

Revisiting the Relational Leadership Model: Perspectives from the Third Edition of *Exploring Leadership*

Susan R. Komives

The University of RETIRED

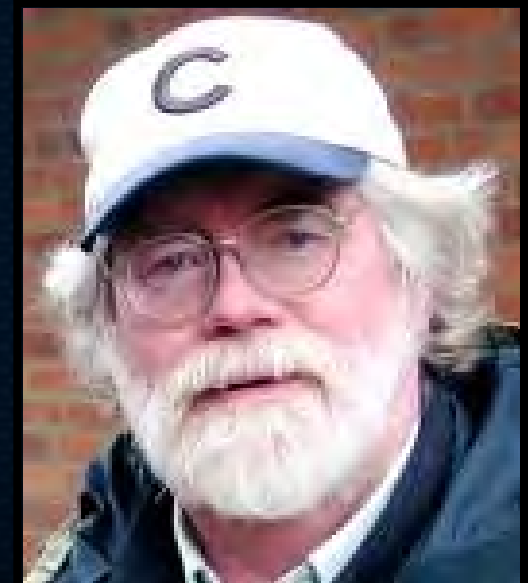
Nance Lucas

George Mason University

Timothy R. McMahon

The University of Oregon

Exploring Leadership: For College Students Who Want to Make a Difference (3rd ed.)



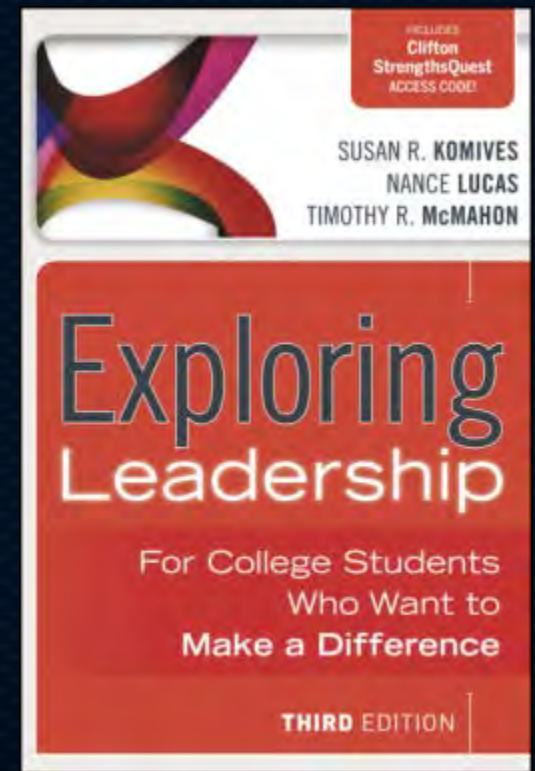
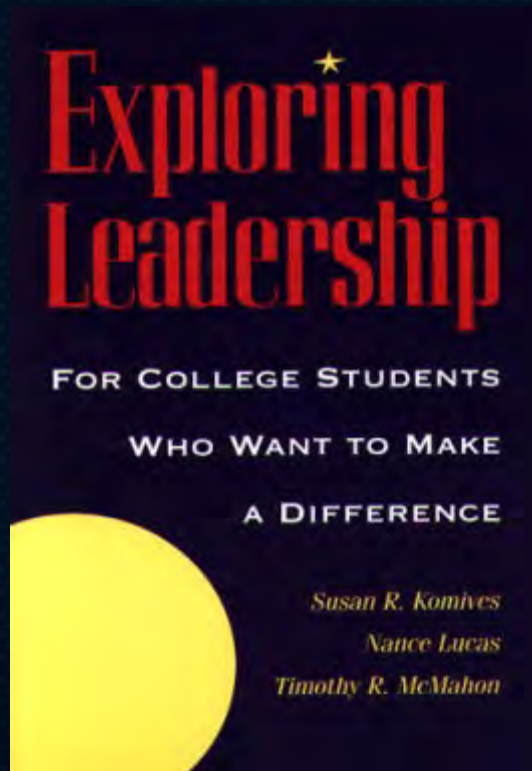
Exploring Leadership: For College Students Who Want to Make a Difference (3rd ed.)



Agenda

- Assess your knowledge and uses of RLM and *Exploring Leadership*
- Overview the RLM – why this model?
- What's new in the third edition? Overall and section by section key changes
- Overview of positive psychology in *Exploring Leadership*
- Resources
- Questions and conversation

Exploring Leadership





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Relational Leadership Model

“Relationships are the connective tissue of the organization... over time, these new relationships, built on trust and integrity, become the glue that holds us together.”

Allen & Cherrey, 2000, p. 31

POLLS

How familiar are you with the
Relational Leadership Model /
Exploring Leadership 2?

How have you used these?

Recent Changes in Leadership Education

- Positive Psychology & StrengthsQuest
- Leaders at all levels of the organization
- Leader-Follower authenticity
- Use of social media
- Social justice is a given, not an add-on
- It's all about change
- Complex adaptive systems
- *Future Trends in Leadership Development*—
Center for Creative Leadership

The Foundational Principles

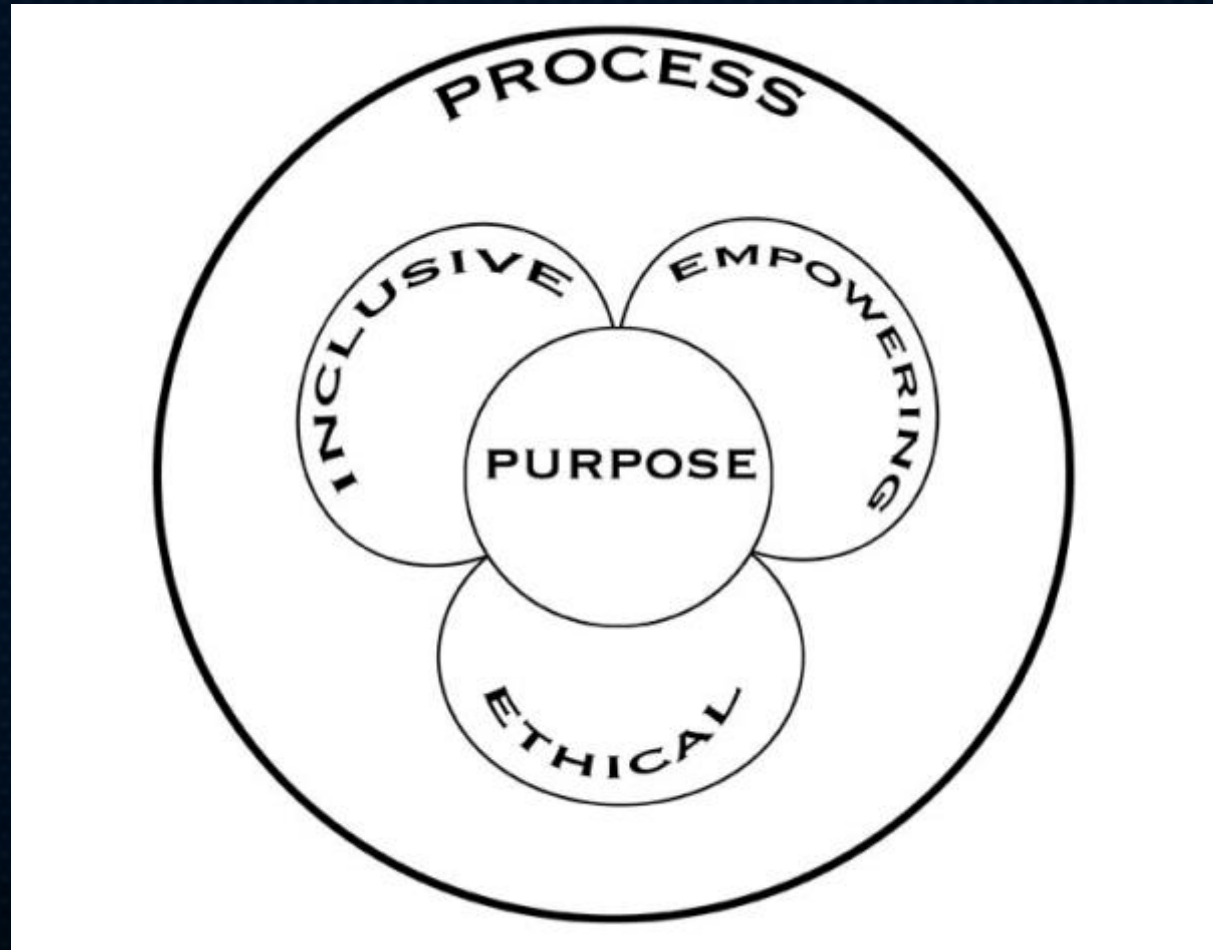
1. Leadership is a concern to all of us.
2. Leadership is viewed and valued differently by various disciplines and cultures; it is the critical question in each field.
3. Conventional views of leadership have changed.
4. Leadership can be exhibited in many ways.
5. Leadership qualities and skills can be learned and developed.
6. Leadership committed to ethical action is needed to encourage change and social responsibility.

Leadership is

*a relational and ethical process
of people together attempting
to accomplish positive change*

Komives, Lucas & McMahon (2013). *Exploring Leadership*

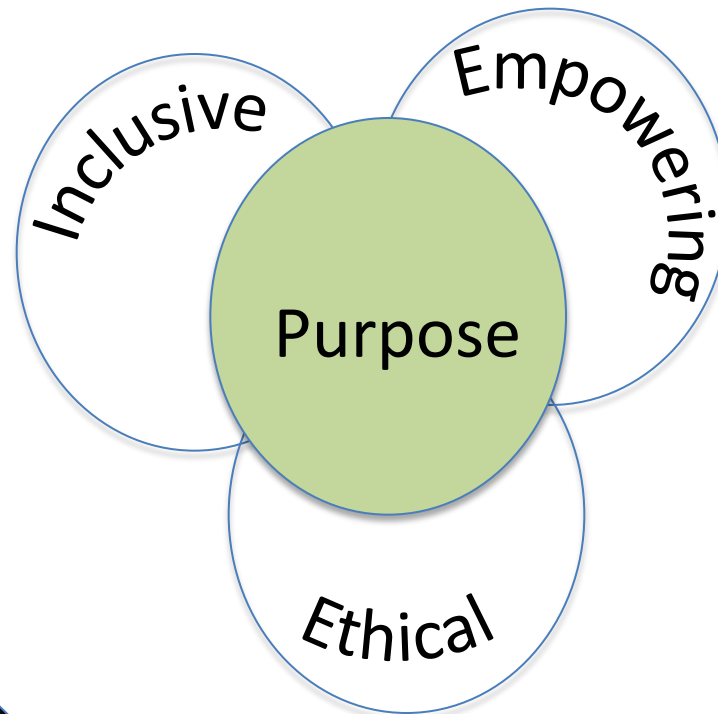
Relational Leadership Model



Relational Leadership Model

- value facilitating change
- understanding self and others to create “leaderful” organizations
- viewing groups and organizations as communities
- attending to individual and organizational renewal

Process



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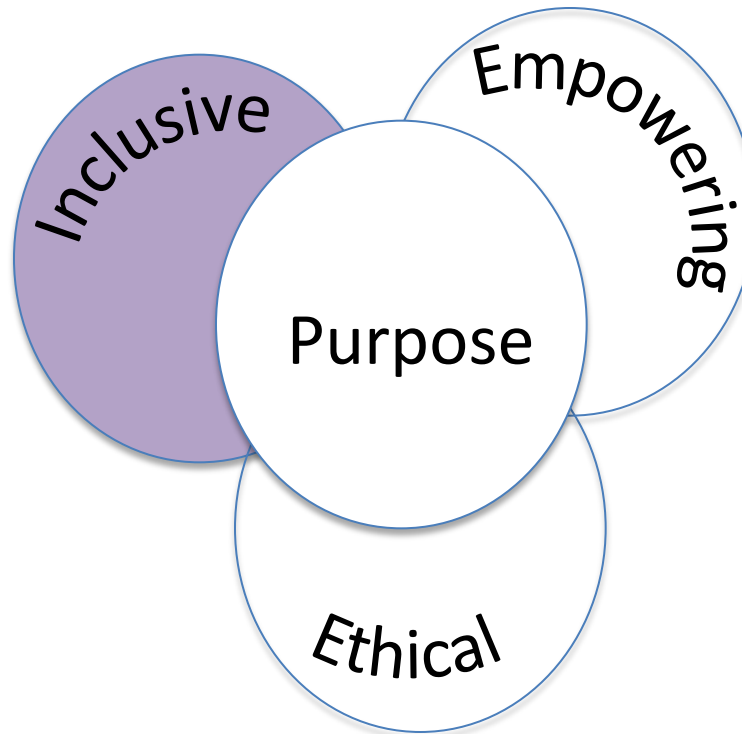


20 YEARS

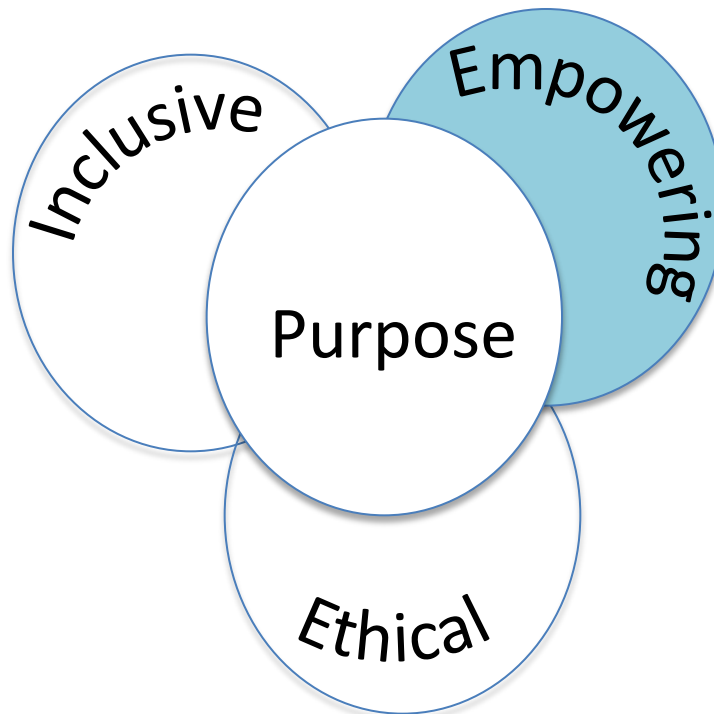


National Clearinghouse for Leadership Progress

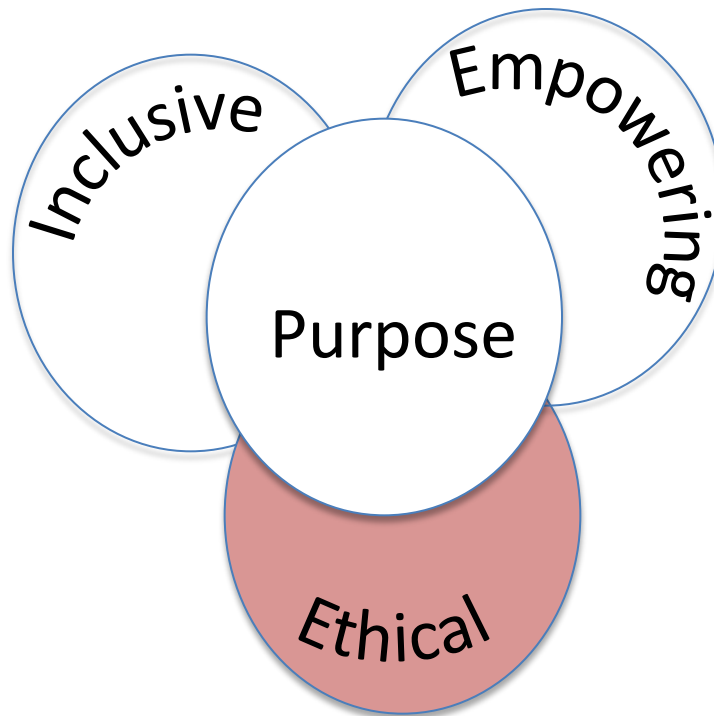
Process



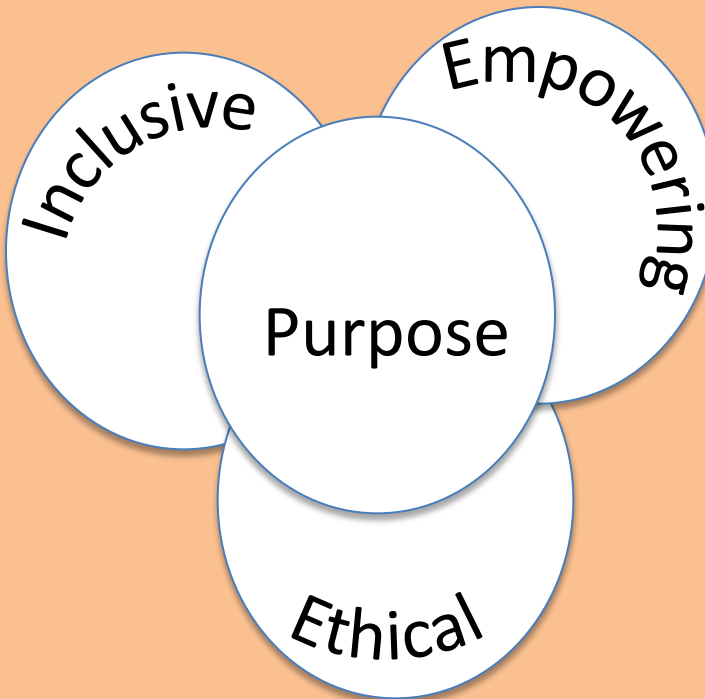
Process



Process



Process



What's New in EL3?

- New look and new companion pieces
- Cut two chapters and reordered
- Emphasis on positive leadership
- Student essays
- Stronger connections to the RLM model
- More examples and applications
- Self assessments

EL3

- **Organized around four themes:**
 - Leadership for a changing world
 - Relationships as the foundation for leadership
 - Context of leadership in communities, groups, and organizations
 - Understanding positive change and making a difference while thriving personally and with others

Part I: Leadership for a Changing World

1. An Introduction to Leadership
2. The Changing Nature of Leadership
3. The Relational Leadership Model

Part II: Exploring your Potential for Leadership

4. Understanding Yourself
5. Understanding Others
6. Leading with Integrity

Part III: Context for the Practice of Leadership

7. Being in Communities
8. Interacting in Teams and Groups
9. Understanding and Renewing Complex Organizations

Part IV: Making a Difference with Leadership

10. Understanding Change
11. Strategies for Change
12. Thriving Together

Use of Student Stories

- Longer essays than in EL2
- 38 essays written by 39 students from 26 institutions

POLLS

How familiar are you with
positive psychology?

How have you used
positive psychology?

POLLS

How familiar are you with
StrengthsQuest?

How have you used
StrengthsQuest?

Great Leaders Move Us

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Resonate Versus Dissonate Leaders

Resonate Leadership is Common Sense, but Not Common Practice (Annie McKee, 2013)

**Resonant leaders are awake,
aware, attuned to themselves
and others and to the world
around them
(Boyatzis & McKee, 2005)**

Resonant leaders are able to manage the physiological and psychological ups and downs of leadership

They bring resonance to themselves and others through self-awareness, self-management, social awareness, and relationship management

Leaders who are burned out, overextended, and exhausted experience dissonance and like resonance, dissonance is contagious, but has a negative impact on others. (Boyatzis & McKee, 2005)

Dissonant leaders get into the Sacrifice Syndrome and act in unhealthy ways.

Resonant leaders are able to manage both the Cycle of Sacrifice and Renewal by:


1. Mindfulness – living in a state of full, conscious awareness
2. Hope – having an optimistic mindset
3. Compassion – caring about the welfare of others

Describe What It Looks Like When You're At Your Best as a Leader

Positive Psychology

- **Positive Psychology** – the scientific study of what goes right in life (positive subjective experiences; positive individual traits; and positive institutions)
- **Positivity** - the positive meanings and optimistic attitudes that trigger positive emotions



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DSM Manual

- 40,000 labels for various disorders (what's wrong with people)

A Review of 100 Years of Psychology

- 8,000 articles on anger
- 58,000 on anxiety
- 71,000 on depression
- 850 on joy
- 3,000 on happiness
- 5,700 on life satisfaction

Intersection of Positive Psychology and Leadership

Well-Being

(Diener, 2009, p. 27)

- Subjective – resides in the experience of the individual
- Includes positive measures – how well a person likes the life s/he leads
- Based on a global assessment versus a narrow judgment of any one life domain

Study of Happiness

- The science behind the emotions associated with happiness and well-being move all of humanity toward a comprehensive understanding of what it means to live a good life – a life full of purpose and meaning.
- An obsession with negative emotion, human dysfunction, and weaknesses merely contributes to our insights on what it means to languish.

- Studies on what makes individuals happier than others, including twin studies, concluded that our levels of happiness hinge on various factors, including genetic and environmental ones.
- Lyubomirsky, Sheldon, and Schkade identified three salient factors that determine happiness: set point (50%), intentional activity (40%), and life circumstances (10%) (Lyubomirsky, 2007).

ACTIVITY

Personal Best Story

Think of a time in your life when you were at your best – using all of your strengths. Describe that situation. What made it your personal best example? What did it feel like? What behaviors did you exhibit?

**Facilitating one's well-being
and facilitating the well-being
of others is a leadership
responsibility and act.**

Positivity Ratio (Fredrickson, B., 2009)

Research on high performing teams found that these teams scored high on 3 distinct business indicators:

1. Profitability
2. Customer satisfaction ratings
3. Evaluations by peers, superiors, colleagues

Positivity Ratio

+++

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3:1 Tipping Point

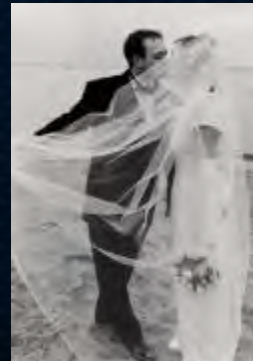


Positivity Ratio

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5:1 Tipping Point



Positive Leadership Refers to an Affirmation Bias—
or a Focus on Strengths & Capabilities and on
Affirming Human Potential.

It Emphasizes Positive Communication, Optimism, &
Strengths as Well as the Value and Opportunity
Embedded in Problems & Weaknesses.

Positive Leadership Does not Ignore Negative Events,
but Builds on Them to Develop Positive Outcomes
(Cameron, 2008)

Emerging Scholarship on Positive Psychology & Leadership

- Flourishing– PERMA Model (Seligman)
- Strengths-Based Leadership—Living and Leading with Your Strengths (Gallup)
- Appreciative Inquiry (Copperrider)
- Positive Leadership (Cameron)
- Values in Action (VIA) (Peterson)

Strengths-Based Leadership (Rath & Conchie, 2008)

The best leaders get to live on;
The most effective leaders know better
Than to try to be someone they are not.

RLM & Connection with Positive Psychology

Purposeful

Enabling Positive Meaning
Achievement (PERMA)
Spirituality

RLM & Connection with Positive Psychology

Ethical

Maintaining Positive
Relationships

VIA

Seeing What's Right About
People and
Organizations

RLM & Connection with Positive Psychology

Empowering Resonant Leadership
Positive Emotions
Strengths-Based Approaches

RLM & Connection with Positive Psychology

Inclusive

Positive Leadership
Engagement (PERMA)
Creating Positive Climates

RLM & Connection with Positive Psychology

Process-
Oriented

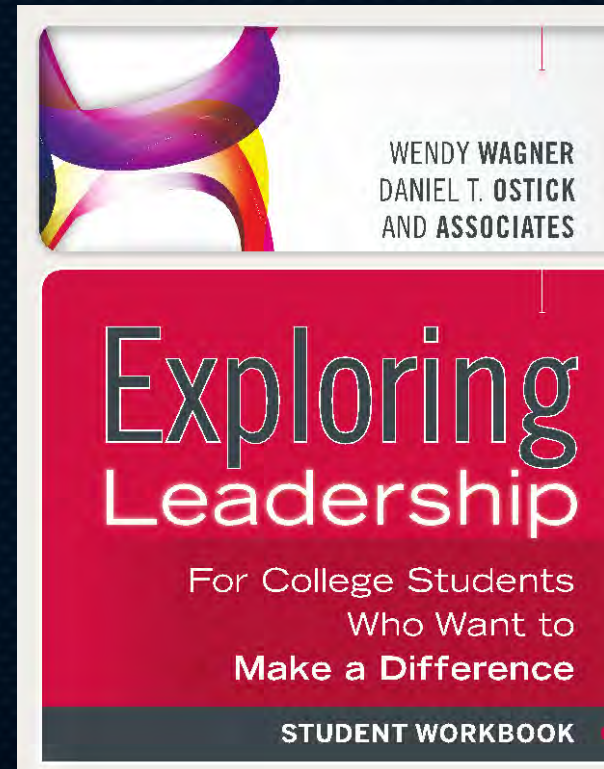
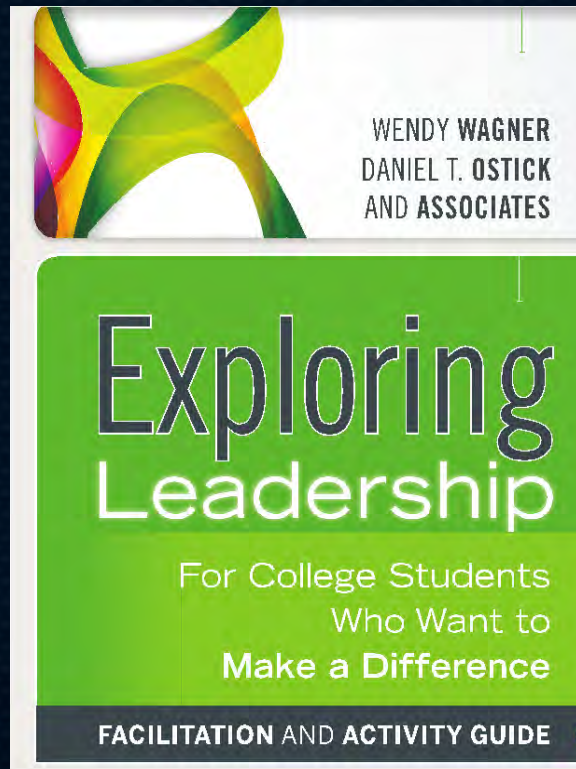
Resonant Leadership
Appreciative Inquiry
Strengths Focus

Additional Resource

HAPPY Higher Education Instructor's Guide

<http://cct.gmu.edu>

EL3 Materials



Exploring Leadership: For College Students Who Want to Make a Difference

Facilitation and Activities Guide

Module 1

- Introduction to Leadership
- Exploring the Meaning of Leader and Follower

Module 2

- What Is Leadership? Myths, Truths, and Definitions
- Generations of Leadership Theory
- Emerging Leadership Theory

Module 3

- The Relational Leadership Model
- Being Purposeful
- Being Inclusive
- Being Empowering
- Being Ethical
- Being Process Oriented

Exploring Leadership: For College Students Who Want to Make a Difference

Facilitation and Activities Guide

Module 4

- Exploring Strengths
- Self-Awareness: Strengths, Values, and Beliefs

Module 5

- Leadership Skills Assessment
- Developing a Multicultural Mindset
- Gender Influences on Leadership
- Cultural Influences on

Leadership

- Leadership and Communication

Module 6

- Creating and Sustaining an Ethical Organizational Environment
- Assumptions About Ethical Leadership
- Ethical Decision Making

Exploring Leadership: For College Students Who Want to Make a Difference

Facilitation and Activities Guide

Module 7

- What Is Community and Why Is It Important?
- Community Building

Module 8

- Understanding Groups and Group Development
- Group Dynamics and Group Roles
- Creative Conflict in Groups
- Group Decision Making
- Roles in Teams and Groups

Module 9

- Understanding Complex Organizations
- Organizational Culture

Exploring Leadership: For College Students Who Want to Make a Difference

Facilitation and Activities Guide

Module 10

- Understanding Individual Change
- Facilitating Change in Organizations
- From Service to Civic Engagement
- Identifying Critical Issues: Finding Your Passion
- Appreciative Inquiry

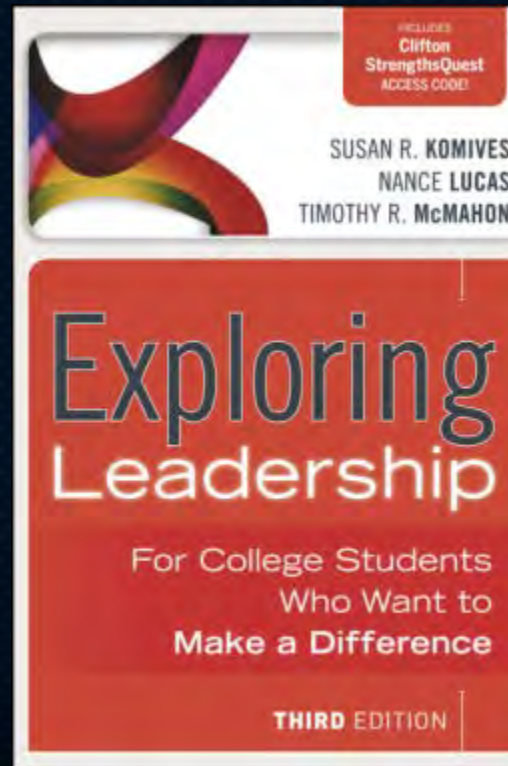
Module 11

- Social Change Model of Leadership Development
- Building Coalitions for Collective Action

Module 12

- Well-Being
- Renewal

EL3 is available for NCLP & ACUI members at a discounted rate



Some Final Reflections

- *Exploring Leadership* remains focused as a foundational book
- The RLM is useful as a frame for programming and as a concept for leadership
- Emphasis on strengths and positive psychology reflect use in practice

Questions & Conversation

