

**LECTURE# 8**

**LEADERSHIP in**

**group**

**(PSYC-6223)**

# Definition:

- ❑ The word **Leader** implies possession of a degree of power, a measure of autonomy and creativity or freedom.
- ❑ If you are a leader someone is following you in some way.

**This discussion of leadership will address the following Leadership Skills:**

1. Visioning and Clarity of Focus
2. Matching project priorities to Vision
3. Emotional Intelligence
4. Communication Skills
5. Managing Risk and Fear
6. Strength to make Decisions
7. Motivational and Coaching Skills
8. Team Management Skills including Facilitation
9. Matching Leadership Styles with Team Styles
10. Ability to Enable Team Processes

# **1. Visioning and Clarity of Focus**

- ❑ **A good leader has a clear picture of future results and aligns organizational strategy with this vision.**
- ❑ **A leader must be intimately familiar with the end destination.**
- ❑ **Individuals, as leaders, should develop their own personal mission and vision and work diligently to make sure that their goals match intrinsically with those of the organization they serve.**

## **2. Matching project priorities to Vision**

- Understanding that many projects, desired outcomes and resources are in competition within the organization, an effective leader will keep the vision in sight and use it as the litmus test for making and establishing priorities.**

**This creation of clear structure is an essential element of managing groups.**

# MANAGING RISK AND FEAR

- ▶ A leader understands that fear is a natural and healthy reaction and at the same time, does not allow fear to stop a new idea or direction.
- ▶ A leader engages in risk management, the study of the potential risk outcomes of an activity or venture and makes calculated risks based on the information available.
- ▶ Change and transformation within organizations are natural processes, and a great leader begins to embrace the unknown and to consider the thought of staying in exactly the same place the frightening outcome.

- ▶ **Fear is a gift.** Effective leaders know how to tap into what is known as real fear, and not one based on an old outdated emotional response from the past.
- ▶ Leaders tap into intuition that may be able to provide guidance on the **“right”** decision. Only through recognition of the difference between anxiety and a true gut reaction can this internal wisdom be accessed.
- ▶ **Fear is not overridden;** it is overcome through research, and the emotional intelligence of self understanding.

▶ **According to Larry Wilson, in Play to Win, there are four fatal fears that can cripple a leader:**

- **Fear of Failure**
- **Fear of being Wrong**
- **Fear of Rejection**
- **Fear of Discomfort**

# STRENGTH TO MAKE DECISIONS

- ▶ **A great leader will generally have much overall support, but there are times when difficult choices must be made. The effective leader will know that the quicker a change is made, the better it will be for the organization.**

**in the process of **team evolution** it frequently happens that a leader that develops a strong, self-directed team will experience a period of time in which the group revolts against the leader.**

## ▶ **DECISION-MAKING PREFERENCES :**

- ▶ **A leader will also carefully analyze the decision-making techniques to be used. In some cases, the leader may receive contributing information and make a stand alone or unilateral decision.**
- ▶ **Group process studies show that if the decision is not thoroughly discussed, the leader can foolishly believe a decision is supported because people did not speak out.**

## □ **Emotional Intelligence and The Fight-Flight Response**

Daniel Goleman introduced the concept of Emotional Intelligence in his best selling book.

In short, an emotionally intelligent leader is knowledgeable about the fight/flight response and makes sure his rational and cognitive brain functions are engaged before he acts or responds.

## ❖ Here are the specific aspects of the fight/flight response

1. Something happens that makes you uncomfortable (It can be as small as a Past memory)
2. You perceive that you are under attack (You may not even be conscious of this)
3. Your brain signals the release of ACTH
4. Your adrenals release cortisol
5. Cortisol increases the release of amino acids including homocysteine from the skeletal muscle and fatty acids from adipose tissue.
6. These amino acids are absorbed by the liver and converted to glucose, which are subsequently secreted into the blood to be used for energy by certain tissues such as brain cells and red blood cells.
7. The fatty acids released from the adipose tissue are used for energy by skeletal muscle, thus sparing the available glucose for use by the brain.
8. Insulin levels rise
9. Your heart rate elevates and your blood vessels constrict
10. Digestion shuts down and blood flow is diverted
11. Your breathing becomes shallow to take in more oxygen for a physical response

- ❖ when your mind believes you are under threat, your body physically responds to this threat by strengthening certain survival mechanisms. **which can include:**

increased heart rate, dry mouth, shallow breathing, and the ability to concentrate only on the threat. This is created by a surge of adrenaline so that you can fight the threat.

# BRAIN ACTION

Amygdala play role in storage of arousal that is stronger to normal.

Memory two systems

1. For ordinary facts
2. For emotionally charged ones

# How do you stop your fight/flight stress response? Here are some ideas:

## Stop :

- Pause before you respond when under stress
- Breathe deeply and calmly
- Stretch gently
- Take a Break: empty your mind so no stress is present

## Relax :

- Listen to soft, soothing music
- Find a soothing environ
- Sing your favorite song
- Drink soothing herbal teas

## Know yourself:

- Talk with a friend, counselor, or loved one
- Recognize and study your stress triggers
- Practice your stressful situations so you “unlearn” your fear
- Gather more information about your situation to dispel fear

# □ Communication Skill

- ❖ **Group Think**

The process when a group makes a “bad” decision even though all of the necessary facts and critical data are held by the group is known as “Group Think”.

# ❖ Active Listening

- Active listening means getting involved in your conversations. It means asking questions that will encourage the other person to “engage”.
- The necessary components of effective listening include:
  - Adopting a manner that is harmonious with the other person in terms of pacing, volume and tone of voice.
  - Adjusting your body postures so the other person feels comfortable
  - Maintaining intermittent eye contact
  - Paraphrasing what the other person has said, or how they are feeling
  - Praising or complimenting them if it feels natural
  - Repeating points of your conversation that surprise you
  - Asking questions
  - Clarifying vocabulary or jargon you do not understand
  - Making sure you speak for yourself and not the other person.
  - Talking about what you have observed, think or perhaps fear.
  - Using short clear statements to break messages into small parts

# Matching leadership style with team style

- ▶ Teams grow and evolve like human. They have a infancy stage toddler stage ,an adolescent stage , and finely they reach the adult stage.
- ▶ The four stage of team development are:
  - 1-Forming  
Dependency and illusion. Leader ship style are directive
  - 2-Storming  
counter dependency and fighting. Leadership style coaching
  - 3- Norming  
trust and structure .leadership style supporting.

# Continue...

- ▶ All these successfully reaches this stage all the leader will some influence as the team is becoming self directed and leadership is becoming shared.

## 4-performing

Leader ship style delegating .in this stage of maturing group focused on goal achievement. This stage never be reached before six month of formation.



# Ability to enable team processes

▶ A high function team will have the following process in place.

1-An agreed upon mission that is refined in to group.

2- Regular interaction

3- System of accountability

4-Measurment of progress

5-Resources both structural and informational

6-Team processing

7-Celebrating team achievements

# MOTIVATIONAL AND COACHING SKILL

- ▶ As the leader you must be able to motivate others to follow and to take your lead.
- ▶ How you can create motivating environment ?
- ▶ 1-develop open and honest communication.
- ▶ 2-let your employee know that bad news is welcome so that information .
- ▶ 3- demonstrate a willingness to support others
- ▶ 4-generate a spirit of cooperation.

# POWER MOTIVATION

- ▶ People are also motivated by power
- ▶ Where do you as leader find a power?
- ▶ 1-Reward power  
the ability to give and to take away
- ▶ 2- Coercive power  
the ability to punish
- ▶ 3-Legitimate power  
the ability to enact
- 4- Referent power  
the ability to be identified with and liked
- 5-Expert power  
the ability to influence with knowledge

# CONSTRUCTIVE FEED BACK OR CRITICISM

- ▶ It should be
- ▶ Descriptive
- ▶ Specific
- ▶ Focus on behavior
- ▶ Directed toward behavior that can be changed
- ▶ Interactive
- ▶ well-timed
- ▶ Given infrequently
- ▶ well organized and insightfull

# Team management skill including facilitation

- ▶ **Group skills are learned and must be practiced**  
**excellence in process and task**  
**successful teams excel in two key areas**

## **Task**

**1-which you practiced every day or getting your work done is what are called task items. for example**

**Did the group work and roles clear?**

## **Processed**

**2-the second key known as relationship are processed components of team including information processing, communication and decision making skills. for example**

**Did members support, trust established and equally participate/?**

★ **THANK YOU** ★