

Leading Without Controlling

2016 Educator's Conference



**What does
leadership look
like?**

“Take out the garbage”

“I want you to...”

“You should...”

“Take a seat”

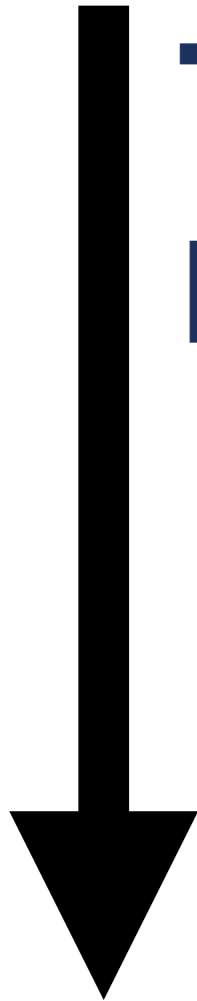
“Do as I say...”

Any “Telling”

Controlling/

Authoritarian

**Top
Down?**



Is “telling” leadership?

How do people react to:

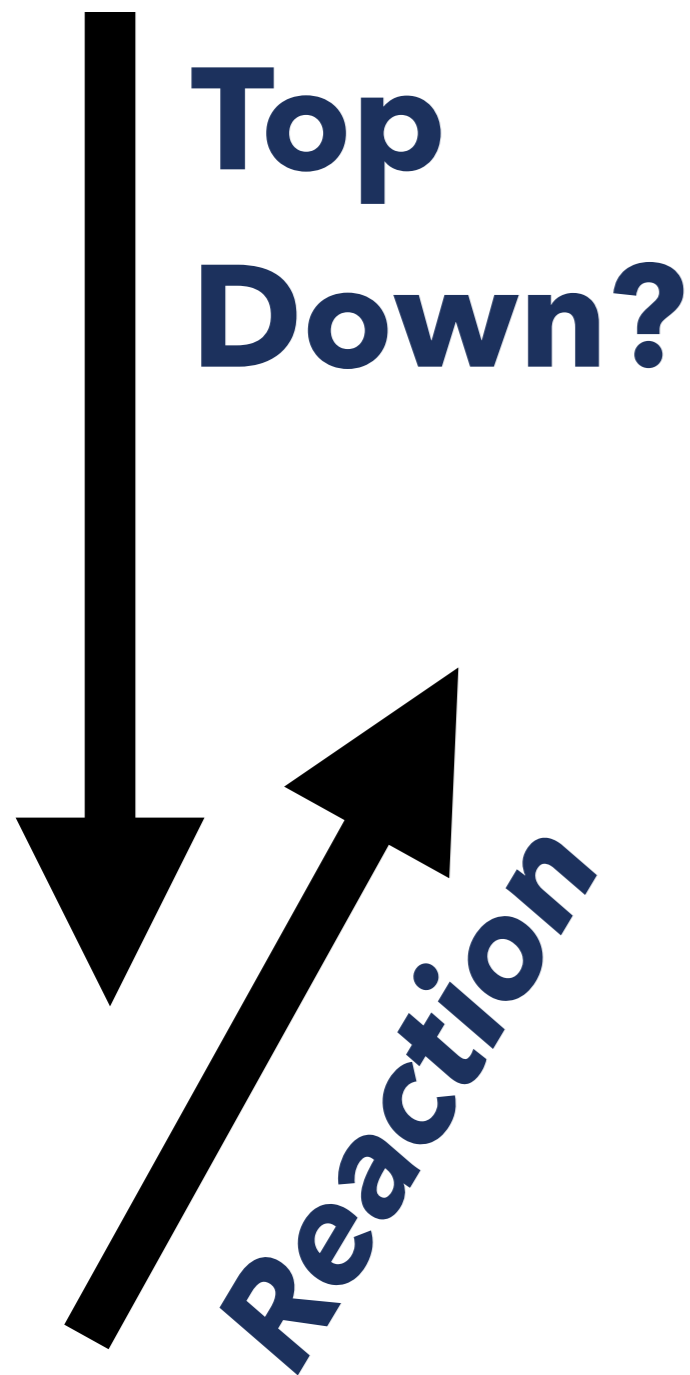
“Telling”

***Controlling/
Authoritarian
Leadership?***

Is this what you want?

**Top
Down?**





"Sin, seizing the opportunity afforded by the commandment, produced in me every kind of covetous desire." Rom 7:8

Leading Without Controlling?

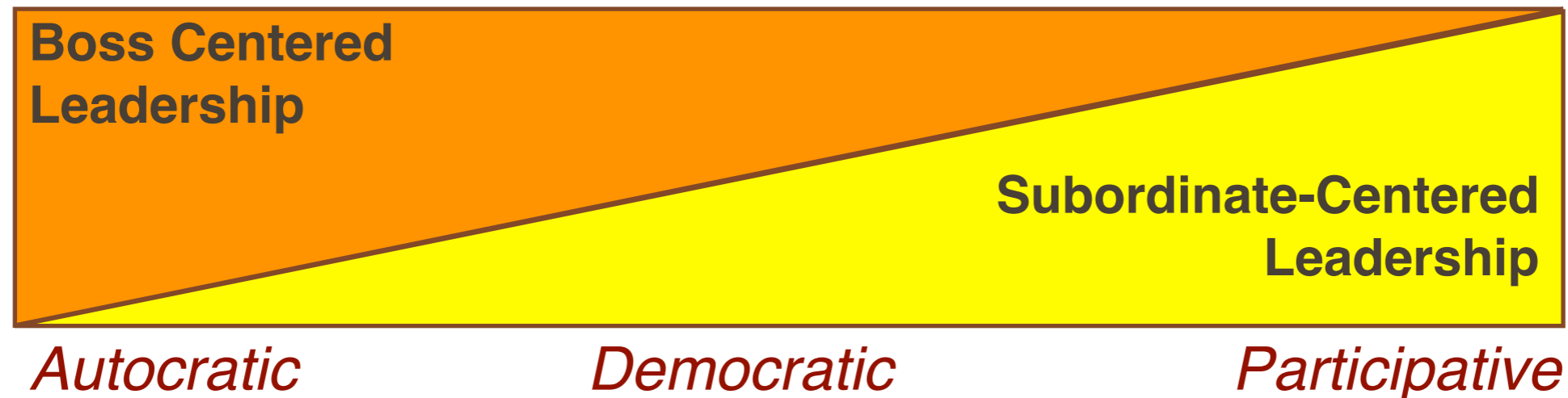
- **What is *leadership*?**
- **“Leadership is a *process* whereby an individual *influences a group* of individuals to achieve a *common goal*.”** Leadership Theory and Practice, Northouse
- **What are the assumptions in the above definition?**
- **What is *controlling*? What does that imply?**

Leading Without Controlling?

- **So how do you get people to do what you want them to do?**
 - **People do what they *tell themselves* to do.**
- **So how do you get people to do things?**
- **Threats? Manipulation? Force??**
- **Time for a little theory...**

The Leadership Continuum

Tannenbaum & Schmidt



- ◆ ***Autocratic*** - Leader makes decision and announces it
- ◆ ***Democratic*** - Discussion is proposed with an invitation to question...to an invitation to suggestions yet the leader makes the final decision
- ◆ ***Participative*** - Subordinates function within defined limits and determine decisions and direction

The Leadership Grid



Leading Without Controlling

- **How have you been led? How have you been influenced? What has been modeled for you?**
- **So how do you currently lead?**
 - **Autocratic, democratic, participative, manipulative...?** (Leadership Continuum)
 - **Country club, authority compliance, middle of the road...?** (Leadership Grid)
- **What would your team say?**

Leading Without Controlling

- **What is your *your* (vs the common) goal?**
- **What are you willing to do to get there?**
- **What do you need to learn and unlearn?**
- **What place does your status, control, authority, or credit play in getting to your goal?**
- **React to this statement:** *“Their idea is more powerful than my advice (or my way).”*

Consider this...

Leaders are most effective when they facilitate other people's forward movement. However, countless leaders spend much of their energy trying to solve problems for others. The typical practice of telling others what to think, more often than not, creates passive followers and frustrated leaders. There is a better way to help others be more productive...and it requires a new skill set:

- **Stop Talking / Start Listening**
- **Stop Telling / Start Asking**
- **Stop Solving / Start Creating Awareness**
- **Stop Making it Happen / Start Facilitating Action**

This is taking a “coach approach” *

How Can I Get Started?

Begin to Debrief Everything!

- **“What happened?”**
- **“What worked/didn’t work?”**
- **“What do we need to do more/less of?”**
- **“What did we hear from people?”**
- **“Who will do what now - as a result?”**

What Else can I do to Lead Without Controlling?

Steps to leading without controlling:

- **What behaviors of yours (as the leader) need to be increased...even dramatically?**
- **What behaviors (as the leader) do you need to stop or do far less?**

Plays well with others:

- **Together define the outcome or preferred future...why are we here?**
- **Ask them how they want to get there....and how then shall we be together?**

What Else can I do to Lead Without Controlling?

Managing Progress and Accountability

- **What shall we do? What are the steps? Who will do what? What do you need? What might get in the way?**
- **Keep in touch and ask: “How can I help?”**
- **What if...**
- **Well, how would you want to be treated? (Matt 7:12)**
- **Point to the vision and ask, what shall we do?**

Leading Without Controlling Resources Download:

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