

LEADING FROM THE HEART AND WITH YOUR PEOPLE



WHY PARTICIPATIVE LEADERSHIP?

- Share decision making with group members
- Fosters a team approach to work and problem solving
- Helps to inspire and motivate people
 - Encompasses three techniques
 - Consultative – leaders confer with group members for advice and recommendation but make final decision
 - Consensus – decisions made based on general agreement
 - Democratic – final authority to group

PARTICIPATIVE LEADERSHIP = TRUST

"I believe that the most effective contemporary management process is participative management. It begins with a belief in the potential of people. Participative management without a belief in that potential and without convictions about the gifts people bring to organizations is a contradiction in terms.

Everyone has the right and the duty to influence decision making and to understand the results. Participative management guarantees that decisions will not be arbitrary, secret, or closed to questioning. Participative management is not democratic. Having a say differs from having a vote."

– Max DePree (1989).

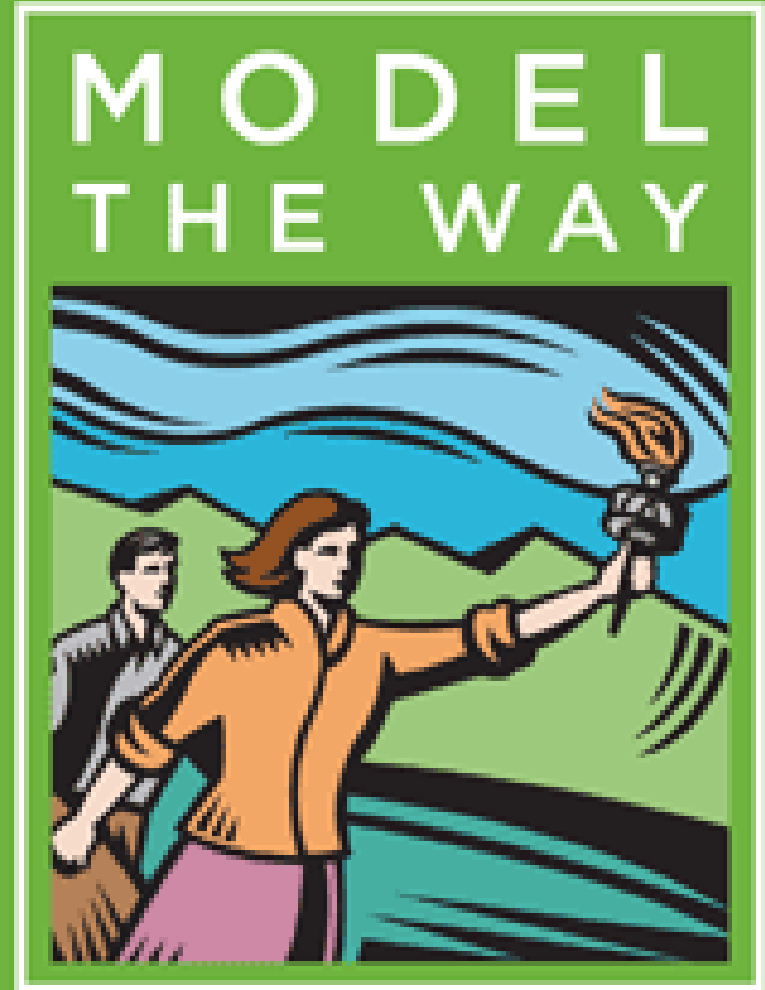
LEADERSHIP PRACTICES FOR EXEMPLARY AND PARTICIPATIVE LEADERSHIP

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable others to act
- Encourage the heart

From The Leadership Challenge
-Kouzes and Posner (2012)

PARTICIPATIVE LEADERS MODEL THE WAY

- Model the Way
 - Titles don't make leaders
 - Model the behavior you expect in others
 - Find your voice
 - Align your actions with shared values
 - Lead by example



LEADING WITH CREDIBILITY

SETTING AN EXAMPLE

is not the main
means of influencing
others; it is the

ONLY MEANS.

- ALBERT EINSTEIN

QuotesEverlasting.com

PARTICIPATIVE LEADERS INSPIRE A SHARED VISION

■ Inspire a Shared Vision

- Imagine the best future
 - What could be
- Imagine exciting and ennobling possibilities
- Make your followers creative thinkers
- Appeal to a shared aspiration
- Have unity of purpose



A PARTICIPATIVE LEADER INSPIRES A CREATIVE ORGANIZATION



A PARTICIPATIVE LEADER MOTIVATES THEIR PEOPLE

Leaders must know that people will be at their creative best when they feel motivated primarily by the interest, satisfaction, and challenge of the work itself (empowered) – and not by external pressures.

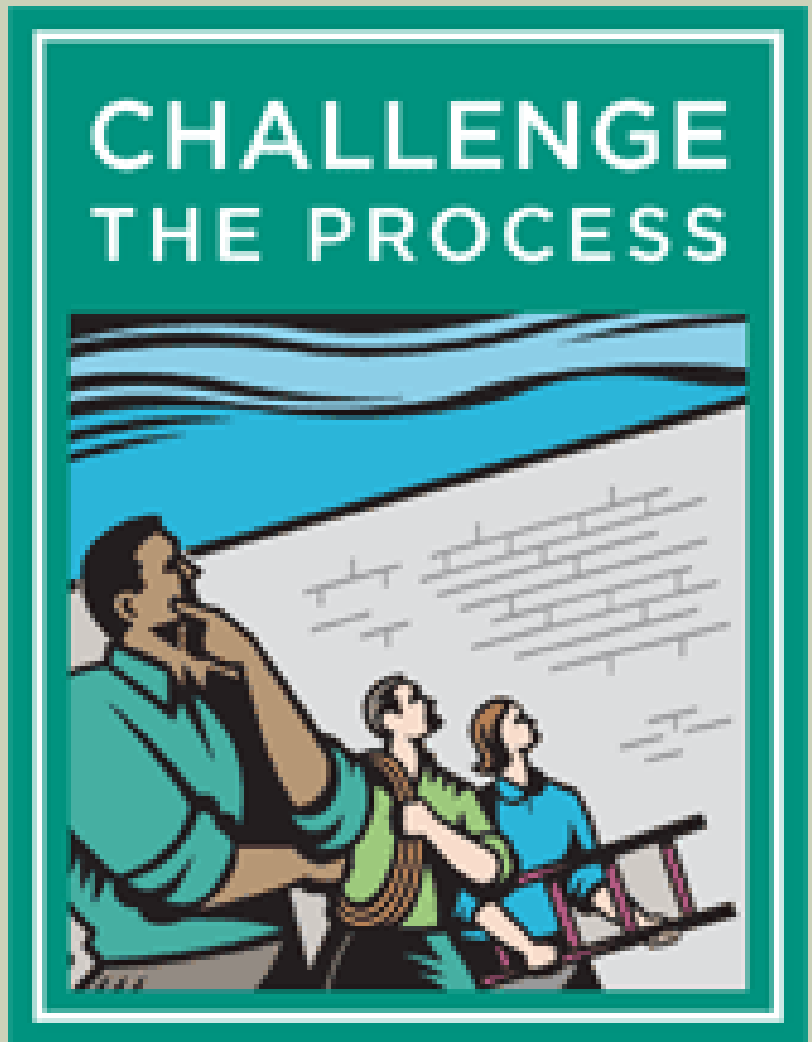


PARTICIPATIVE LEADERS MUST

- Foster an organizational culture that accepts, welcomes and encourages candid dialogue and debate
- Accept the fact that their ideas are not always the best and only ideas
- Be an effective listener and respect the ideas of others
- Be inclusive and value all people

PARTICIPATIVE LEADERS CHALLENGE THE PROCESS

- Challenge the process
 - Challenge the status quo
 - Venture out
 - Be a pioneer
 - Take calculated risks
 - Learn from your experiences



PARTICIPATIVE LEADERS CHALLENGE THE PROCESS

Thinking Outside the Box



**We can't solve problems
by using
the same kind of thinking
we used
when we created them**

- Albert Einstein

CHALLENGE THE PROCESS

Participative leaders must cultivate a questioning attitude by encouraging staff to **challenge the assumptions and actions** of the organization.



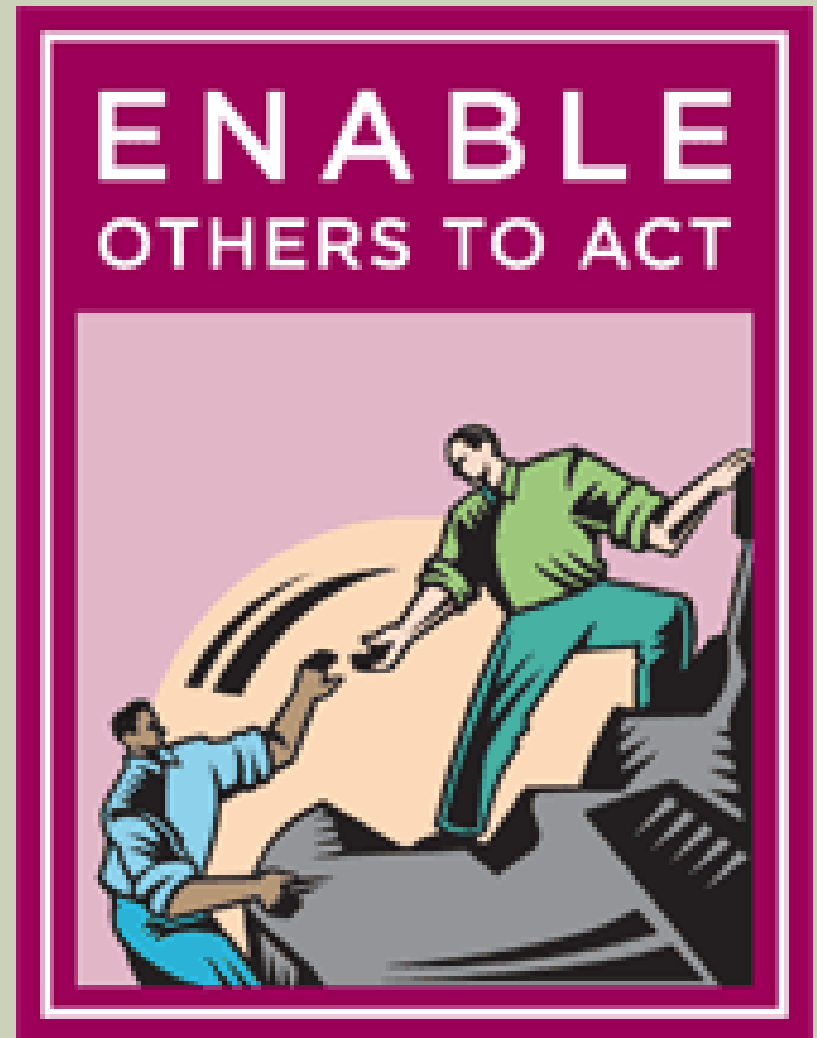
PARTICIPATIVE LEADERS CAN CHANGE THE SYSTEM

Leaders need to learn to tap into the potentially insightful, creative ideas and energy of **dissenters in order to make constructive changes in the system when appropriate.**



PARTICIPATIVE LEADERS ENABLE OTHERS TO ACT

- Enable others to act
 - It requires a team effort
 - Build trust and facilitate relationships
 - Increase self-determination and develop competency



PARTICIPATIVE LEADERS ENABLE OTHERS TO ACT – THROUGH EMPOWERMENT

“Empowering employees leads to organizational encouragement of entrepreneurial traits and prompts employees to make decisions, take action, and foster their belief that they can control their own destinies.

This belief leads to self-motivation and a sense of independence that is translated into greater loyalty and extra effort for the organization. Empowered employees come to believe that they control their own success through their efforts and hard work, which in turn benefits the success of the entire institution.” (Emerson, 2012).

PARTICIPATIVE LEADERS ENCOURAGE THE HEART

- Encourage the heart
 - Show appreciation for individual excellence
 - Give positive feedback when deserved
 - Create a spirit of community
 - Make work fun!

ENCOURAGE
THE HEART



PARTICIPATIVE LEADERS ENCOURAGE THE HEART

- “Outstanding leaders go out of their way to boost the self-esteem of their employees. If people believe in themselves, it is amazing what they can accomplish.”

- Sam Walton

THANK-YOU!

“The first responsibility of a leader is to define reality. The last is to say thank-you. In between, the leader is a servant.” – Max DePree

Questions?

