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# Attributes and Skills of Successful Housing

## Directors:

*A Primer on Leadership  
Development*

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Northwest Indian  
Housing Association  
April 20-21, 2022



# Introductions and Launch...



“ I always wanted to be somebody,



but I realize I should have been more specific.

*Lily Tomlin (b.1939)*

”





# Steve Jobs' 2005 Stanford Commencement Address



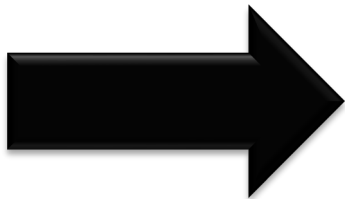
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Video of Steve Jobs' Commencement address on June 12, 2005.

"The ability to deal with people is as purchasable a commodity as sugar or coffee and I will pay more for that ability than for any other under the sun."

–John D. Rockefeller, Founder of Standard Oil Company



# Introductions...



- ✓ Name
- ✓ Tribe/TDHE
- ✓ Your current position
- ✓ Career track
- ✓ Expectations for this session



# **THE ROLES AND RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR**

**ACTIVITY:**

A Day in the life...



From the Executive Director's Guide by Mim Carlson, and Margaret Donohue

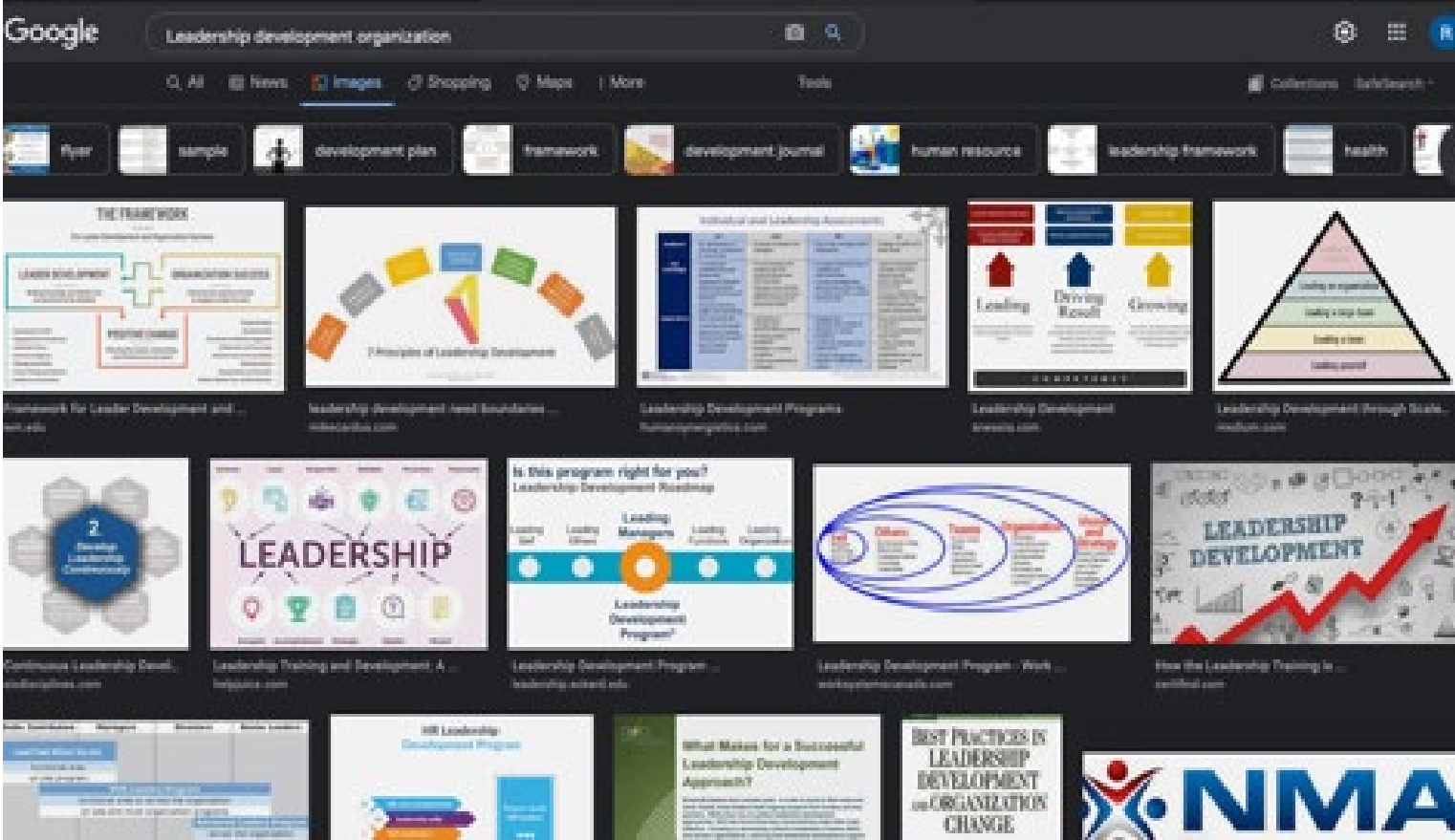
Why **study** leadership?

# Leadership: the core of human experience

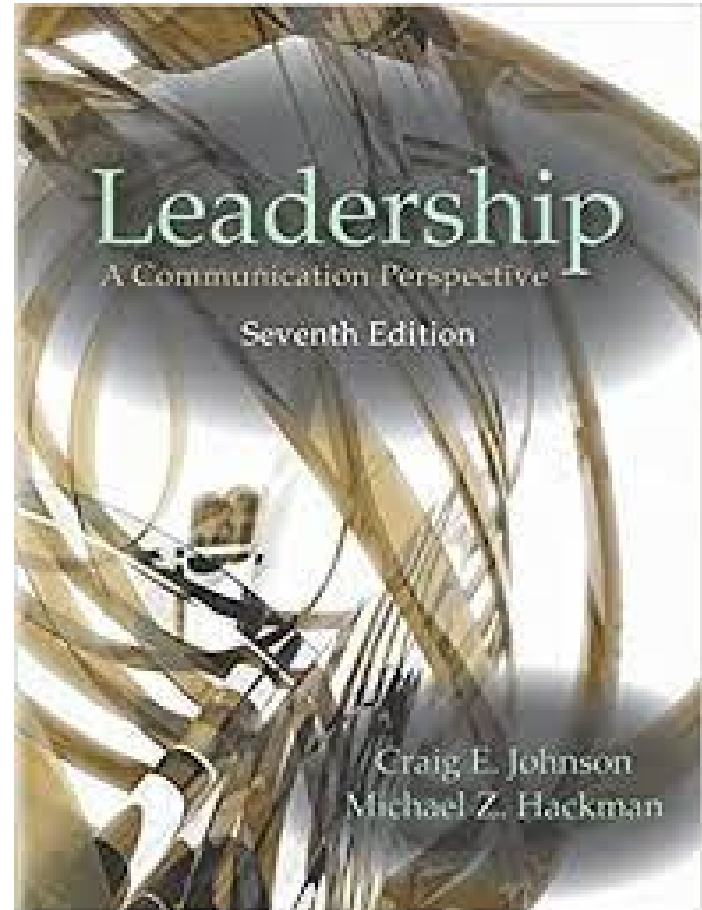
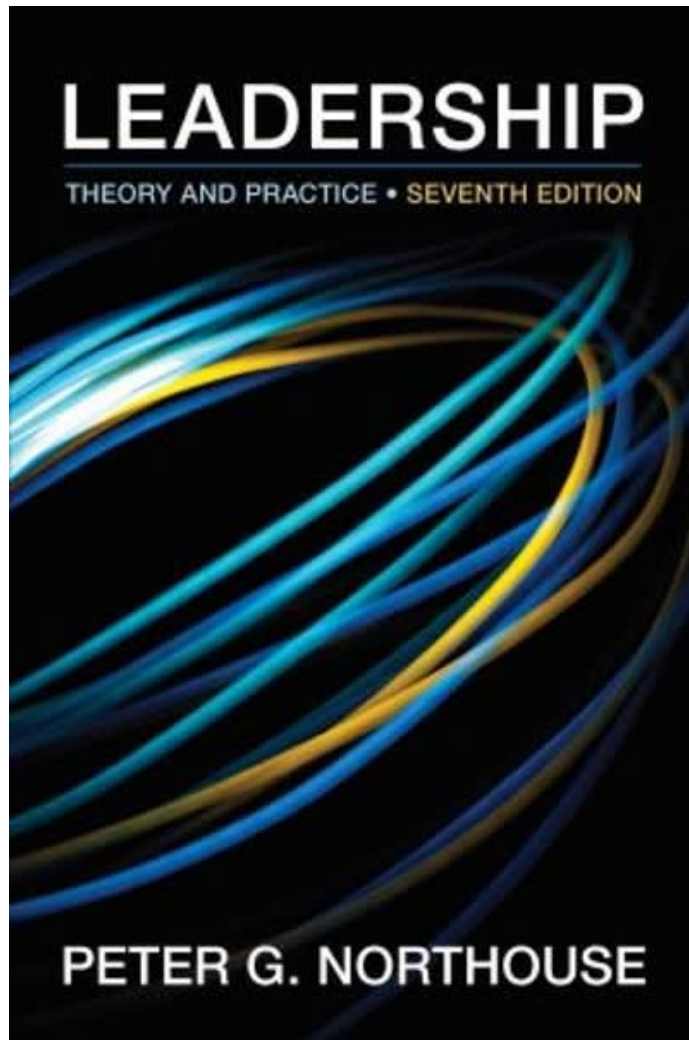
- Universal appeal
- From Confucius to Plato to Machiavelli
- Gained attention of researchers worldwide
- Sought after and highly valued commodity



# Leadership programs abound in just about every profession you can think of...







My recommended additions to your library

**Scholarly sound but also with practical application**

# Northouse: Leadership Approaches

- Trait Approach
- Skills Approach
- Behavioral Approach
- Situational Approach
- Path-Goal Theory
- Leader-Member Exchange Theory
- Transformational Leadership
- Authentic Leadership
- Servant Leadership
- Adaptive Leadership
- Psychodynamic Approach
- Leadership Ethics
- Team Leadership
- Gender and Leadership
- Culture and Leadership

# GROUP EXERCISE: Build a Pyramid

- First think of leaders, past or present, you admire most? What traits do they have?
- Jot them down and go around and share them with each other.
- In your groups discuss and agree on 6 top traits of a successful leader.
- Now write the traits on the plastic cups.
- Now build a pyramid out of these six cups (make a determination of what goes on top etc.). Since it would be way too easy to use your hands, each group will need to use a rubber band tool to stack the cups into a pyramid formation. The team will use as many strings as they are team members, plus one rubber band, to manufacture the rubber band device. They can build the tool any way they want, but **every team member** needs to hold on to a piece of string whenever a cup is moved to form the pyramid.

A Primer on Executive Development (Peter Northouse)

# **LEADERSHIP DEFINED**

# “Leadership is...”

In your table groups...take about 5 minutes and collaborate on a definition (write them on the flipcharts for posting)



# “Leadership is...”

- Almost as many definitions as people who have tried to define it.
- Intuitively we know what it means
- Different meanings for different people



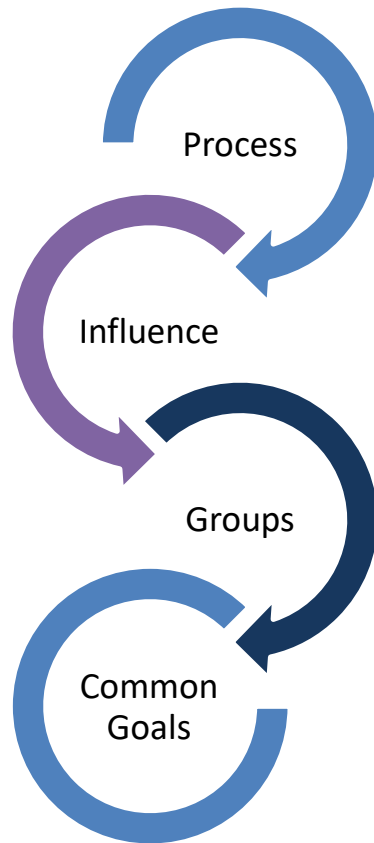


# Ways of Conceptualizing Leadership

- Focus of *group processes* (leader at the center of group change)
- *Personality* perspective
- *As an act or behavior*
- *Power relationship*
- *As a transformational process*
- *Or skills perspective*



# Northouse describes following central components of leadership:

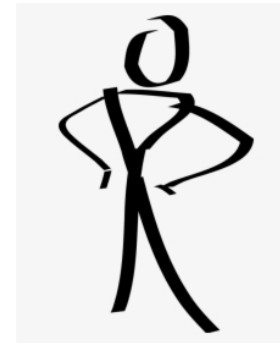


- Involves a *process*
- Involves *influence*
- Occurs in *groups*
- Involves *common goals*

# Northouse's definition of leadership:

*Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.*

Northouse's key point on the leader and follower relationship:



Leaders are not above or better than followers...but must be understood in relation to each other.

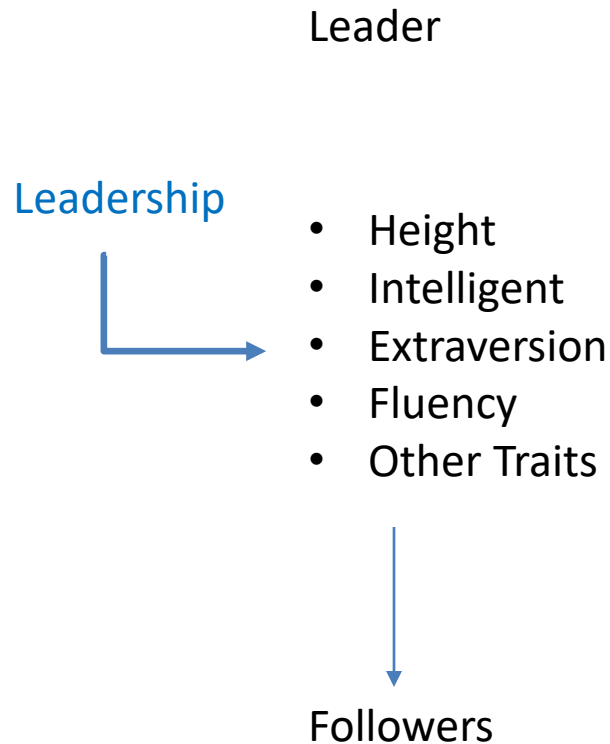
Two sides of the same coin!

A Primer on Executive Development (Peter Northouse)

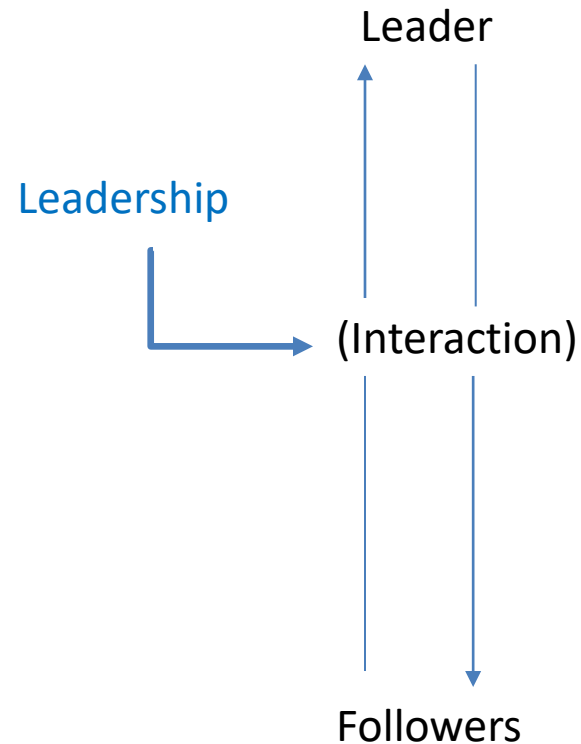
# **LEADERSHIP DESCRIBED**

# Trait vs. Process Leadership

## TRAIT DEFINITION OF LEADERSHIP



## PROCESS DEFINITION OF LEADERSHIP





# Assigned vs. Emergent Leadership

## ASSIGNED LEADERSHIP

Formal  
position in an  
organization



- Board member
- Executive Director
- Housing Manager
- Maintenance Supervisor
- Team Leader



Followers

## EMERGENT LEADERSHIP

When others  
perceive an  
individual as  
the most  
influential  
member of a  
group



Emerges over  
time...

- Verbally involved
- Being informed
- Seeking others' opinions
- Initiating new ideas
- Firm but not rigid



Followers

# Leadership and Power

## POSITION POWER

- Legitimate
- Reward
- Coercive
- Information

## PERSONAL POWER

- Referent
- Expert

→ **Northouse believes when leaders affect others' beliefs, attitudes, and courses of action, they are using their power.**

# French and Raven Work (1959)

## “The Bases of Social Power”



### SIX BASES OF POWER

#### Referent

Based on followers' identification and liking for the leader.

#### Expert

Based on followers' perceptions of the leader's competence.

#### Legitimate

Associated with having status or formal job authority.

#### Reward

Derived from having the capacity to provide rewards to others.

#### Coercive

Derived from having the capacity to penalize or punish others.

#### Information

Derived from possessing knowledge that others want or need.

# Leadership and Coercion

*To coerce* means to influence others to do something against their will and may include manipulating penalties and rewards in the work environment.

~~Coercive people are not used as models of ideal leadership~~



Usually this is counter to a “common goal” and the leader is not interested in wants and needs of followers.

A Primer on Executive Development (Peter Northouse)

# **LEADERSHIP AND MANAGEMENT**

## In Groups

- On the flipchart draw a line down the middle and label one side leadership and the other management
- In the first column, list the activities, behaviors, and actions of leaders.
- In second column, list the activities, behaviors, and actions of managers.

# Functions of Management and Leadership (John Kotter, 1990)

## → MANAGEMENT PRODUCES ORDER AND CONSISTENCY

### Planning and Budgeting

- Establish Agendas
- Set timetables
- Allocate resources

### Organizing and Staffing

- Provide structure
- Make job placements
- Establish rules and procedures

### Controlling and Problem Solving

- Develop incentives
- Generate creative solutions
- Take corrective action

## → LEADERSHIP PRODUCES CHANGE AND MOVEMENT

### Establishing Direction

- Create a vision
- Clarify big picture
- Set strategies

### Aligning People

- Communicate goals
- Seek commitment
- Build teams and coalitions

### Motivating and Inspiring

- Inspire and energize
- Empower followers
  - Satisfy unmet needs

# Functions of Management and Leadership

(John Kotter, 1990)

## LEADERSHIP

If an organization has strong management without leadership, the outcome can be stifling and bureaucratic.

## MANAGEMENT

If an organization has strong leadership without management, the outcome can be meaningless or misdirected change for change's sake.

*"To be effective, organizations need to nourish both competent management and skilled leadership."*



*“Managers are people who do things right and leaders are people who do the right thing.”*

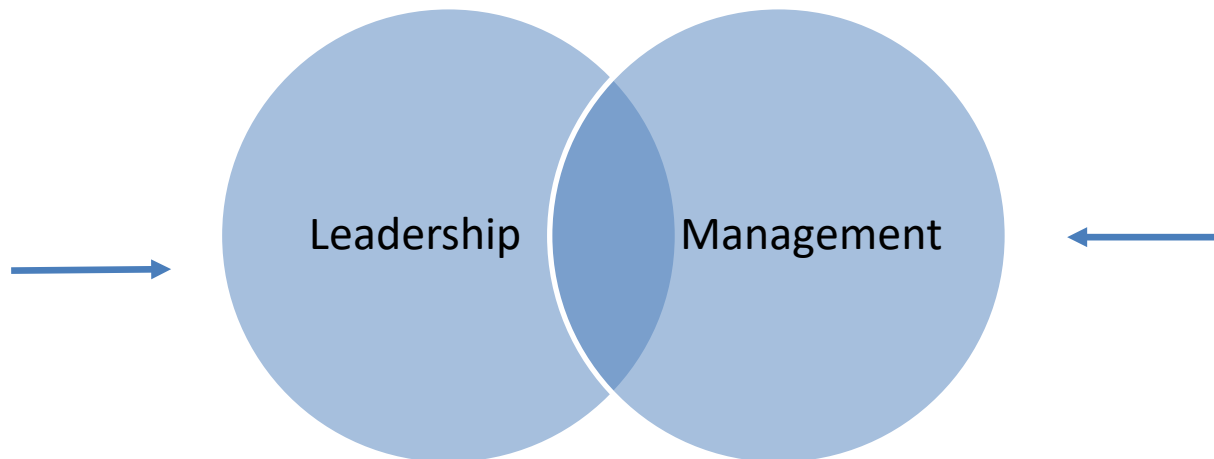
*-W.G. Bennis and B. Nanus*

*“You manage things; you lead people.”*

*-Grace Murray Hopper*

# Northouse's Summary on Management and Leadership

- Leadership involves influence, as does management.
- Leadership entails working with people, as does management.
- Although clear differences, the two constructs overlap.
- In his discussions on theories, Northouse treats the roles of managers and leaders similarly and does not emphasize differences.



**If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.**

– Antoine de Saint Exupery



A Primer on Executive Development (Peter Northouse)

# **TRAIT APPROACH TO LEADERSHIP**

# Trait Approach to Leadership

- First systematic attempt to study leadership
  - Believed born with these traits
  - Only the “great” people had them
  - Challenged by research in mid-20<sup>th</sup> century (Stogdill)
- “Great man” theories:
    - Focus on innate qualities
    - and characteristics
    - of great social, political, and military leaders



# Stogdill Research

First survey - analyzed 124 trait studies (1904-1947) →

Yes distinguishing traits do exist for leaders,

BUT...

Traits leaders possess must be relevant to the situation the leader is functioning

Second survey – analyzed another 163 trait studies (1948-1970) →

More balanced in its description of the role of traits and leadership.

Finds that both traits and situational factors determine leadership

# → Major Leadership Traits

## Intelligence

Having strong verbal ability, perceptual ability, and reasoning.

## Self-Confidence

Ability to be certain about one's competencies and skills.

## Determination

Initiative, persistence, dominance, and drive.

## Integrity

The quality of honesty and trustworthiness

## Sociability

Inclination to seek out pleasant social relationships (friendly, outgoing, courteous, tactful, and diplomatic).

# Five-Factor Personality Model and Leadership



## Big Five Personality Factors (Goldberg, 1990)

### Neuroticism

The tendency to be depressed, anxious, insecure, vulnerable, and hostile

### Extraversion

The tendency to be sociable and assertive and to have positive energy

### Openness

The tendency to be informed, creative, insightful, and curious

### Agreeableness

The quality of honesty and trustworthiness

### Conscientiousness

The tendency to be thorough, organized, controlled, dependable, and decisive



# Study in 2002 (78 leadership studies)

→ Found strong relationship between Big Five traits and leadership

1. Extraversion ← Factor most strongly associated with leadership
2. Conscientiousness
3. Openness
4. Neuroticism (low)
5. Agreeableness ← Factor found only to be weakly associated with leadership

Judge, Bono, Ilies, and Gerhardt (2002)

# Emotional Intelligence and Leadership

- Emerged in the 1990's
- Important area of study in psychology
- Has captured the attention of many practitioners.
- As a leadership ability or trait, EI is important!
- Debate in the field on how big a role EI plays for success in life

EI is “the ability to perceive and express emotions, to use emotions, and to effectively manage emotions within oneself and in relationships with others.”

(Mayer, Salovey, & Caruso, 2000)

## Different instruments to measure EI

- ❑ Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) measures EI as a set of mental abilities
- ❑ Goleman (1995,1998) takes a broader approach-focus on personal and social competencies
- ❑ Shankman and Allen (2008) develop a practice-oriented model of EI leadership

# How Does the Trait Approach Work?

- Focuses exclusively on the leader, not on the followers or the situation
- It is the leader and the leader's traits that are central to the leadership process

Approach is used for personal awareness and development:

- Leadership profiles
- Trait assessments



# Trait Approach to Leadership

## STRENGTHS

- Intuitively appealing (we have a need to see our leader as gifted)
- A century of research to back it up
- Benchmarks for what we need to look for if we want to be leaders
- Assess our strengths and weaknesses

## CRITICISMS

- Fails to provide a definitive list of leadership traits
- List of traits appears endless
- Fails to take situations into account. Leaders in one situation may not necessarily be leaders in another situation.
- Highly subjective and no link to outcomes
- Limits value of leadership training development (teach a trait?)

## APPLICATION OF THE TRAIT APPROACH



- Can be applied at all levels in all types of organizations
- By taking trait assessments people can take stock – if they aspire to lead
- Pinpoint strengths and weaknesses with regard to leadership
- Managers can develop deeper understanding of who they are and their impact

A Primer on Executive Development (Peter Northouse)

# **SKILLS APPROACH TO LEADERSHIP**

# Skills Approach to Leadership

- Also leader-centered perspective
- Focus on skills and abilities that can be learned/developed
- Robert Katz HBR Article in 1955 "Skills of an Effective Administrator"
- 1990's Research - Skills Model

*This theory evaluates the success of a leader on the basis of what they can accomplish.*

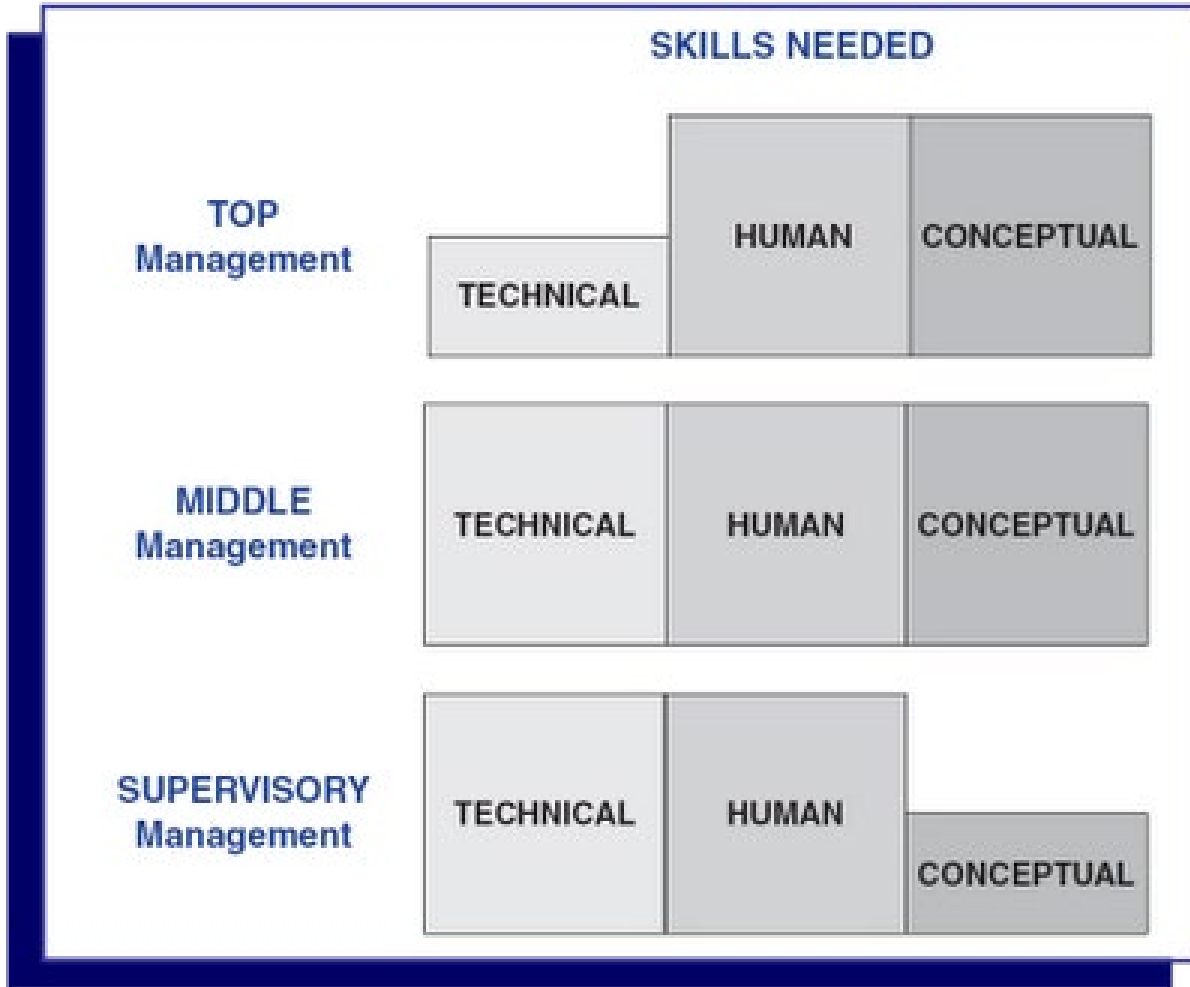


# Northouse on definition of leadership skills :

*...the ability to use one's knowledge and competencies to accomplish a set of goals or objectives.*



# Robert L Katz Article “ Skills of an Effective Administrator”



Leaders need all 3 skills but depending on where they are at in the management structure, some skills are more important!

# → Three-Skill Approach (Katz, 1955)

## Technical Skill

### Deals with “things”

Proficiency in a specific type of work (i.e. affordable housing development and management, NAHASDA regulations, etc.)

## Human Skill

### Deals with “people”

Ability to work effectively with followers, peers, and superiors to accomplish goals (i.e. build teams, motivate and engage staff)

## Conceptual Skill

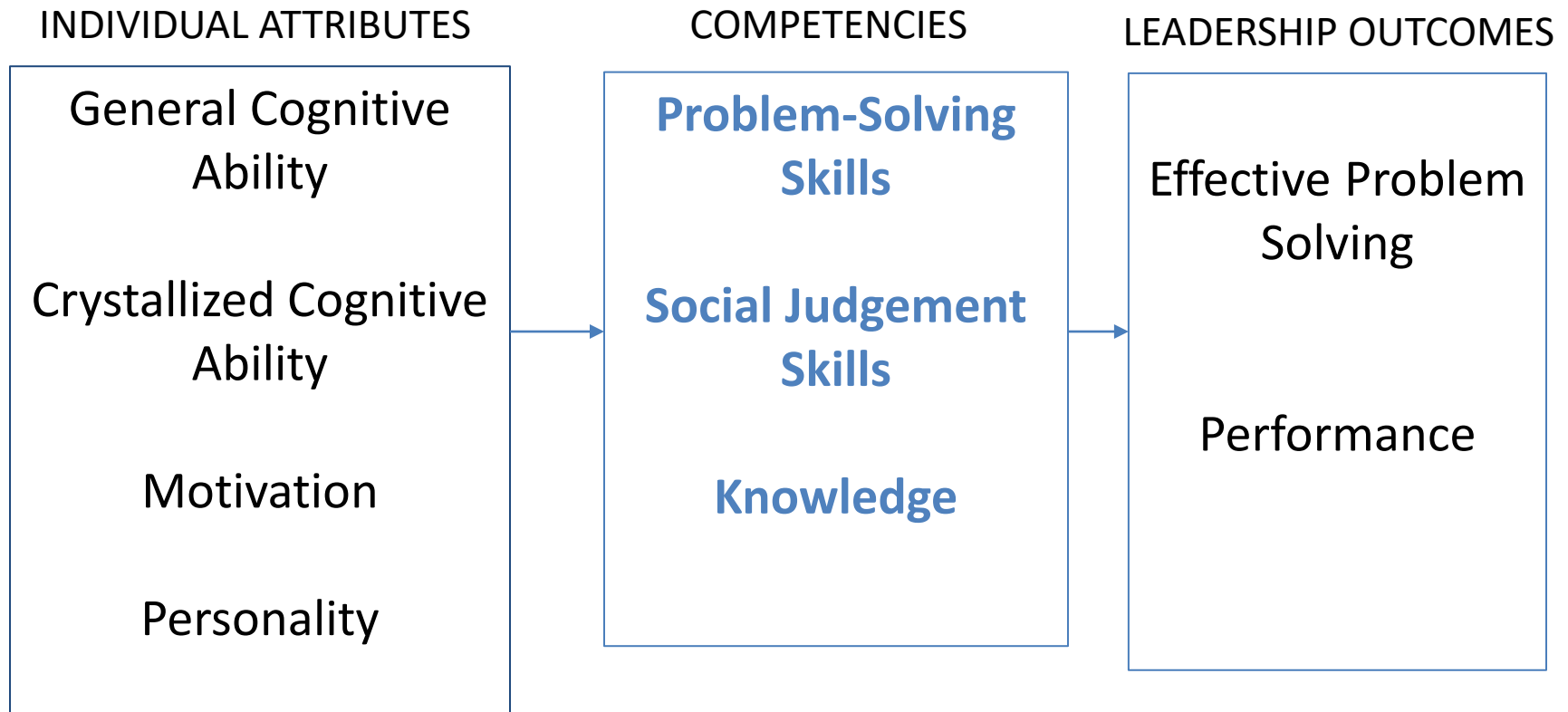
### Ability to work with “ideas”

The mental work of shaping the meaning of organizational or policy issues (i.e. strategic planning, organization development issues).

# Skills Model of Leadership

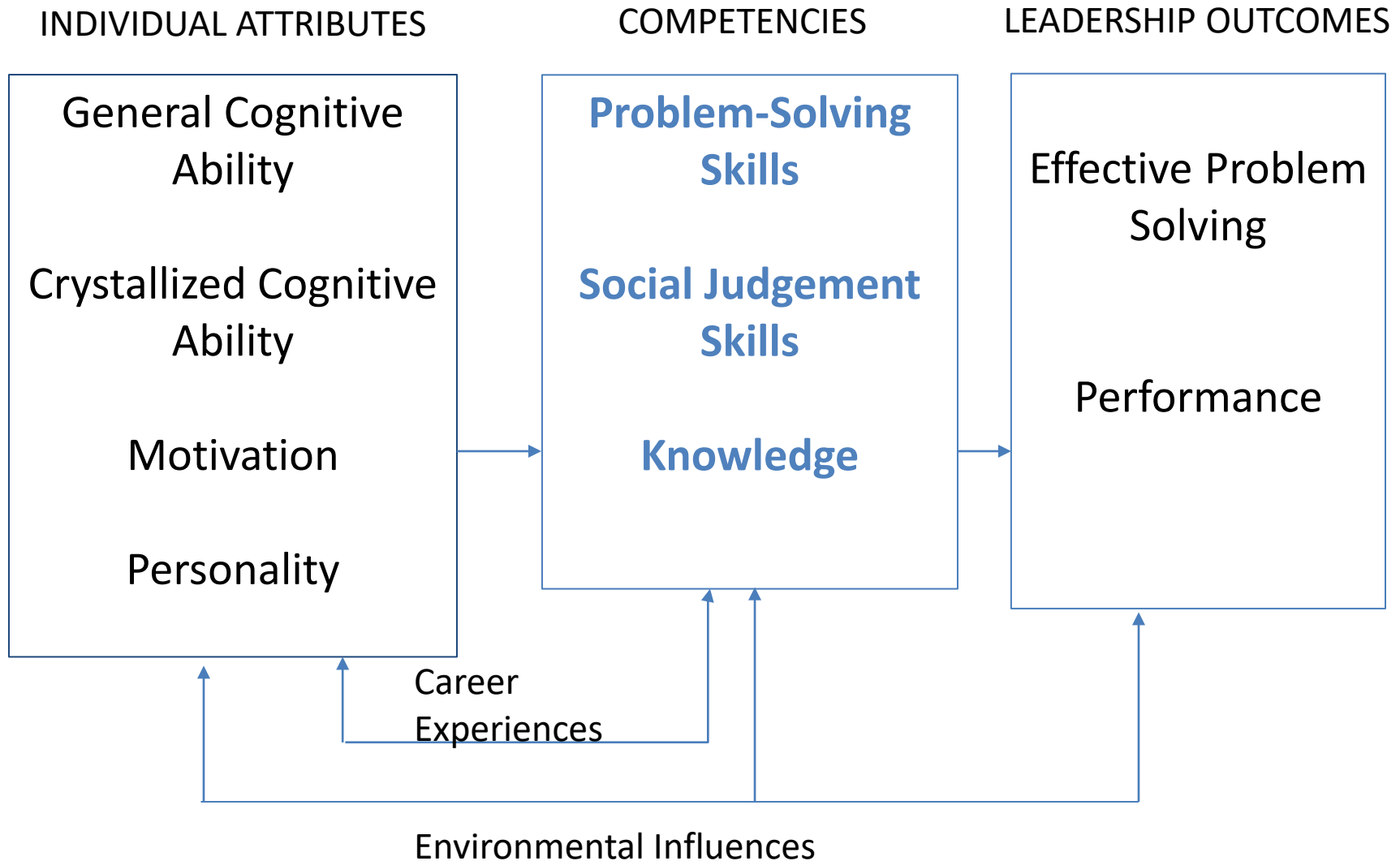
(Mumford, et al., 2000)

Viewed as a “capability” model - suggests many people have the potential for leadership!



# Skills Model of Leadership

(Mumford, et al., 2000)



# How Does the Skills Approach Work?

- Primarily descriptive
- Structure for understanding the *nature* of effective leadership
- Provides a *map* for how to reach effective leadership in an organization
- Leaders need to have:
  - Problem-solving skills
  - Social judgement skills
  - And knowledge
- Leaders can improve through training and experience
- Attributes affect skills
- Skills are the most important

# Skills Approach to Leadership

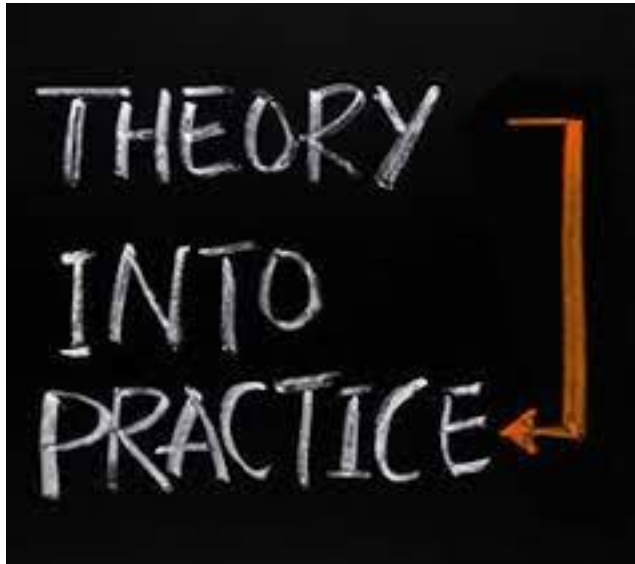
## STRENGTHS

- First to conceptualize and create a structure of the process of leadership around *skills*
- Intuitively appealing: makes leadership available to everyone
- Captures complexities
- Consistent with curricula of leadership education programs

## CRITICISMS

- Extends beyond boundaries of leadership (i.e. cognitive psychology)
- Weak in predictive value – does not explain *how* skills lead to effective leadership performance
- Claiming *not* to be a trait model (i.e. individual attributes are traits)
- Is the military context of research suitable?

## APPLICATION OF THE SKILLS APPROACH



- Despite appeal to theorists, not widely used
  - No formal training packages
- Does offer valuable information about leadership
  - Delineate skills of leaders
  - Identify strengths and weaknesses (i.e. technical, human, conceptual)
- Evidence for need to teach leaders: *listening, creative problem solving, conflict resolution skills, and more*

A Primer on Executive Development (Peter Northouse)

# **CASE STUDY 1**

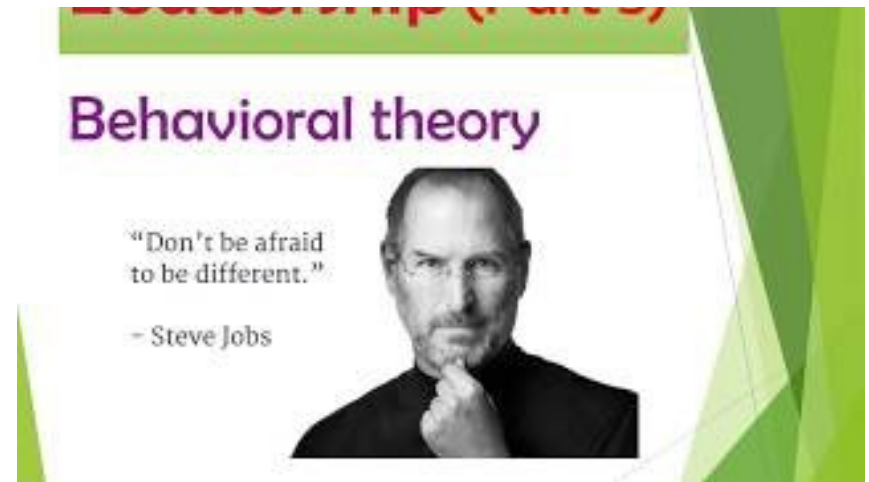


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# **BEHAVIORAL APPROACH TO LEADERSHIP**

# Behavioral Approach to Leadership

- Focus on what leaders do and how they act
- Two primary types of behaviors:
  - Task behaviors
  - Relationship behaviors
- Ohio State Study
- Michigan State Study
- Blake & Mouton's Grid



# Ohio State Studies

## The Ohio State Studies On Leadership Behavior

- Frustrated with Trait Theory
- Researchers studied how individuals *acted* when leading a group
- Leader Behavior Description Questionnaire (LBDQ)- 150 questions (1957).
- Discovered certain cluster of behaviors were typical of leaders
- Followers' responses clustered around two types of leader behavior:
  - *Initiating structure behaviors*
  - *Consideration behaviors*



# Ohio State Studies (Stogdill, 1974)

## Consideration

(*“Relationship behaviors”* )

→ Building camaraderie, respect, trust and liking between leaders and followers

## Initiating Structure

(*“task behaviors”* )

→ Such acts as organizing work, giving structure to the work context, defining roles and responsibilities, and scheduling work activities

...Core of the behavioral approach: Leaders provide structure for followers, and they nurture them.

# Ohio State Studies (Stogdill, 1974)

(High)

**Consideration**  
(“Relationship behaviors”)



(Low)

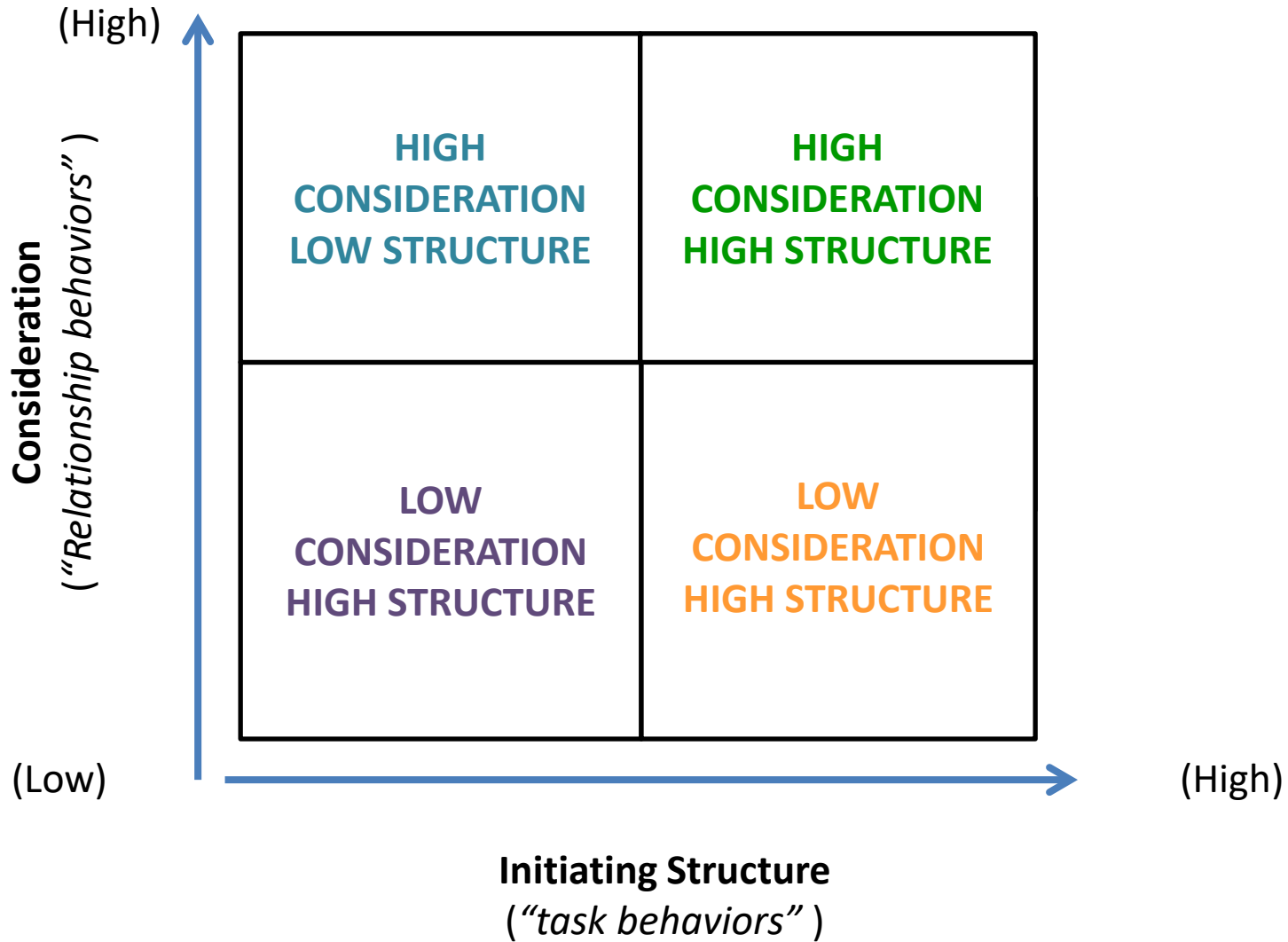
*Two behaviors viewed as distinct and independent... operating on two different continua.*



(High)

**Initiating Structure**  
(“task behaviors”)

# Ohio State Studies (Stogdill, 1974)



# Michigan Leadership Studies

- Researchers also exploring leadership behavior
- Special attention to the impact of leader behavior on small groups
- Identified two types of leadership behaviors



→ *“Employee Orientation”*  
&  
*“Production Orientation”*

# Michigan Leadership Studies

## Employee Orientation

Human relations emphasis

→ They take an interest in workers as human beings, value their individuality, and give attention to their personal needs

## Production Orientation

Technical and production aspects of a job

→ Workers are viewed as a means for getting work accomplished

...Core of the behavioral approach: Leaders provide structure for followers, and they nurture them.



# Michigan Leadership Studies

(High)

*Initially conceptualized employee and production orientations as opposite ends of a single continuum.*

**Employee oriented  
leadership behavior**

**Job-oriented leadership  
behavior**



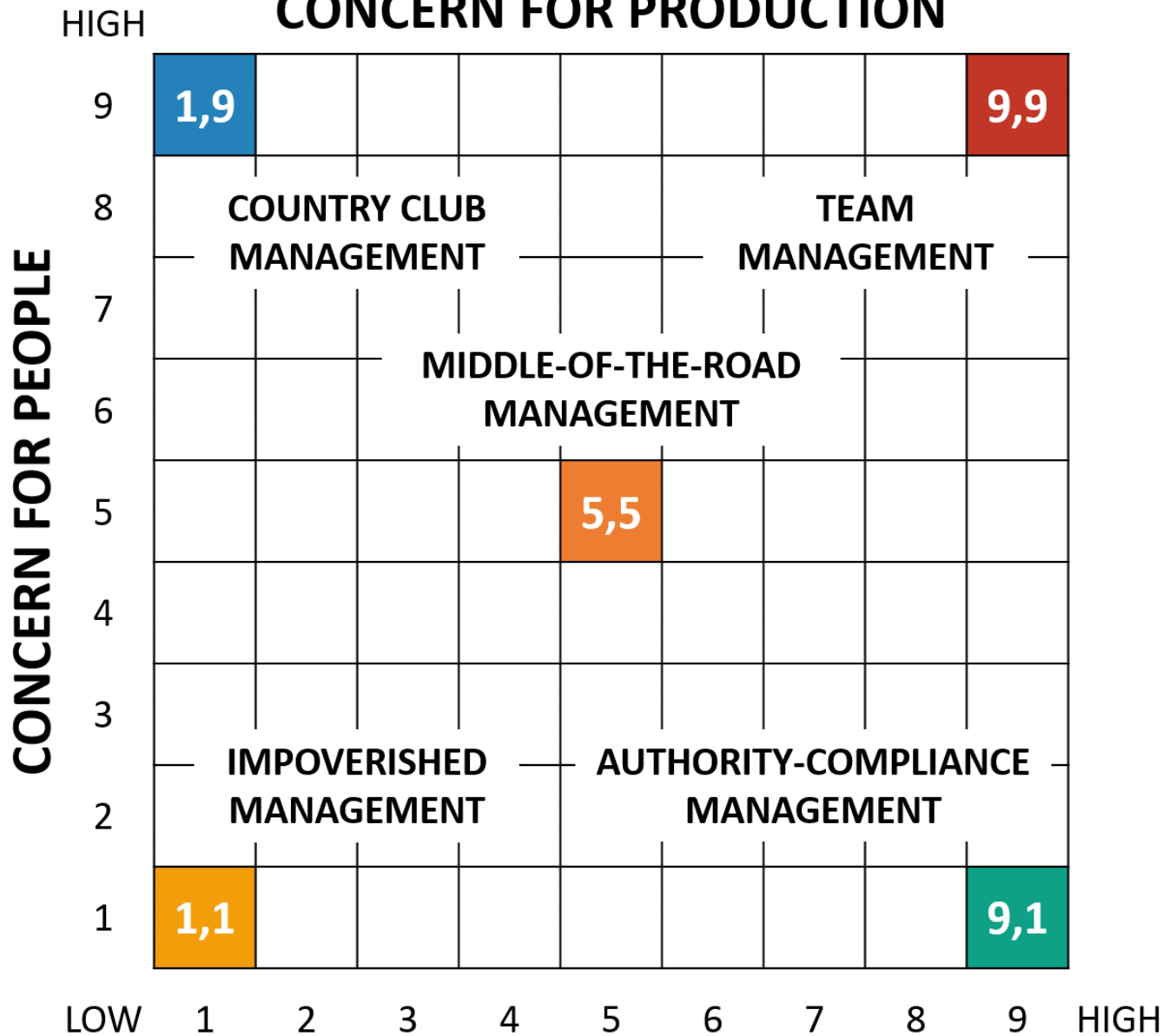
*Later studies, they reconceptualized as two independent orientations (Kahn, 1956)*

# Blake & Mouton's Managerial (Leadership) Grid

- Best known model (early 1960's)
- Used extensively in organizational training and development
- Closely parallel relationship and task behaviors



# CONCERN FOR PRODUCTION



# How Does the Behavioral Approach Work?

- Not a refined theory
- Framework for assessing leadership in a broad way:
  - task dimension
  - relationship dimension
- Works not by telling leaders how to behave, but by describing major components of their behavior
- Reminds leaders that in some situations followers need leaders who provide a lot of direction
- Others need leaders who can show them a great deal of nurturance and support

# Behavioral Approach to Leadership

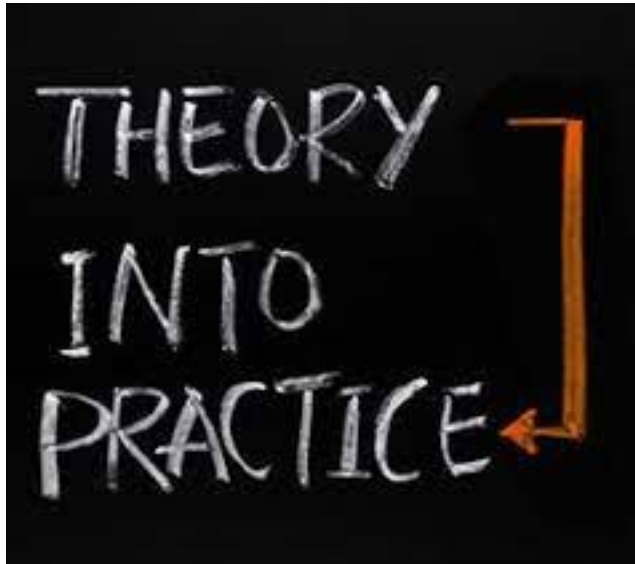
## STRENGTHS

- A *major shift* in leadership research from focusing on traits and skills to examining behaviors and actions of leaders
- Easy to understand system of classifying leadership behaviors: *task and relationship*, validated by a broad range of research.
- Allows leaders to classify and evaluate their own behaviors.

## CRITICISMS

- Research has not linked behaviors to performance outcomes
- Does not find the universal behaviors associated with effective leadership
- It implies that the most effective leadership style is the *high-high* style (high task/high relationship).
  - Limited support for this in the research. Certain situations may require different leadership styles

## APPLICATION OF THE SKILLS APPROACH



- Can be applied in ongoing leadership settings (all levels and all types of organizations)
- Provides a mirror for managers asking “How am I doing?”
- Many trainings structured along this behavioral approach (i.e. Leadership Grid®)
- Leadership Behavior Questionnaire

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## **CASE STUDY 2**

# Wrap-up, Q&A, Review of Resources and Next Steps



**THANK YOU & HAVE A SAFE TRIP  
HOME!**



