

Leadership Model

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Skills and behaviors essential to effective leadership are expressed in three sections of this model. Each section describes a critical phase of leadership, and each phase requires different skills due to unique situations and challenges. Fundamental leadership skills are essential to gaining influence. Once in a leadership position, leaders must be able to set goals and keep the team focused to achieve these goals. To maintain good member retention and have a significant impact, leaders must show value and invest in their followers.



1. Gaining Influence



Fundamental leadership skills are crucial to gaining influence within an organization or building your own coalition or team.

2. Achieving Team Goals



Within a leadership position, it is important to maintain your influence and mobilize your followers to achieve common team goals.

3. Managing and Serving your Team Members



The best leaders dedicate themselves not only to team goals, but invest in their followers and their own skills and interests to help them do their best work.



Fundamental Skills, Gaining Influence



- Evaluate your emotional intelligence: Initiative, empathy, flexibility, inspiring others, and developing relationships are all fundamental to gaining influence.
- Person-centered theories: Some theorized traits can be developed as skills, such as self-confidence, determination and sociability.
- Consider social identity: Intercultural competency and mitigating bias are critical to an inclusive workspace. Be aware of your own social identity and other team members' identities in order to understand their perspectives in the context of their experience.

Achieving Team Goals



- Employ power: Legitimate, expert, referent, and reward power are valuable to achieving goals when leading a team
- Create productive leader-member exchanges: Invite team members' individual ideas and perspectives to prevent out-group formation and develop effective solutions / paths towards achieving team goals
- Adaptive leadership skills: Adaptive problems pose challenges to team goals that require a unique approach including regulating distress, giving the work back to the people, and protecting voices from below.

Managing and Serving Team Members



- Transformational leadership: Form strong connections with your team members to raise their motivation. Focus on helping them build their individual skills and interests to identify how they fit into the teams' shared vision.
- Authentic leadership: Team members appreciate leaders who are self-aware, transparent, and grounded in strong morals that guide the team's work.
- Servant leadership: Putting followers and their needs first to help them grow and succeed will lead to positive organizational outcomes.