



THE NATIONAL JUDICIAL COLLEGE

*Making the world a more just place
by educating and inspiring its judiciary*



EFFECTIVE LEADERSHIP: THEORY AND PRACTICE

DIVIDER 1

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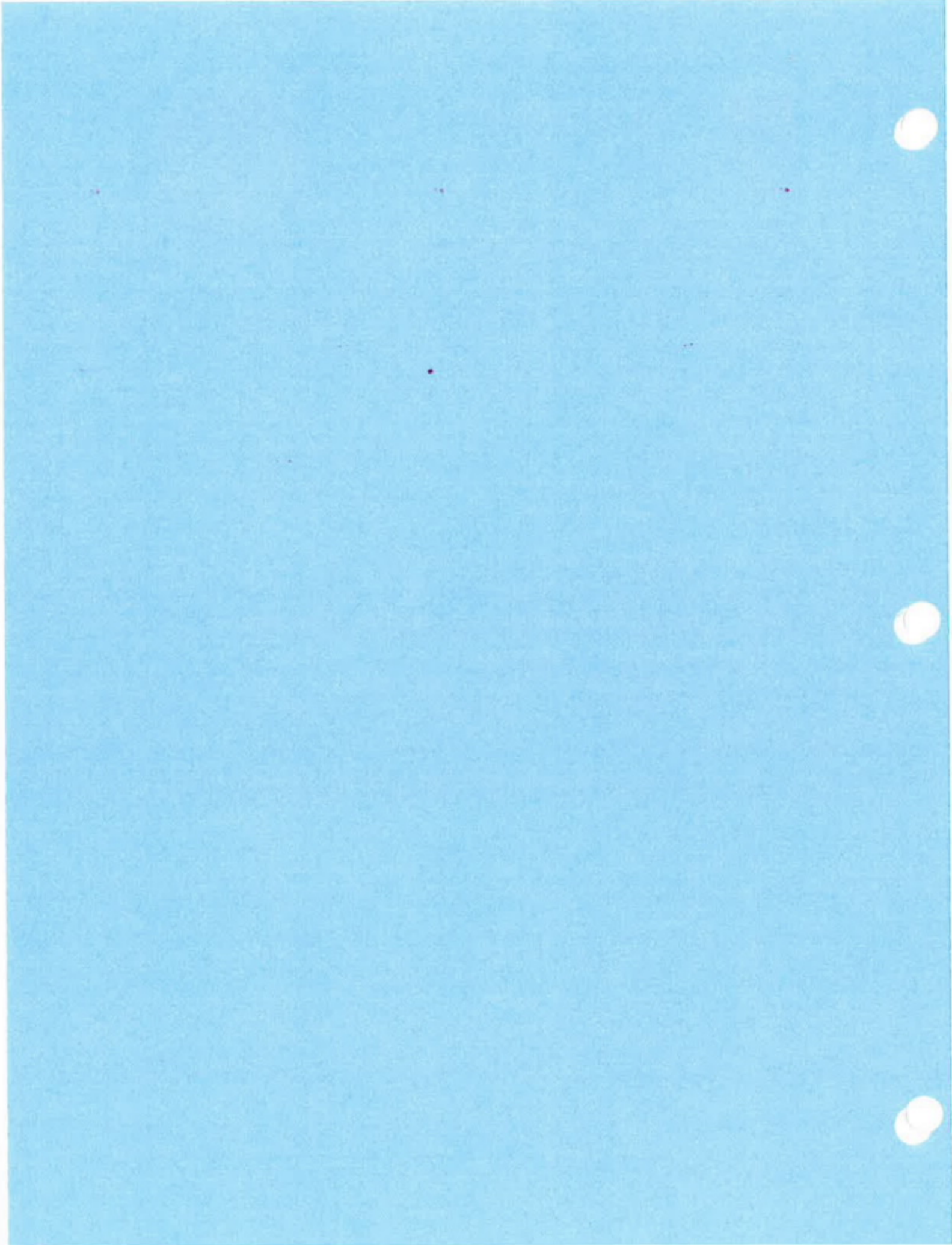
OBJECTIVES:

After this session, you will be able to:

1. Describe what it means to be a leader;
2. Recognize the traits, styles, and practices associated with effective leaders;
3. Compare management with leadership; and
4. Identify the skills and practices you want to further develop.

REQUIRED READING:

Yvonne Stedham, *Leadership: Theory and Practice* (Mar. 2022) [NJC PowerPoint]1



Judicial Leaders in Climate Science - Mar. 2022

Leadership: Theory and Practice

Dr. Yvonne Stedham



About Paying Attention



Taking Notes



Why
"Leadership"?



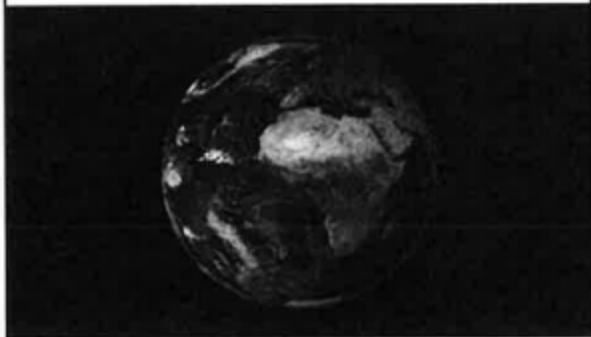
- Sociology
- Social psychology
- Political science
- Psychology



"Be the change
you want to see
in the world."

~ Gandhi

Leaders shape the world through their
influence on . . .





- Family
- Education
- Societal Values
- Economy
- Government
- Technology
- Science

Judicial Leaders in
Climate Science

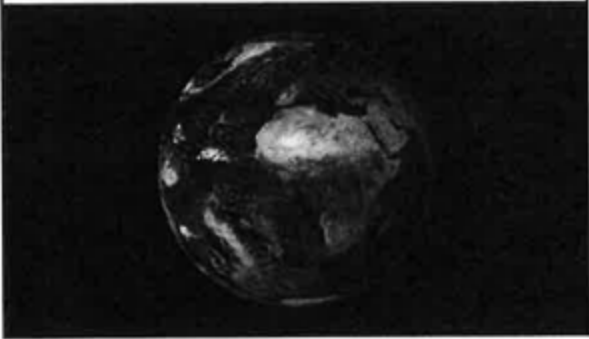
Learning
Objectives



1. Describe what it means to be a leader
2. Compare management with leadership
3. Define the traits, styles, and practices associated with effective leaders
4. Identify the skills and practices you want to further develop



How Does "Leadership" Work?



How Does "Leadership" Work?

- Who can influence others and shape the world?
- How does "influence" work?
- Can you learn to be a leader?





Using a specific example, how did you influence someone's behavior?

9.5. - prioritizing / task accomplishment

Using a specific example, how did you influence someone's behavior?

- Breakout groups of 2 participants (dyads)
- Pick a spokesperson
- Each person takes 2 to 3 minutes to describe their example – no interruptions
- Dyad has 2 minutes to decide what they want to share with the whole group

Leadership is about influencing others' behavior!



Power and Influence



Position-based Power



Person-based Power



French and Raven: 5 Bases of Power

Person

1. Expert
2. Referent
(Charisma)

Position

3. Legitimate
4. Coercive
5. Reward



Most effective power bases are the personal power bases, expert and referent power, in combination with reward power!!

"Real power has to do with one's ability to influence the hearts and minds of others."

~ Dalai Lama



Leadership and Management Contrasted



What is
"management?"



What do
managers do?

Management is the art of getting
things done through people.

Mary Parker Follett

© 2000

Leadership and Management

Management – what do managers do?

- Plan
- Organize
- Lead
- Control



Leadership and Management

- Do you have to be in a position with authority to lead?
- Do you have to be in a management position to lead?



Breakout Groups



What Does It Mean to Be a "Leader"?

- Breakout groups of 4 participants
- 5 to 10 minutes
- Pick a spokesperson

Answer 2 questions

1. What do "leaders" do? What are you doing when you are leading (as opposed to people who are not considered leaders)?
2. Describe an effective leader: Traits? Skills? Behaviors?

What People Value in Their Leaders

- 88% Honest
- 71% Forward-looking
- 66% Competent
- 65% Inspiring
- 47% Intelligent
- 42% Fair-minded
- 40% Broad-minded
- 35% Supportive
- 34% Straightforward
- 33% Dependable

Source: *The Leadership Challenge*

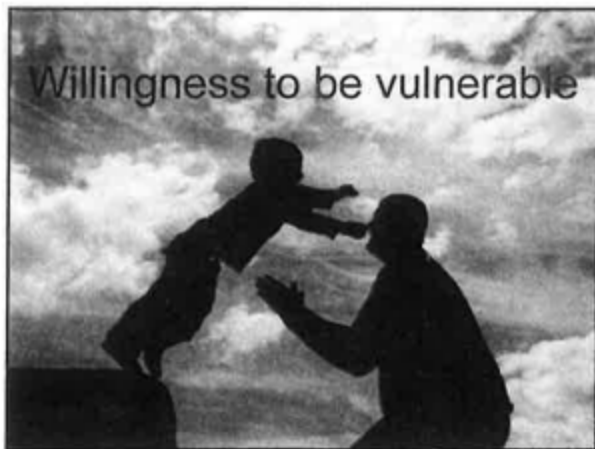
What People Value in Their Leaders

- 28% Cooperative
- 24% Determined
- 23% Imaginative
- 21% Ambitious
- 20% Courageous
- 20% Caring
- 17% Mature
- 14% Loyal
- 8% Self-controlled
- 6% Independent

Leadership is about Trust









A few words about TRUST

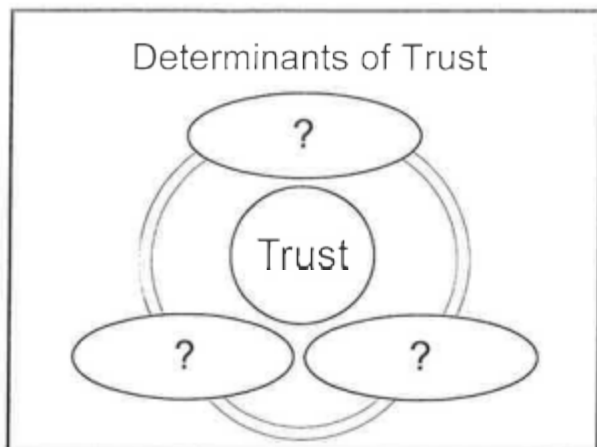
- Generalized and interpersonal trust
- Interpersonal trust
 - Cognitive trust
 - Affective trust

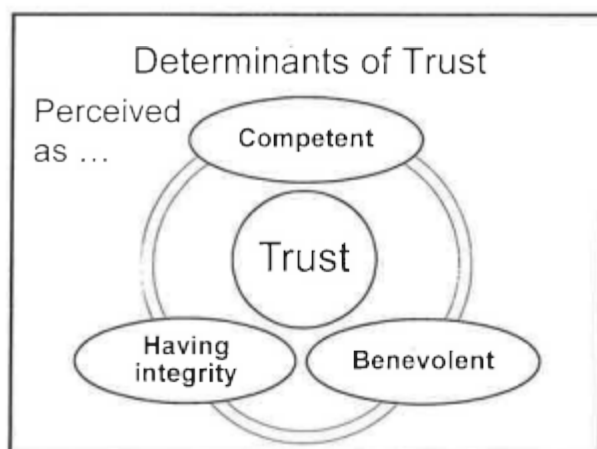
A few words about TRUST

- Paul Zak (Behavioral Economics)
- Oxytocin – the trust hormone and morality
- TED Talk 2011:
<https://www.youtube.com/watch?v=UdkueC7KzkM>
- Perceived social isolation and trust

Creating Trust







Creating Trust

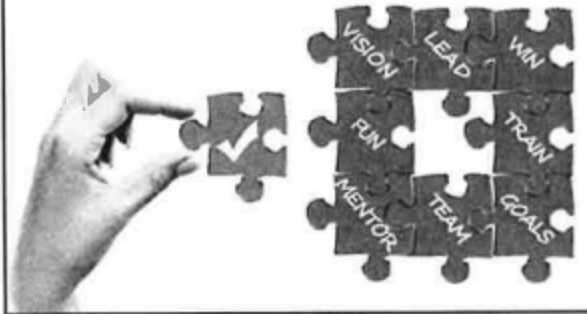
Perceived ability

Perceived integrity

Perceived benevolence

A photograph showing the word "TRUST" in large, bold, 3D block letters. A person is standing behind the letters, their body partially visible through the gaps between them. The scene is set against a background of a window with a grid pattern, and the lighting creates strong shadows on the floor.

What skills do leaders need?



Leadership Skills

- Technical
- Conceptual
- Human Relations



Human Relations Skills

Robbins and Hunsacker

- | | |
|----------------------|-----------------------|
| ✓ Listening | ✓ Empowering people |
| ✓ Persuading | ✓ Resolving conflicts |
| ✓ Goal setting | ✓ Coaching |
| ✓ Building teams | ✓ Negotiating |
| ✓ Providing feedback | ✓ Interviewing |
| ✓ Running meetings | ✓ Networking |

Leadership...

- is a process.
- involves influence.
- occurs in a group context.
- involves goal attainment.



The Need for Effective Leadership



What is an "organization"?

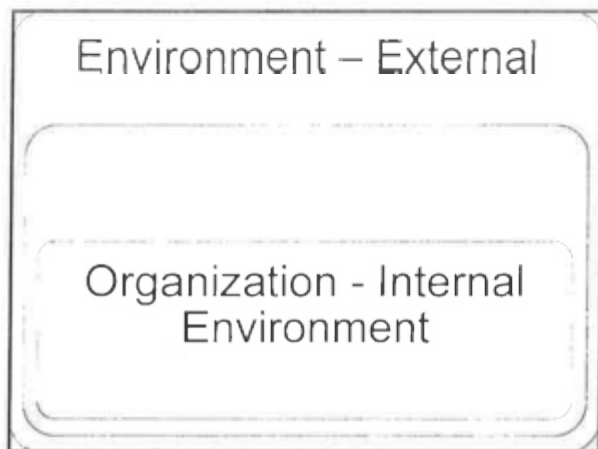




- Efficiency vs. effectiveness
- Long-term vs. short-term

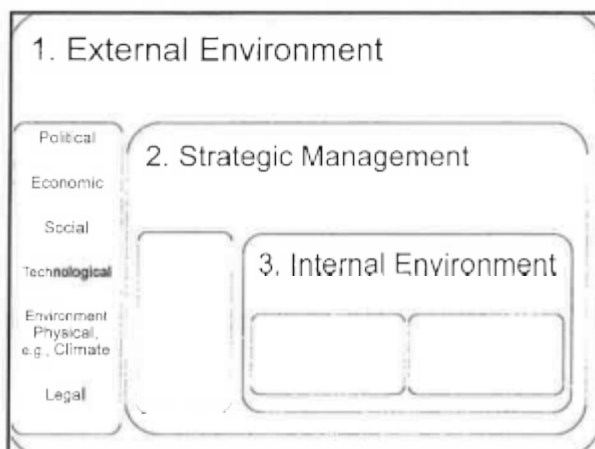


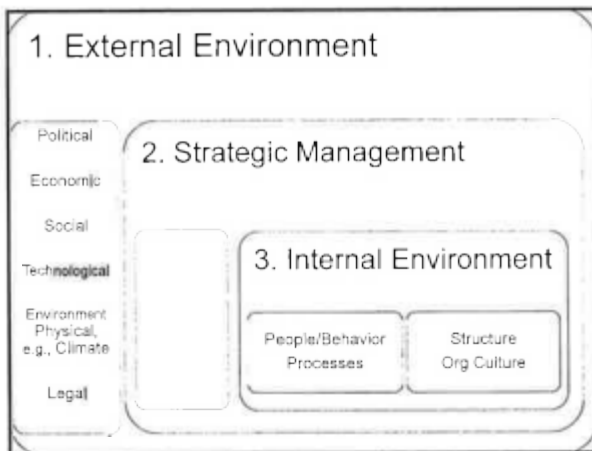
Organizations exist to provide products and services that society wants – efficiently and effectively.

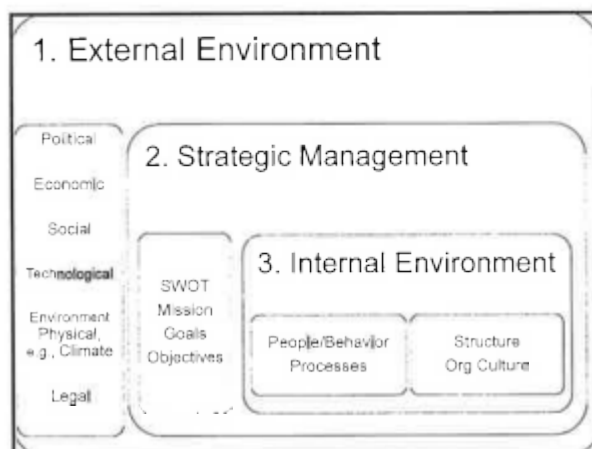




*harmonizing
correlating external/internal
factors*







The Need for Effective Leadership

- Dynamic external environment
- Continuous need for CHANGE in the organization's internal environment (people/behavior, processes, structure, culture)

Leaders

Identify the need
for change

Initiate change

Implement change

⇒ **Ensure the
effectiveness of
the organization**



Resistance to Change



Resistance to Change

➤ Why is it so
difficult to create
change?

➤ Why is there
resistance to
change?





Uncertainty and Fear

- Can I perform in the changed environment?
- Can I deliver the newly defined outcome?

Extra Work

The need to learn something new ☹



Address resistance to change through

- Communication
- Involvement
 - Why and how change?
- Training and Preparation
- Coaching
- Growth Mindset (Carol Dweck)
- Importance of TRUST



Why is Gandhi considered an effective leader?