

I03 – Training package for social and green NGO leadership

Module 1: Introducing leadership Unit 2: **What is leadership?**

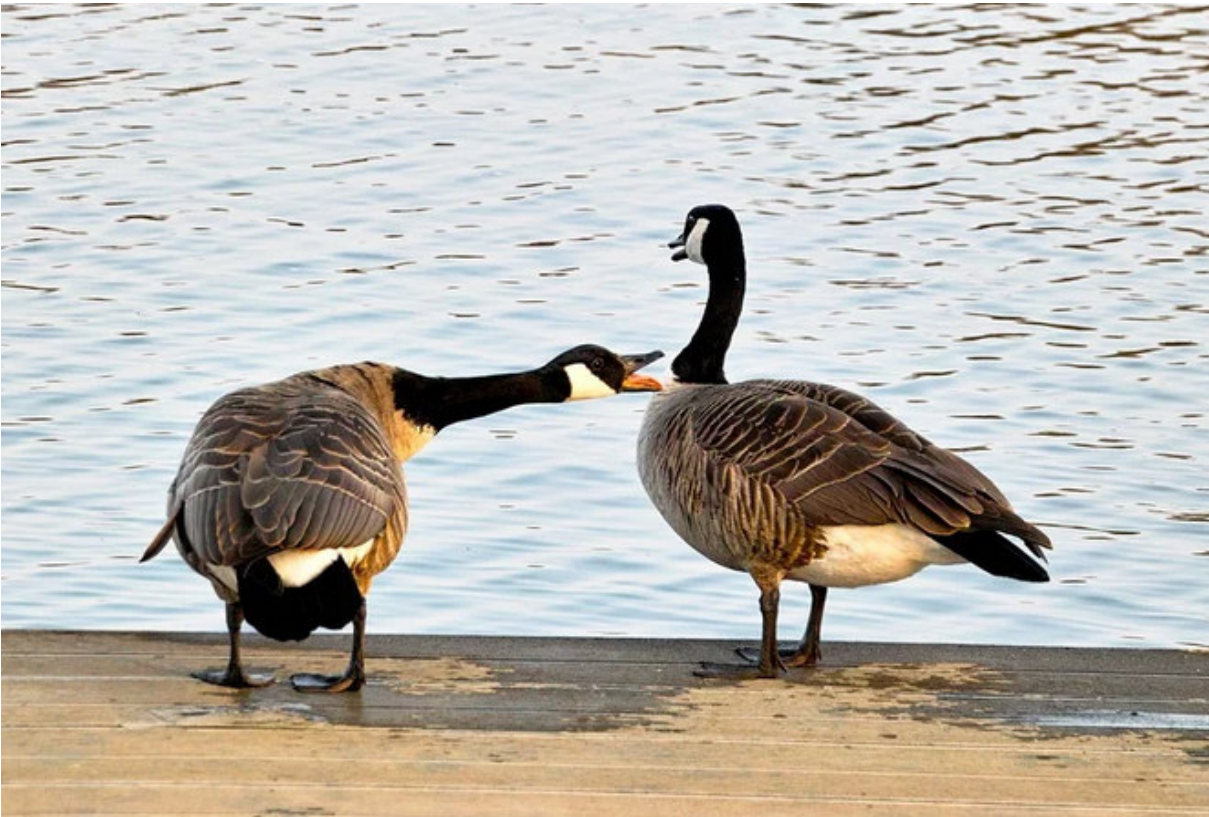
Prepared by UPB



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

Erasmus+ Programme - Strategic Partnership
AGREEMENT N°:
2018-1-DE02-KA204-005014

Unit 2: Leadership Styles



**You cannot,
not- lead!?**

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

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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

Agenda

Unit 1: What is leadership?

- 1.1 Definition of leadership
- 1.2 Leadership theories and models

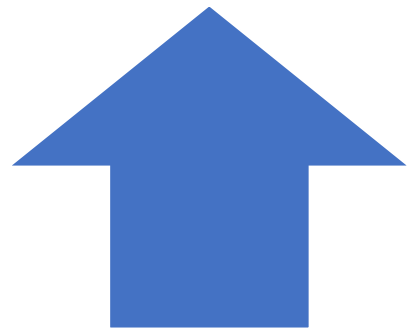
Unit 2: Leadership Styles

- 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

Unit 2: Leadership Styles



A leadership style
tends to be (?)

[...] a situation-invariant, long-term stable behavior, that aim is to determine the efficiency effects in terms of productivity, effectiveness and job satisfaction of different behavior patterns regardless of the situation. (Schirmer/ Woydt 2016, p. 164)



[...] effective if the leader might use several different leadership styles at any given time. (indeed carrer guide, 2020).

Leadership Styles:
Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals

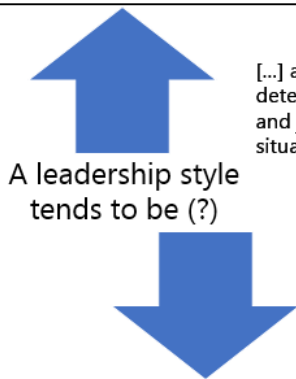


Unit 2: Leadership Styles

TASK!

Can the leadership style of a leader be situation- invariant as well as long- term stable or is their a need to act more flexible?

Focus on fairness to employees, communication structure and business aims!



[...] a **situation-invariant, long-term stable behavior**, that aim is to determine the efficiency effects in terms of productivity, effectiveness and job satisfaction of different behavior patterns regardless of the situation (Schirmer/ Woydt 2016, p. 164)

[...] effective if the leader might use **several different leadership styles at any given time.**

Unit 2: Leadership Styles

“One of the paradoxical issues that research has uncovered concerns the way in which successful NGO leaders manage the tensions inherent in being a strong individual lead while still appearing to be highly participative and collegial in they way they manage.”

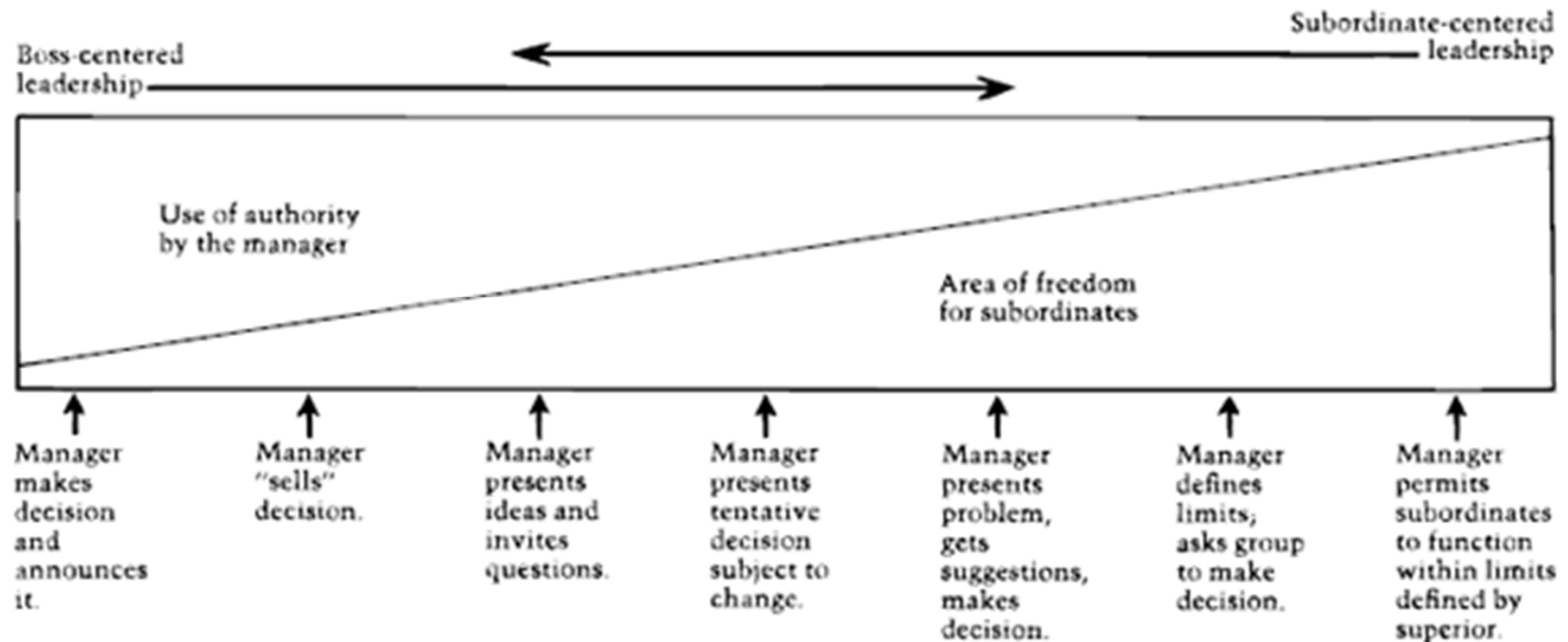


"This picture" by Unknown Author is licensed under [CC BY-ND](https://creativecommons.org/licenses/by-nd/4.0/)

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

Unit 2: Leadership Styles

EXHIBIT I Continuum of Leadership Behavior



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

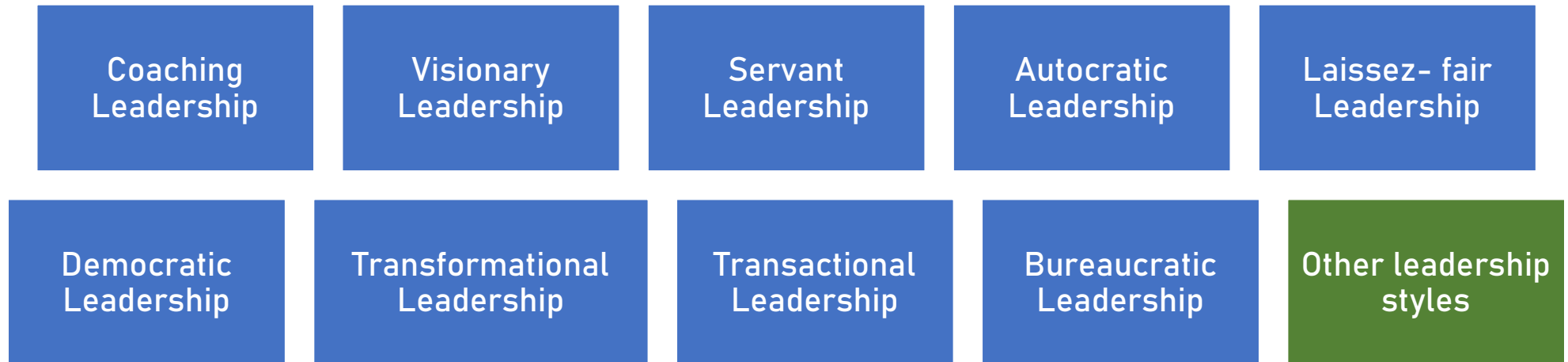
2.1 Different leadership styles



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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.

2.1 Different leadership styles

Common Leadership styles



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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.

2.1 Different leadership styles

Autocratic Leadership

- ❖ Leader has control over all operations and controls everything
- ❖ Quick decision making, because leader don't want any feedback from others



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<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.

2.1 Different leadership styles

Autocratic Leadership



Pro

- 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

Contra

- Style can be frustrated for the employees: they can feel devalued



Lewin K, Lippitt R, White K. (1939)

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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Lewin K, Lippitt R, White K. (1939)
<https://aboutleaders.com/8-leadership-styles-one/#gs.qev4us>

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

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



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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
- ❖ High productivity and free flows of new ideas
- ❖ Leader offers guidance and control



Leader:
Team, please vote the following idea!
Who is for „yes“, please raise up your
hands!



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<https://pixabay.com/illustrations/white-male-3d-man-isolated-3d-1871375/>

Lewin K, Lippitt R, White K. (1939)
Amachukwu RN, Nwachukwu, Otolube, (2015)

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

Leader: Team, please vote the following idea! Who is for „yes“, please raise your hands up!



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<https://pixabay.com/de/illustrations/diskussion-sitzung-weiße-männchen-1874792/>

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H5P-Task

Which statements are correct for the following leadership styles: Autocratic Leadership, Laissez- Faire Leadership and Democratic Leadership? Please answer the question with Yes or No.

1 / 9

Coaching Leadership	Mentoring Leadership	Democratic Leadership	Autocratic Leadership	Laissez- Faire Leadership
Servant Leadership	Transformational Leadership	Transactional Leadership	Bureaucratic Leadership	Other leadership styles

The Autocratic leadership shows a leader, who has control over all operations and controls everything

Your answer

Coaching Leadership	Mentoring Leadership	Democratic Leadership	Autocratic Leadership	Laissez- Faire Leadership
Servant Leadership	Transformational Leadership	Transactional Leadership	Bureaucratic Leadership	Other leadership styles

In the Autocratic leader makes slow decisions, because leader do like feedback from others

Your answer

2.1 Different leadership styles

Leader:
Team, please ...



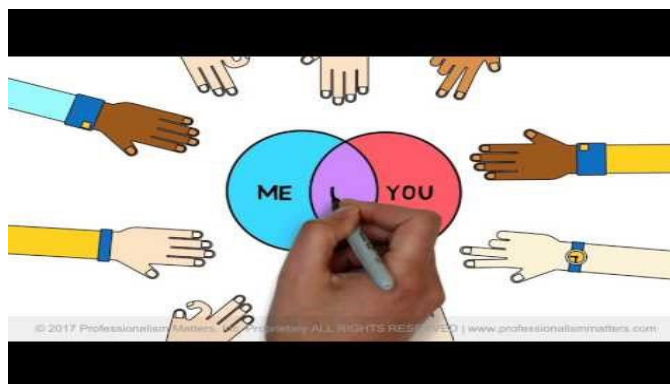
TASK!

What would the **visionary, coaching, transactional or transformational leader** says to his employees?
Please discuss with your partner!

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



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



2.2 Identification of own leadership style

“NGO leaders are often isolated and unsupported. There is talk of a leadership deficit, because of the shortage of talented leaders and the growth of the non-profit sector generally.

As a result there is some urgency in attempts to develop a new generation of leaders, and to provide relevant support to existing and future leaders.”

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



2.2 Identification of own leadership style

Characteristics and key competences of NGO leaders

- ❖ clear vision and firm personal value-set
 - ❖ strong sense of commitment to helping the rural poor that they were able to share with, and use to inspire others
- ❖ willingness to learn and experiment
 - ❖ comfortable applying new technologies or developing innovative organisational forms
 - ❖ keen to draw on science or other sources of applied or professional knowledge
- ❖ curiosity and ability to scan the external environment
 - ❖ able to track changes, analyse trends and identify ways to respond to changing circumstances

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

2.2 Identification of own leadership style

Characteristics and key competences of NGO leaders

- ❖ strong communication and interpersonal skills
 - ❖ motivate staff and engage with a cross-section of society in a proactive and positive manner
- ❖ ability to balance competing demands
 - ❖ on their time and manage the pressures from a range of different stakeholders.

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

H5P-Task

NGEnvironment - IO3- M1- 2Characteristics and key competences of NGO leaders -Task 2.2, Part 2

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Submitted by NGEnvironment on Tue, 04/28/2020 - 14:40

Thank you for trying out H5P. To get started with H5P read our [getting started guide](#)

Drag the words into the correct boxes

The Characteristics and key competences of NGO leaders are: a [] and firm personal value-set. Furthermore is another characteristic a strong [] to helping the [] that they were able to share with, and use to inspire others.

Furthermore the [] and experiment is even so a characteristic, that is keen to draw on science or other sources of applied or []. But even so the [] are important. Which is shown by tracking changes, analyse trends and identify ways to respond to []. Another characteristic and key competence of NGO leaders are a strong [], which are needed in order to motivate staff and engage with a cross-section of society in a proactive and positive manner. Besides the [] on their time and manage the pressures from a range of different stakeholders is also an important characteristic.

[willingness to learn](#) [clear vision](#) [professional knowledge](#) [rural poor](#) [changing circumstances](#) [sense of commitment](#)
[ability to balance competing demands](#) [curiosity and ability to scan the external environment](#) [communication and interpersonal skills](#)

2.2 Identification of own leadership style

What is my daily business?
What are key elements of our routine? How is the employee structure?
[...]

What defines a successful leadership style in my company?



Please think of your company:
What are important aspects and characteristics of your organisation?
What can be success factors for your leadership style?
Please create a poster with your characteristics of your leadership style based on the characteristics and structure of your company!

“[...] NGO leaders have a chameleonic ability to play different roles and adopt different leadership styles [...].” Apostu, D. (2013).

Pictures: <https://pixabay.com/photos/white-male-3d-model-isolated-3d-1834121/>



2.2 Identification of own leadership style

TASK!

Please think of your company:

What are important aspects and characteristics of your organisation?

What can be success factors for your leadership style?

Please create a poster with your characteristics of your leadership style based on the (future) characteristics and structure of your company!



NGEnvironment

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Foster European Active Citizenship and Sustainability
Through Ecological Thinking by NGOs
Project Nummer: 2018-1-DE02-KA204-005014
IO3 – Training package for social and green NGO leadership-
Module 1

Co-funded by the
Erasmus+ Programme
of the European Union



2.2 Identification of own leadership style

TASK!

Please present your poster!

Thank you very much for your attention!



NGEnvironment

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AGREEMENT N°:
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Sources

Online Source

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