Agenda, Tuesday, June 12 and Thursday, June 14

EDAD 6010 and EDAD 6020

Summer Semester, 2018

1. Terms pertaining to leadership and organizations:
   1. Leadership

* Transactional leadership, James MacGregor Burns & < <http://changingminds.org/disciplines/leadership/styles/transactional_leadership.htm>>
* Contingent rewards <https://www.verywellmind.com/what-is-transactional-leadership-2795317>
* Active management by exception <https://www.toolshero.com/leadership/transactional-leadership/>
* Passive management by exception <https://www.toolshero.com/leadership/transactional-leadership/>
* Laissez-faire <https://www.ukessays.com/essays/management/transformational-transactional-and-laissez-faire-leadership-management-essay.php>
* Also see <https://managementstudyguide.com/transactional-leadership.htm> for contingent rewards to Laissez-faire
* Transformational leadership, Bernard Bass & Bruce Avolio,

<http://changingminds.org/disciplines/leadership/styles/transformational_leadership.htm>

* Idealized influence <https://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf>
* Inspirational motivation <https://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf>
* Intellectual stimulation <https://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf>
* Individualized consideration <https://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf>
* See < <http://smallbusiness.chron.com/four-elements-transformational-leadership-10115.html>> for idealized influence through individualized consideration
* Related task to transactional and transformational leadership:
* Working in small groups, identify the meaning of the four types of transactional leadership and the four types of transformational leadership.
* One member of each group, recorder, should send a summary to the listserv.
* Another member of each group, reporter, should provide a short presentation of the summary.
* A preference exists for the recorder and the reporter to be different than those from last week.

* 1. Organizational systems
* Rational systems, Frederick Taylor and Henri Fayol <https://study.com/academy/lesson/fredrick-taylor-management-maximizing-productivity-efficiency.html>
* Natural systems, Mary Parker Follett <https://www.business.com/articles/management-theory-of-mary-parker-follett/>
* Open/social systems, Amitai Etzioni
* See <http://www.ascd.org/publications/educational-leadership/nov92/vol50/num03/How-Systems-Thinking-Applies-to-Education.aspx>
* Related task to rational, natural and open/social systems:
* Working in small groups, identify the meaning of the rational systems, natural systems, and open/social systems
* One member of each group, recorder, should send a summary to the listserv.
* Another member of each group, reporter, should provide a short presentation of the summary.
* A preference exists for the recorder and the reporter to be different than those from last week and in item “a” above.
* Idiographic/nomothetic aspects of organizations, Jacob Getzels and Egon Guba
* See <https://www.google.com/search?q=idiographic+nomothetic+getzels+and+guba&client=firefox-b-1&source=lnms&tbm=isch&sa=X&ved=0ahUKEwjeleu95cTbAhUDa60KHQjSCfAQ_AUICigB&biw=1920&bih=1006#imgrc=HQBQpqZCkHl6nM:>
* <http://www.shareyouressays.com/knowledge/understanding-the-concept-of-the-theoretical-background-of-organizational-climate/102886>
* Related task idiographic and nomothetic aspects of organizations:
* Identify the way in which the apex of nomothetic and idiographic dimensions reflect the challenge of administration.
* Please offer examples.

1. Intersections:
   1. Identify, in small groups, as many intersections as possible between transformational leadership, transactional leadership, rational systems, natural systems, open systems and idiographic and nomothetic aspects of organizations.
   2. Send the identified intersections to the listserv, with the names of the members of your small group.
   3. Make a presentation of the intersections to the entire cohort/
   4. Hopefully, each of you will eventually act as a recorder and reporter.
2. Review of a draft synthesis of the expectations for the cohort members individually, the instructor, and the cohort as a group.
   1. Working in small groups review the synthesis.
   2. Send to the listserv and the instructor suggested additions, deletions, and modifications.
3. Identification of the reasons for learning theoretical concepts pertaining to leadership and organizations:
   1. Do you think that you will be using terms like transactional and transformational leadership and rational, natural, and open/social systems once you become an administrator?
   2. If not, why bother learning about them now?
4. Discussion of leadership traits:
5. Personality

* Self confidence
* Stress tolerance
* Emotional maturity
* Integrity
* Extroversion

1. Motivation

* Task and interpersonal needs
* Achievement orientation
* Power needs
* Expectations
* Self-efficacy

1. Skills

* Technical
* Interpersonal
* Conceptual

1. See

* <https://us.corwin.com/sites/default/files/upm-binaries/5014_Antonakis_Chapter_5.pdf>
* <https://www.tlu.ee/~sirvir/IKM/Leadership%20Attributes/trait_approach.htm>
* <http://www.lead-inspire.com/Papers-Articles/Leadership-Management/The%20Relationship%20between%20leadership%20and%20Personality.pdf>
* <http://www.tcii.gov.nl.ca/regionaldev/CCB/Leadership/CCB_LeadershipGuide.pdf>>
* <https://www.skillsyouneed.com/leadership-skills.html>
* <https://books.google.com/books?id=JJA8DwAAQBAJ&pg=PA562&lpg=PA562&dq=leadership+traits+of+personality,+motivation,+and+skills+hoy+and+miskel&source=bl&ots=A2oBv02dsS&sig=sEcrcG5RoSdjbhM4D3ppQi5o8aQ&hl=en&sa=X&ved=0ahUKEwiMrcer-MnbAhUq04MKHaShB0EQ6AEINTAC#v=onepage&q=leadership%20traits%20of%20personality%2C%20motivation%2C%20and%20skills%20hoy%20and%20miskel&f=false>

1. Related tasks:

* Discuss in small groups the leadership traits found above.
* Then individually write and send to the instructor [larsonw@ohio.edu](mailto:larsonw@ohio.edu) your reactions to the traits, particularly regarding those which you perceive will be relatively easy for you and those which you perceive will be challenging.

1. Discussion of leadership behavior:
2. Task-oriented—initiating structure, clarifying roles, planning and organizing operations, monitoring organizational functions, accomplishing tasks, using personnel and resources efficiently, maintaining stable and reliable processes, making incremental improvements

* See <http://smallbusiness.chron.com/strengths-weaknesses-taskoriented-leadership-style-37835.html>

1. Relations-oriented—consideration, supporting, developing, recognizing, consulting, and managing conflict; improving relationships, helping people, increasing cooperation and teamwork, building commitment to the organization.

* See < <http://smallbusiness.chron.com/differences-between-taskoriented-leaders-relationaloriented-leaders-35998.html>

1. Change-oriented—scanning and interpreting external events, articulating an attractive vision, proposing innovative programs, appealing for change, creating a coalition to support and implement change; adapting to change in the environment, making major changes in goals, policies, procedures, and programs, gaining commitment to change.

* See <http://smallbusiness.chron.com/differences-between-taskoriented-leaders-relationaloriented-leaders-35998.html>

1. Related tasks:

* Discuss in small groups the dimensions of task orientation, relationship orientation, and change orientation for a leader.
* Give particular consideration to the challenges associated with each of the orientations.
* Identify and report the challenges to the cohort and to the listserv.

1. Engage in the T/P, Production/People Instrument:
   1. Complete the instrument
   2. Discuss in small groups the results of the instrument
   3. Send the instructor [larsonw@ohio.edu](mailto:larsonw@ohio.edu) a reflection of your reactions to the results of the instrument.
   4. Try to base the reflections on what you have learned since June 5.
2. Servant leadership:
3. View a DVD/video regarding servant leadership?
4. Divide into small groups and discuss the following questions:

* What is the test of servant leadership?
* In what manner might servant leadership be applicable to school administration?
* What objectives might be best obtained with servant leadership?
* What are the 10 characteristics of a servant leader?
* Which characteristics would be the easiest and most difficult for you to implement in your school?
* Which characteristics would you find desirable and not desirable to implement in your school?

1. Visit with past Program Graduates
2. Identify items that were studied and hopefully learned.