

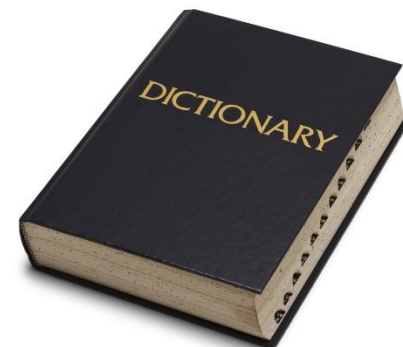


San Francisco  
Business School



# Introduction - What is Leadership?

- Dictionary:
  - the action of leading a group of people or an organization.
  - the state or position of being a leader.
  - the leaders of an organization, country, etc.
- What does “leadership” brings to mind?
  - A political leader, pursuing a passionate, personal cause.
  - An explorer, cutting a path through the jungle for the rest of his group to follow.
  - An executive, developing her company's strategy to beat the competition.
- Leadership is about mapping out where you need to go to **"win" as a team or an organization**; and it is dynamic, exciting, and inspiring.



- An Effective Leader:
  - Creates an inspiring vision of the future.
  - Motivates and inspires people to engage with that vision.
  - Manages delivery of the vision.
  - Coaches and builds a team, so that it is more effective at achieving the vision.
  - Leadership brings together the skills needed to do these things.
- Creating an Inspiring Vision for the Future
  - Vision provides direction, sets priorities, and provides a marker
  - Using tools such as Porter's Five Forces , PEST Analysis , USP Analysis , Core Competence Analysis and SWOT Analysis to analyze their current situation
  - They look at how they can innovate successfully , and shape their businesses and their strategies to succeed in future marketplaces
  - Leadership is **proactive – problem solving, looking ahead, and satisfied with things as they are.**



- Motivating and Inspiring People
  - Leaders motivate and inspire people that helps them deliver that vision
  - Leaders connect vision with people's individual needs, goals, and aspirations
    - Expectancy Theory
      - ✓ The expectation that hard work leads to good results.
      - ✓ The expectation that good results lead to attractive rewards or incentives
- Leaders must have **Expert Power**



- Managing Delivery of the Vision
  - Leaders must ensure that the **work needed to deliver the vision is properly managed.**
  - Leaders also need to make sure they manage change effectively.
- Coaching and Building a Team to Achieve the Vision
  - To develop a team, leaders must first understand team dynamics
    - Belbin's Team Roles approach and Bruce Tuckman theory

