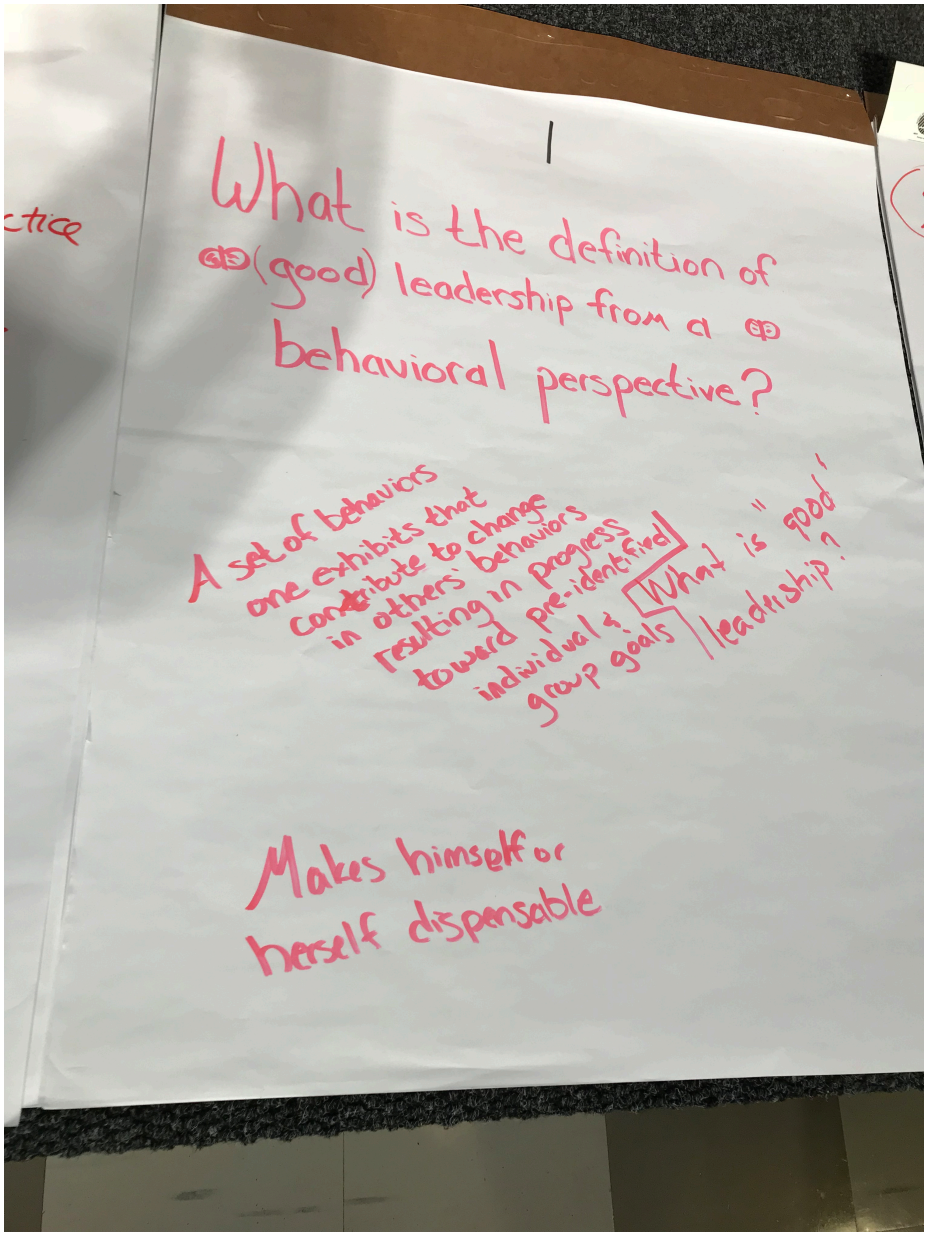
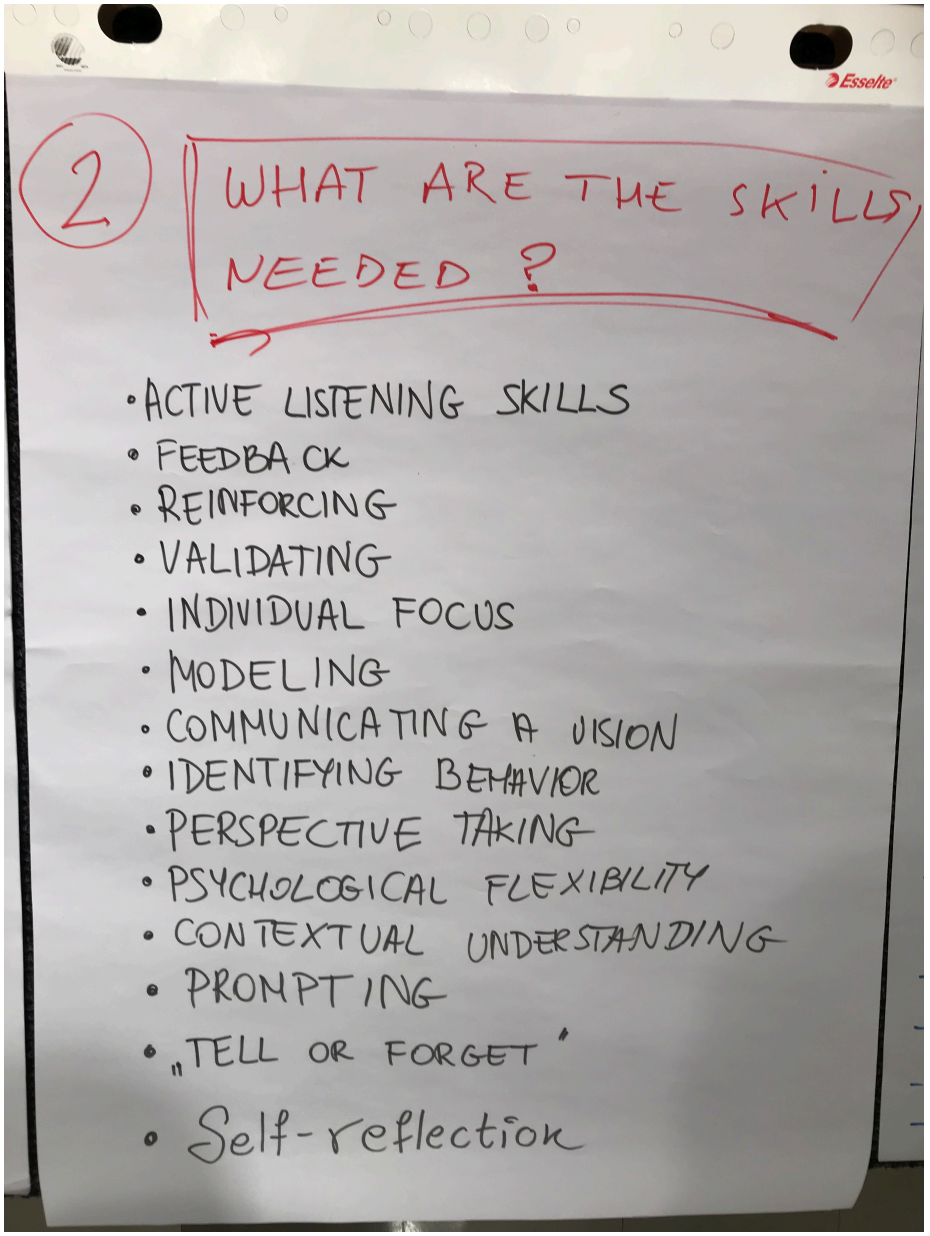
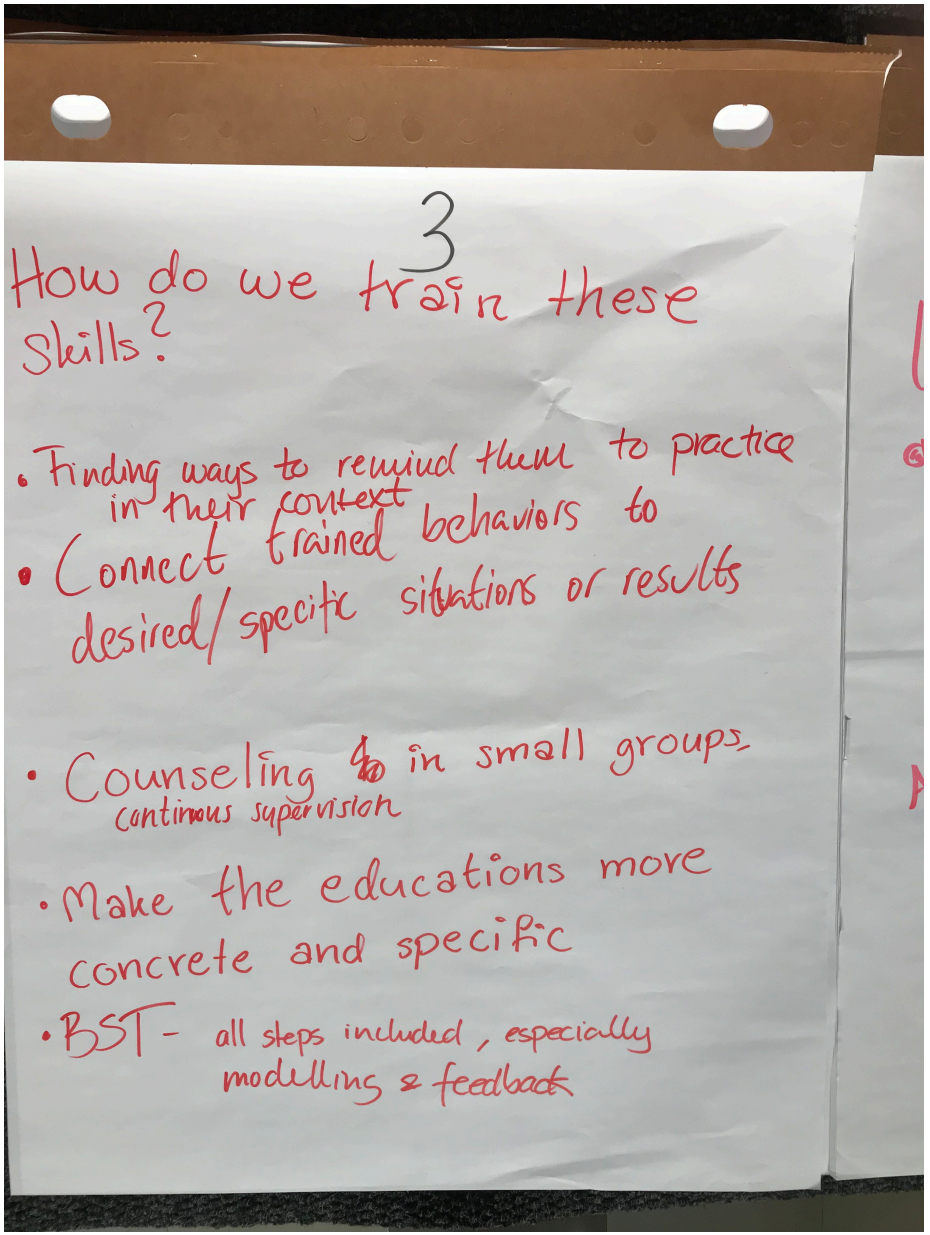
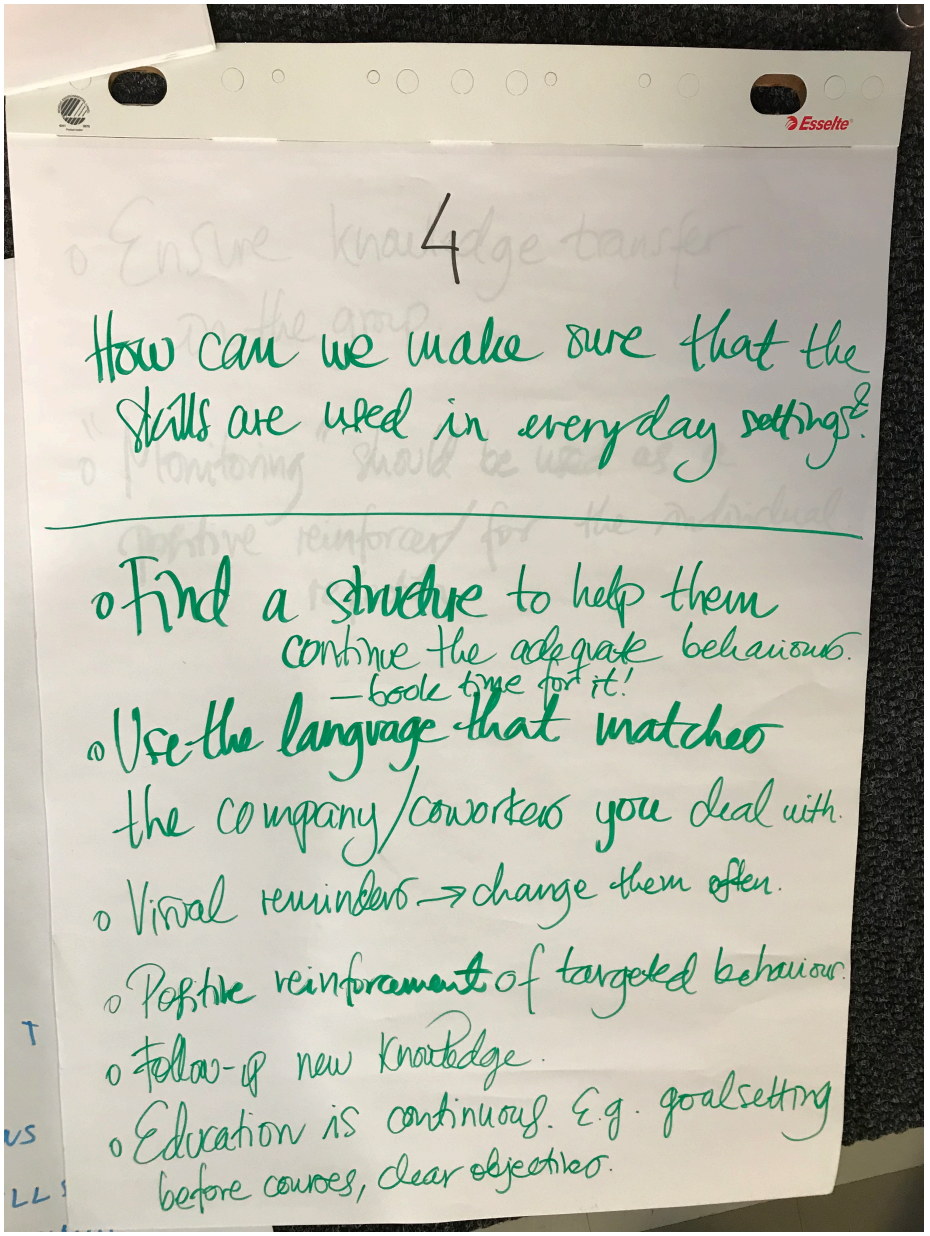
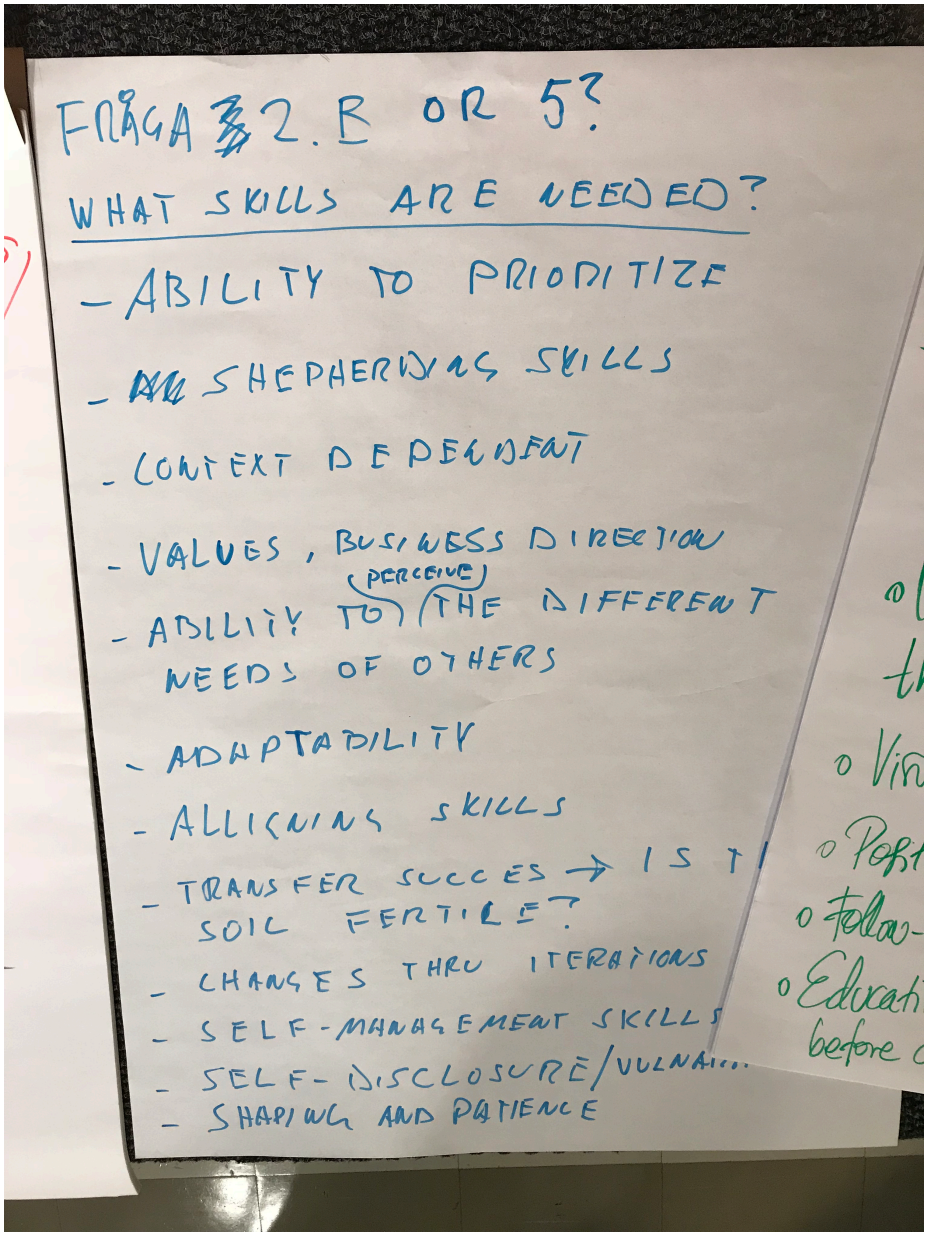

What is the definition of (good) leadership from a behavioral perspective?
A set of behaviors one exhibits that contribute to change in others' behaviors resulting in progress toward pre-identified individual & group goals
What is "good" leadership?
Makes himself or herself dispensable


2
WHAT ARE THE SKILLS NEEDED ?
• ACTIVE LISTENING SKILLS
• FEEDBACK
• REINFORCING
• VALIDATING
• INDIVIDUAL FOCUS
• MODELING
• COMMUNICATING A VISION
• IDENTIFYING BEHAVIOR
• PERSPECTIVE TAKING
• PSYCHOLOGICAL FLEXIBILITY
• CONTEXTUAL UNDERSTANDING
• PROMPTING
• „TELL OR FORGET"
• Self-reflection


3
How do we train these skills?
• Finding ways to remind them to practice in their context
• Connect trained behaviors to desired/specific situations or results
• Counseling in small groups
continous supervision
• Make the educations more concrete and specific
• BST - all steps included, especially modelling & feedback


4
How can we make sure that the skills are used in everyday settings?
- Find a structure to help them continue the adequate behaviours. – book time for it!
- Use the language that matches the company/coworkers you deal with.
- Visual reminders → change them often.
- Positive reinforcement of targeted behaviour.
- follow-up new knowledge.
- Education is continuous. E.g. goalsetting before courses, clear objectives.

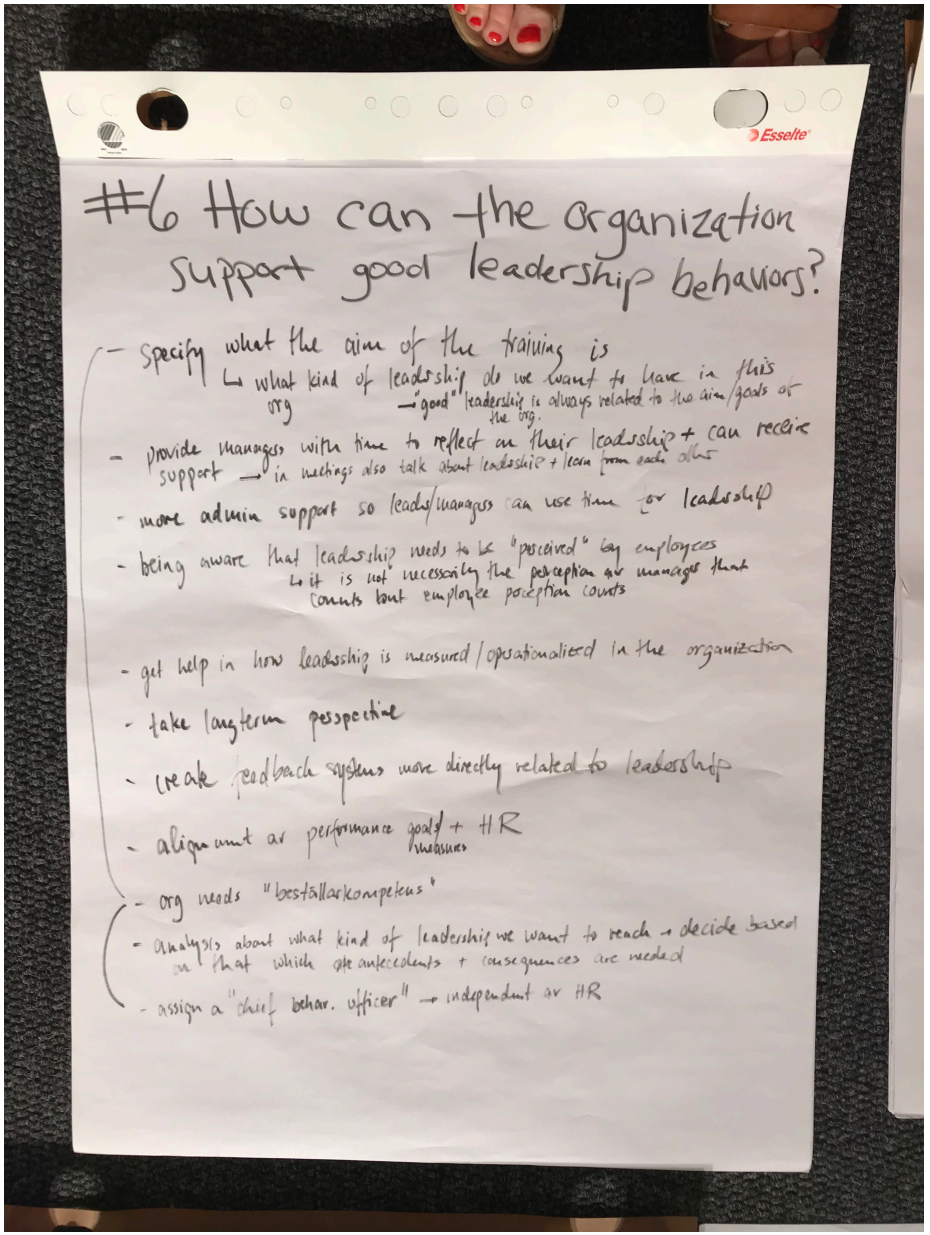


FRÅGA 2. 3 OR 5?

WHAT SKILLS ARE NEEDED?

- ABILITY TO PRIORITIZE
- ~~AA~~ SHEPHERDING SKILLS
- CONTEXT DEPENDENT
- VALUES, BUSINESS DIRECTION
- ABILITY TO (PERCEIVE) THE DIFFERENT NEEDS OF OTHERS
- ADAPTABILITY
- ALIGNING SKILLS
- TRANSFER SUCCES → IS T SOIL FERTILE?
- CHANGES THRU ITERATIONS
- SELF-MANAGEMENT SKILLS
- SELF-DISCLOSURE/VULNA...
- SHAPING AND PATIENCE

o
th
o Vis
o Post
o follow-
o Educati
before


Esselte
#6 How can the organization support good leadership behaviors?
- Specify what the aim of the training is
↳ what kind of leadership do we want to have in this org → "good" leadership is always related to the aim/goals of the org.
- provide managers with time to reflect on their leadership + can receive support → in meetings also talk about leadership + learn from each other
- more admin support so leads/managers can use time for leadership
- being aware that leadership needs to be "perceived" by employees
↳ it is not necessarily the perception or manager that counts but employee perception counts
- get help in how leadership is measured / operationalized in the organization
- take longterm perspective
- create feedback systems more directly related to leadership
- alignment or performance goals + HR measures
- org needs "beställarkompetens"
- analysis about what kind of leadership we want to reach → decide based on that which the antecedents + consequences are needed
- assign a "chief behav. officer" → independent or HR

7

CAN Discretionary Effort

BE ACHIEVED THROUGH

NEGATIVE REINFORCEMENT?

(ie ~~Fear~~ AVOIDANCE OF INTIMIDATION, COERCION)

