

Developing Your Leadership Skills

Benjamin Srock

Embry-Riddle Aeronautical University Worldwide Campus

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Dennis Sherman, Ph.D.

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Developing Your Leadership Skills Exercise 2 was performed from Chapter 4 of Leadership Theory, Application, & Skill Development (Lussier Ph.D. & Achua D.B.A., 2013, pgs. 144-146). This exercise analyzes four distinct leadership positions in an attempt to identify which normative leadership model to use, and the appropriate leadership style to employ from that model. The objective of this exercise is to demonstrate analytic skill.

1. *Production department manager*

Step 1: Which model should you use? ☒ time-driven, ____ development driven

Step 2: Which questions on the normative model Exhibit 4.9 or 4.10 did you answer and how?

1. ☒ L or NA 3. ☒ L or NA 5. H L or ☒ NA 7. H L or ☒ NA

2. ☒ L or NA 4. ☒ L or NA 6. H L or ☒ NA

Step 3: Which leadership style is the most appropriate?

☒ decide, ____ consult individually, ____ consult group, ____ facilitate, ____ delegate

2. *Religious Leader*

Step 1: Which model should you use? ☒ time-driven, ____ development driven

Step 2: Which questions on the normative model Exhibit 4.9 or 4.10 did you answer and how?

1. ☒ L or NA 3. H ☒ or NA 5. ☒ L or NA 7. H ☒ or NA

2. ☒ L or NA 4. H ☒ or NA 6. H ☒ or NA

Step 3: Which leadership style is the most appropriate?

____ decide, ____ consult individually, ☒ consult group, ____ facilitate, ____ delegate

3. *School of business dean*

Step 1: Which model should you use? _____ time-driven, X development driven

Step 2: Which questions on the normative model Exhibit 4.9 or 4.10 did you answer and how?

- | | | | |
|---------------------|---------------------|---------------------|---------------------|
| 1. <u>H</u> L or NA | 3. H L or <u>NA</u> | 5. H <u>L</u> or NA | 7. H L or <u>NA</u> |
| 2. <u>H</u> L or NA | 4. H <u>L</u> or NA | 6. H L or <u>NA</u> | |

Step 3: Which leadership style is the most appropriate?

____ decide, ____consult individually, X consult group, ____facilitate, ____delegate

4. *Dot.com president*

Step 1: Which model should you use? X time-driven, _____development driven

Step 2: Which questions on the normative model Exhibit 4.9 or 4.10 did you answer and how?

- | | | | |
|---------------------|---------------------|---------------------|---------------------|
| 1. <u>H</u> L or NA | 3. <u>H</u> L or NA | 5. <u>H</u> L or NA | 7. H L or <u>NA</u> |
| 2. <u>H</u> L or NA | 4. H <u>L</u> or NA | 6. H <u>L</u> or NA | |

Step 3: Which leadership style is the most appropriate?

____ decide, ____consult individually, X consult group, ____facilitate, ____delegate

Question 1 Summary

In example 1, the Production department manager is faced with having to decide whether or not to keep running the smoking machine or take the downtime and miss the delivery.

Because of the tight timeline, the importance of this decision is time-driven. If he/she were to shut down, the service technician wouldn't be available until the next day. Since the machine will eventually have to be shut down to investigate the issue, the manager should make the

decision in the absence of other support and focus on the delivery deadline. The significance, importance of commitment, leader expertise, and the likelihood of commitment help solidify the manager's decision to press on with the task at hand.

Question 2 Summary

In example 2, the Religious Leader is faced with a dwindling surplus of funds and diminished donations during regular services. Not known for his business acumen, the leader does have at his/her disposal a voluntary board of business leaders and a CPA capable of watching and understanding the finances as needed. Based on low leadership expertise, and the likelihood of commitment (based on low donations), the leader should consult the group. Having at his/her disposal a team of savvy businessmen and women, the leader might gain insight and ideas to spur growth within the church and hopefully increase in revenues by donation.

Question 3 Summary

In example three, the School of the business dean is faced with wanting to start a faculty advisory board as a means of bolstering his/her resume. The lack of any deadlines associated with time means that this situation is development driven. The low likelihood of commitment and group support will require the dean to consult with his/her team to help motivate them and get them onboard with the project and what it can do for the university. Wanting to achieve a goal for yourself is nice, but if others don't see the value or understand the purpose, they will simply not support the goal.

Question 4 Summary

In example 4, a Dot.com president is faced with an organization having financial issues and the loss of experienced senior managers. Facing a timeline issue of 4 months and the loss of business partner financial support, the president is facing a time-driven situation. With the

probability of low commitment and low group expertise, the president should consult the group for ideas to help spur innovation and growth. It is clear in this situation that the business model currently in use is what led to the financial and manpower situation being faced by Dot.com.

While the ideas and suggestions come from the group, it is the leader who makes the decisions.

References

Lussier Ph.D., R. N., & Achua D.B.A., C. F. (2013). *Leadership: Theory, Application, & Skill Development* (5th ed.). Mason, OH: South-Western.