CTE Leadership and Organizational Theory

DR. LISA MARTINO
“The led must not be compelled; they must be able to choose their own leader.”

- ALBERT EINSTEIN

Will they choose you?
Introduction

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Agenda

What is Leadership?
- Leadership Types and Duties
- Leadership Styles: Past and Present

Organizational Theories and You
- Organizational Theory – 3 Categories
- Organizational Structures

Vision and Mission Statements
- Purpose and Alignment
- Examples

Questions and Discussion
Leadership Types and Duties

<table>
<thead>
<tr>
<th>Manager</th>
<th>Supervisor</th>
<th>Administrator</th>
</tr>
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<tbody>
<tr>
<td>Local, Program</td>
<td>Regional, Programs</td>
<td>All</td>
</tr>
<tr>
<td>Day-to-Day</td>
<td>Evaluative</td>
<td>Policy Maker</td>
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<td>Hands-On</td>
<td>Reporting</td>
<td>Legislatorial</td>
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“Why you lead and the way you lead are important. They define YOU, your leadership, and ultimately your contribution.” – John Maxwell
Leadership Styles: Past

Friedlander and Ward (1984)

Attractive
- Warm
- Supportive
- Friendly
- Open

Interpersonally Sensitive
- Invested
- Committed
- Therapeutic
- Perceptive

Task Oriented
- Goal-oriented
- Thorough
- Focused
- Practical
- Structured

Lewin, Lippitt, and White (1939)

- Autocratic
- Democratic
- Laissez-Fair
Leadership Styles: Present

Coercive
- Demand immediate compliance

Authoritative
- Mobilize people toward a vision

Affiliative
- Creates emotional bonds and harmony

Democratic
- Build consensus through participation

Pacesetting
- Expects excellence and self direction

Coaching
- Develop people for future

(Goleman, 2000)
What leadership style suits you best? What works best in CTE?

Enter your preferred leadership style in the chat box.
Organizational Management Theory: Classical Perspective

**OMT Foundations**

- **Scientific Management Model** (Winslow, 1909)
- **Bureaucratic Model** (Weber, 1922)
- **Administrative Model** (Fayol, 1916)

- **Every task must be effective, no matter how small, Monitor and train**
- **14 Principles, organizational structure was vital**
- **Company objectives, division of labor, importance of human emotion**

Authoritarian, structured, organization effectiveness

(Vitkovic, 2018)
Organizational Theory: Neoclassical Perspective

The Hawthorne Study

- Human Relations School - Evolved to Behavior School
  - The Individual
    - Consider social and economic factors
  - The Work Group
    - Synergistic benefits
  - Participative Management
    - Workers participate with management

Best work environment = increased productivity

(Vitkovic, 2018)
Organizational Theory: Modern (Systems Theory)

Organization is an open system made of interrelated and inter-dependent parts.

Cooperative Systems
- Bernard (1938)
  - Systems process in decision-making

General Systems Theory
- Bertalanffy (1940s)
  - Biologist – Body is sum of parts

X&Y Management Theory
- McGregor (1960s)
  - Micromanage vs. Motivation

(Edgell, Gottfried, & Granter, 2015)
What organizational theory do you like best? What works best with CTE?

Enter your preferred organizational theory in the chat box.
Organizational Structures

What is an organizational structure?

Hierarchy of an organization – the chain of command

Types of organizational structures:

- **Line Organization/Tall**: Authority begins with top executive through lowest level - hierarchial
- **Line and Staff Organization**: Similar to line but adds specialized staff to assist employees at different levels
- **Matrix Organization**: Temporary work teams to accomplish specific tasks or projects – more than one manager
- **Horizontal/Flat**: Small companies. Decisions are shared, less middle-management, Employees are accountable.
Vision Statement

Purpose and Alignment

Desired future state or goal

Short, measurable, shared, future, motivating
Vision Examples

• “TO MAKE TODAY DELICIOUS” KRAFT FOODS
• “A HUNGER-FREE AMERICA” FEEDING AMERICA
• “A WORLD WITHOUT ALZHEIMER’S” ALZHEIMER’S ASSOC.
• “A COMPUTER ON EVERY DESK AND IN EVERY HOME” MICROSOFT
• “A SEAMLESS SHOPPING EXPERIENCE AT SCALE” WALMART

The visionless organization
Mission Statement

Purpose and Alignment

Repeatable actions that bring about vision

Explains who does what, clear, concise, measurable, meaningful
Mission Examples

- “Marry e-commerce with our existing assets.” Walmart
- “To build the web’s most convenient, secure, cost-effective payment solution” PayPal
- “To connect the world’s professionals to make them more productive and successful” LinkedIn
- “To accelerate the world’s transition to sustainable energy” Tesla

Mission Statement

**GUIDED BY A RELENTLESS FOCUS**

(HEARTFELT ADJECTIVE)

ON QUALITY, (ANOTHER CLICHE), AND (YET ANOTHER CLICHE)

WE WILL STRIVE TO (LONG-WINDED PHRASE)

DELIVERING (BIG ASPIRATIONAL WORD) TO OUR (VAGUE GROUP)

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UCF’s CTE Program
Vision/Mission Statements

B.S. DEGREE PROGRAM

Vision Statement
An effective and efficient career workforce.

Mission Statement
To develop educators who successfully prepare students for college and career readiness.

M.A. DEGREE PROGRAM

Vision Statement
All CTE leaders are academic scholars.

Mission Statement
To develop effective educational leaders who are career and workforce education experts.
Questions and Discussion

What type of leader are you?
Was this webinar helpful?
How will you use this information?
What questions do you still have?
What information interested you the most?
References