



# **LEADERSHIP & MANAGEMENT**

**(definitions and summary of research)  
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# LEADERSHIP

Leadership is the art of getting others **to want** to do something that you are convinced should be done.

*Vance Packard  
The Pyramid Climbers*

# When leaders do their best, they:

**challenge,  
inspire,  
enable,  
model and  
encourage.**

*James M. Kouzes and Barry Z. Posner  
The Leadership Challenge*

# 5 LEADERSHIP PRACTICES

of the most successful leaders :

## 1. They CHALLENGE THE PROCESS

- leaders are pioneers
- they are willing to step into the unknown
- they have the courage to take risks

# 5 LEADERSHIP PRACTICES

of the most successful leaders :

## 2. They **INSPIRE A SHARED VISION**

- leaders desire to make something happen
- they are able to inspire others , to speak with their language
- they communicate their own passion ("you can't light a fire with a wet match" ...)

# 5 LEADERSHIP PRACTICES

of the most successful leaders :

## 3. They ENABLE OTHERS TO ACT

- leaders use the expression "we"  
(instead of "me")
- they are eager to use teams, they  
create coalitions, support collaboration

# 5 LEADERSHIP PRACTICES

of the most successful leaders :

## 4. They MODEL THE WAY

- leaders own behavior earns them respect from others
- through their own behavior they show the others that they live their own values
- they “practice what they preach”

# 5 LEADERSHIP PRACTICES

of the most successful leaders :

## 5. They **ENCOURAGE THE HEART**

- leaders show the others that they can win
- they have enough energy to encourage others in difficult times
- they feel the importance of celebration and rituals



# The followers most admire the leaders that are:

- \* **HONEST,**
- \* **COMPETENT,**
- \* **FORWARD-LOOKING,**
- \* **INSPIRING.**

*Warren Schmidt (American management association, 1985)  
(based on research of 1500 managers,  
more than 225 different values traits and  
characteristics were identified)*

*James M. Kouzes and Barry Z. Posner (1987)  
The Leadership Challenge (research of 2600 top-level managers)*

# Managers

- Administer
- Maintain
- Short-medium planning
- Focus on systems and structures
- Managing people
- Ask How/When
- Accepts *status quo*
- Ensuring that people do things right

# Leaders

- Innovate
- Develop
- Long term vision
- Focus on human potential, “our people”
- Inspiring others
- Ask What/Why
- Challenges it
- Ensuring that people do the right thing