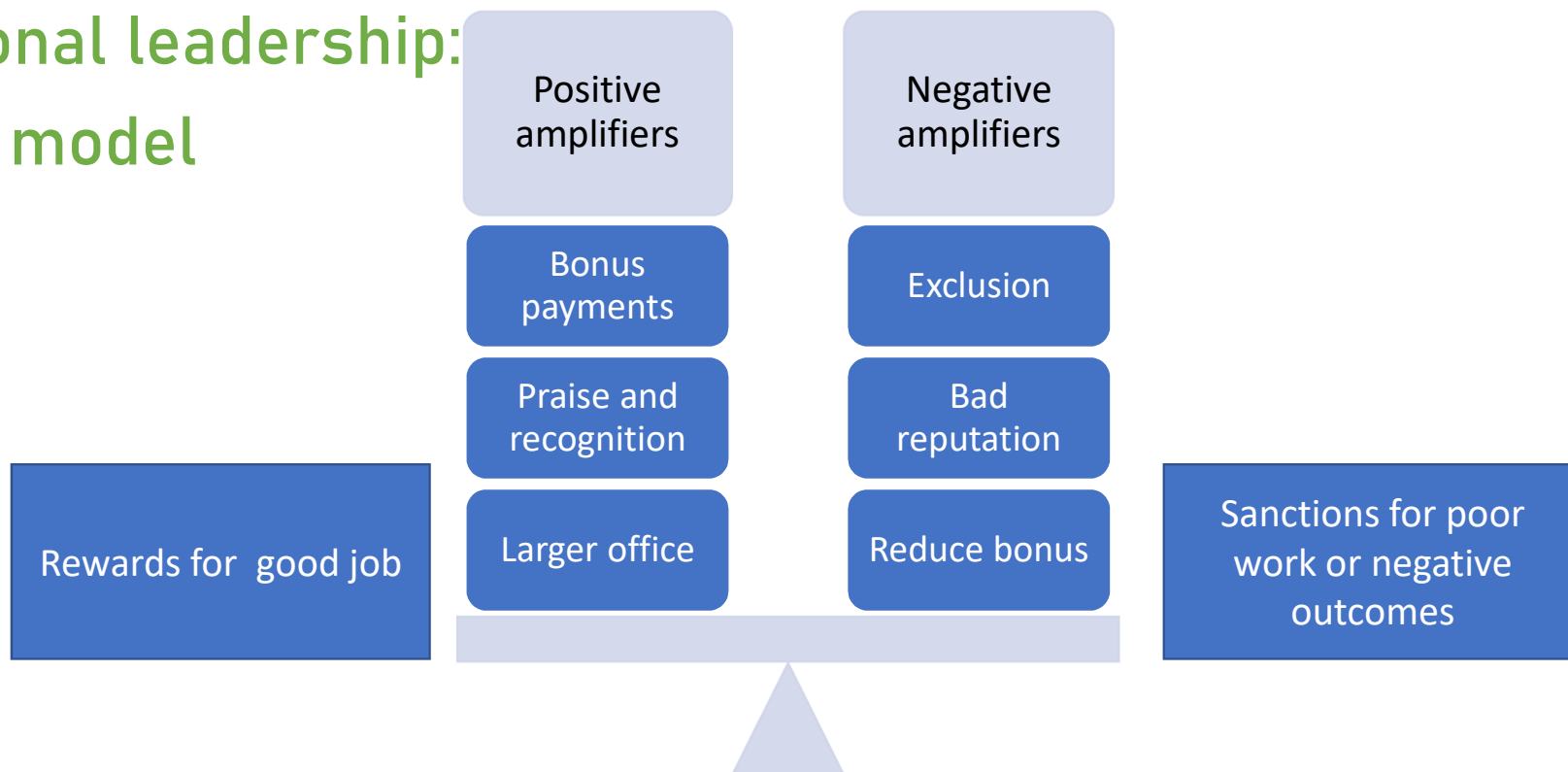
- ❖ focuses on the role of supervision, organisation and group performance
- ❖ leader promotes compliance of his followers through both rewards and punishments.
- ❖ leaders using the transactional approach are not looking to change the future, they are looking to merely keep things the same.
- ❖ these leaders pay attention to followers' work in order to find faults and deviations.
- ❖ this type of leadership is effective in crisis and emergency situations, as well as when projects need to be carried out in a specific fashion.

(Odumeru, James A.; Ifeanyi Georg O. 2013)



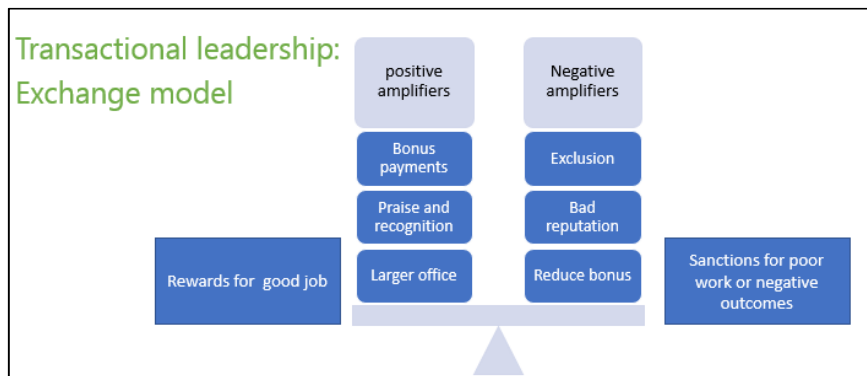
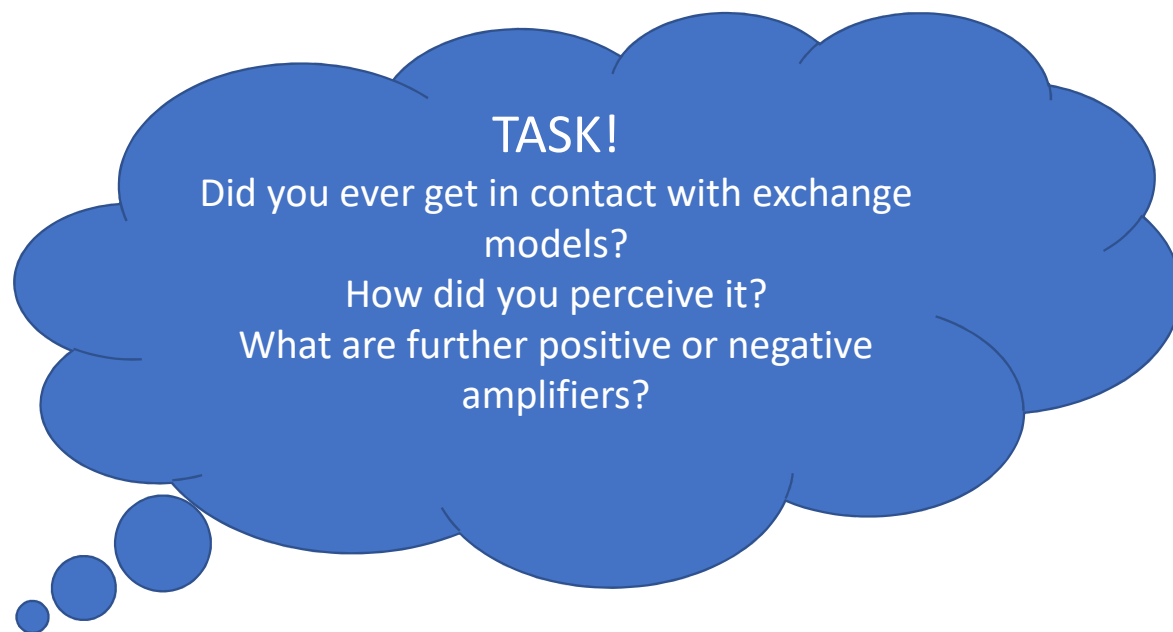
1.2 Leadership theories and models

Transactional leadership: Exchange model





1.2 Leadership theories and models





1.2 Leadership theories and models

Transactional leadership

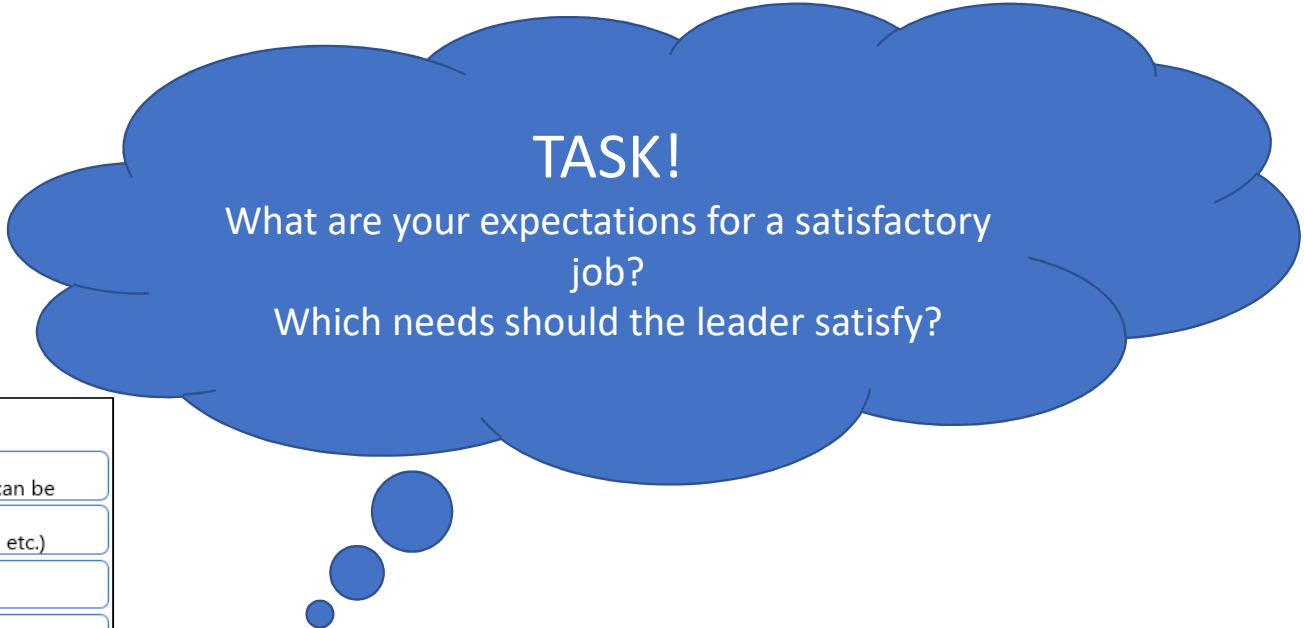
- ❖ transactional leaders focus on the lower levels of the hierarchy



Maslow's hierarchy of needs



1.2 Leadership theories and models



Transactional leadership

❖ transactional leaders focus on the lower levels of the hierarchy



Maslow's hierarchy of needs



H5P-Task

What are the elements of Maslow's hierarchy of needs?

Esteem



Self-actualization




Safety needs



Professional needs



 Check



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)



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.)



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.)



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)



1.2 Leadership theories and models

To sum up the learning outcomes of unit I

Transformational leadership

- ❖ “Transformational leadership style concentrates on the development of followers as well as their needs. Managers with transformational leadership style concentrate on the growth and development of value system of employees, their inspirational level and moralities with the preamble of their abilities.” (Ismail A. et al. 2009)

Transactional leadership

- ❖ “Transactional leadership relies more about "trades" between the leader and follower by which followers are compensated for meeting specific goals or performance criteria.” (Trottier T. et al. 2008)
- ❖ “Transactional leadership in organizations plays an exchange role between managers and subordinates.” (Jung D.I. 2001)
 - ❖ Exchange model with rewards and sanctions (Odumeru, James A.; Ifeanyi Georg O. 2013)



H5P-Task

NGEnvironment - IO3 M1 - Introduction of Leadership - Task 1.2

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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) [] .

enthusiasm

teacher

solidarity

contracts

creativity

instructor

punishment

Thank you very much for your attention!



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Sources

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