



# CTE Leadership and Organizational Theory

---

DR. LISA MARTINO

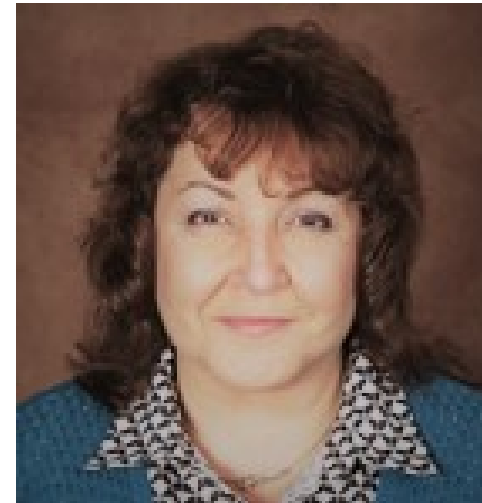
*“The led must not be compelled;  
they must be able to choose their  
own leader.”*

- ALBERT EINSTEIN

**Will they choose you?**

# Introduction

---



[Dr. Lisa Martino](#)

[Career and Technical Education Programs](#)

Department of Educational Leadership and Higher Education

College Of Community Education And Innovation

University of Central Florida

# 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

---

## Manager

- Local, Program
- Day-to-Day
- Hands-On

## Supervisor

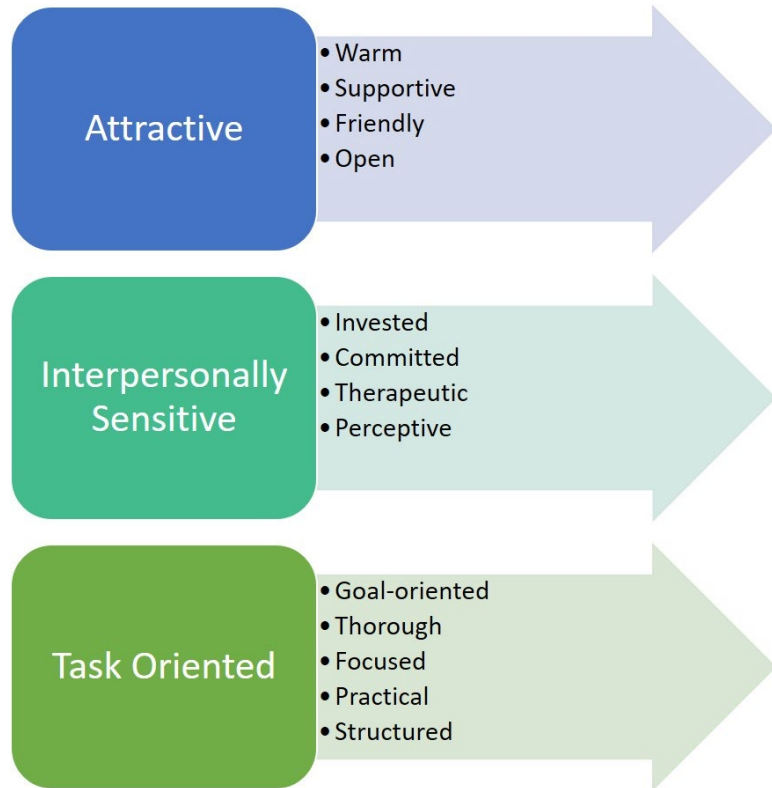
- Regional, Programs
- Evaluative
- Reporting

## Administrator

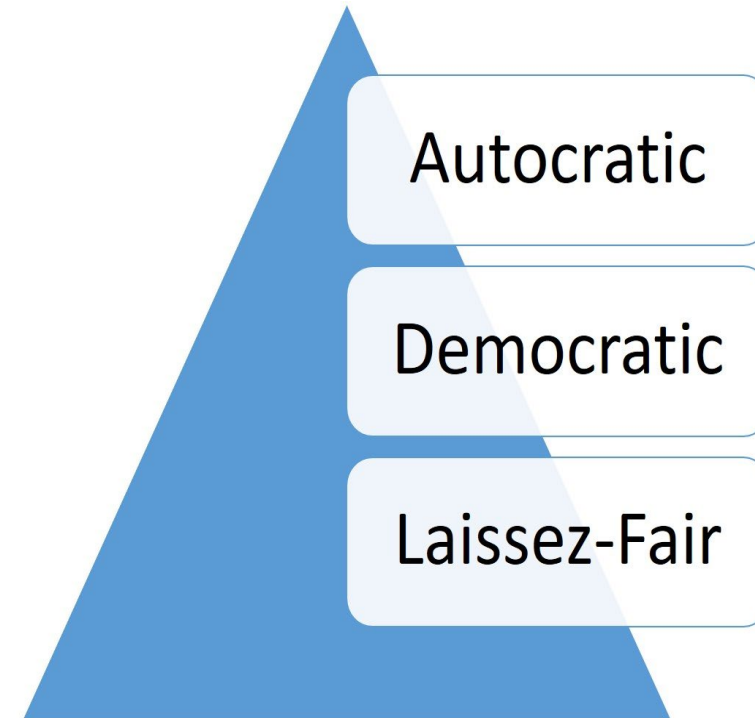
- All
- Policy Maker
- Legislative

*“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)



Lewin, Lippitt, and White (1939)

# 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

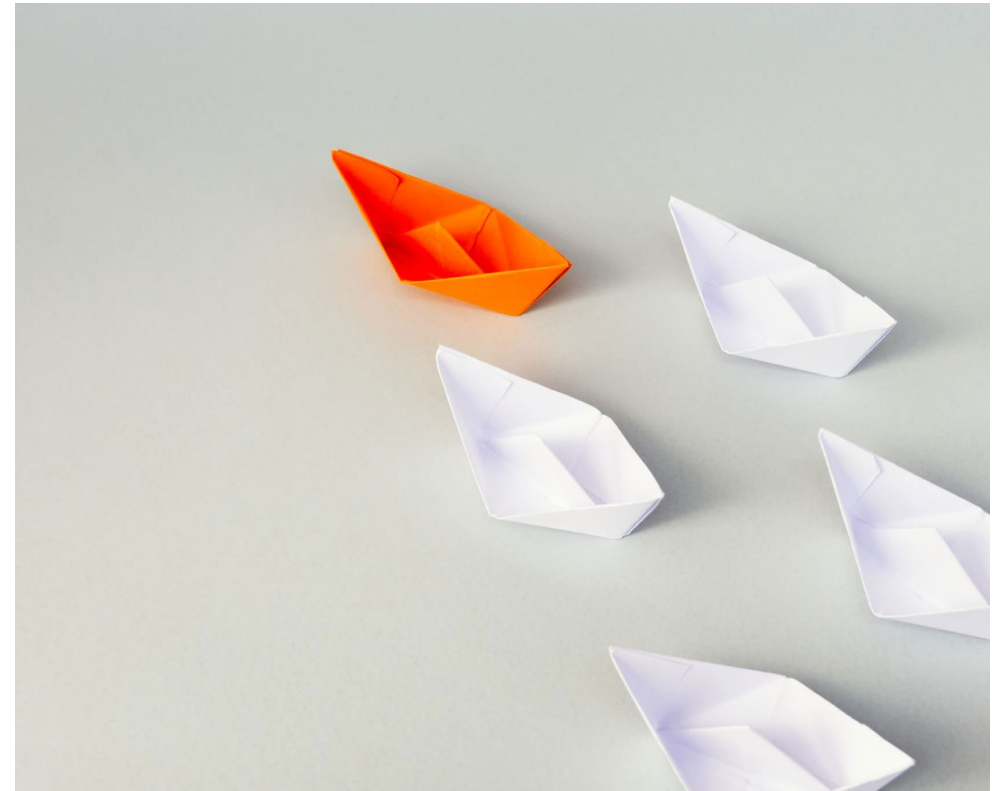
- Develop people for future

(Goleman, 2000)

# What leadership style suits you best? What works best in CTE?

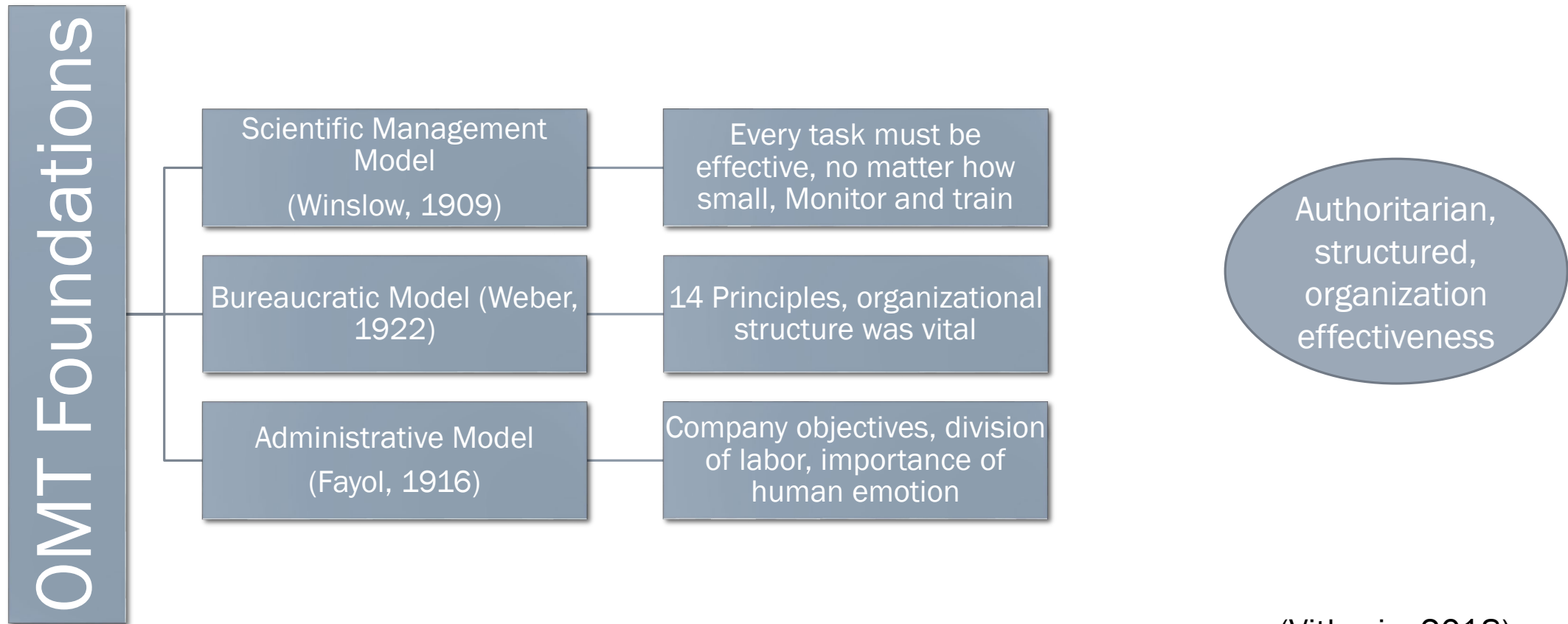
---

Enter your preferred leadership style in the chat box.



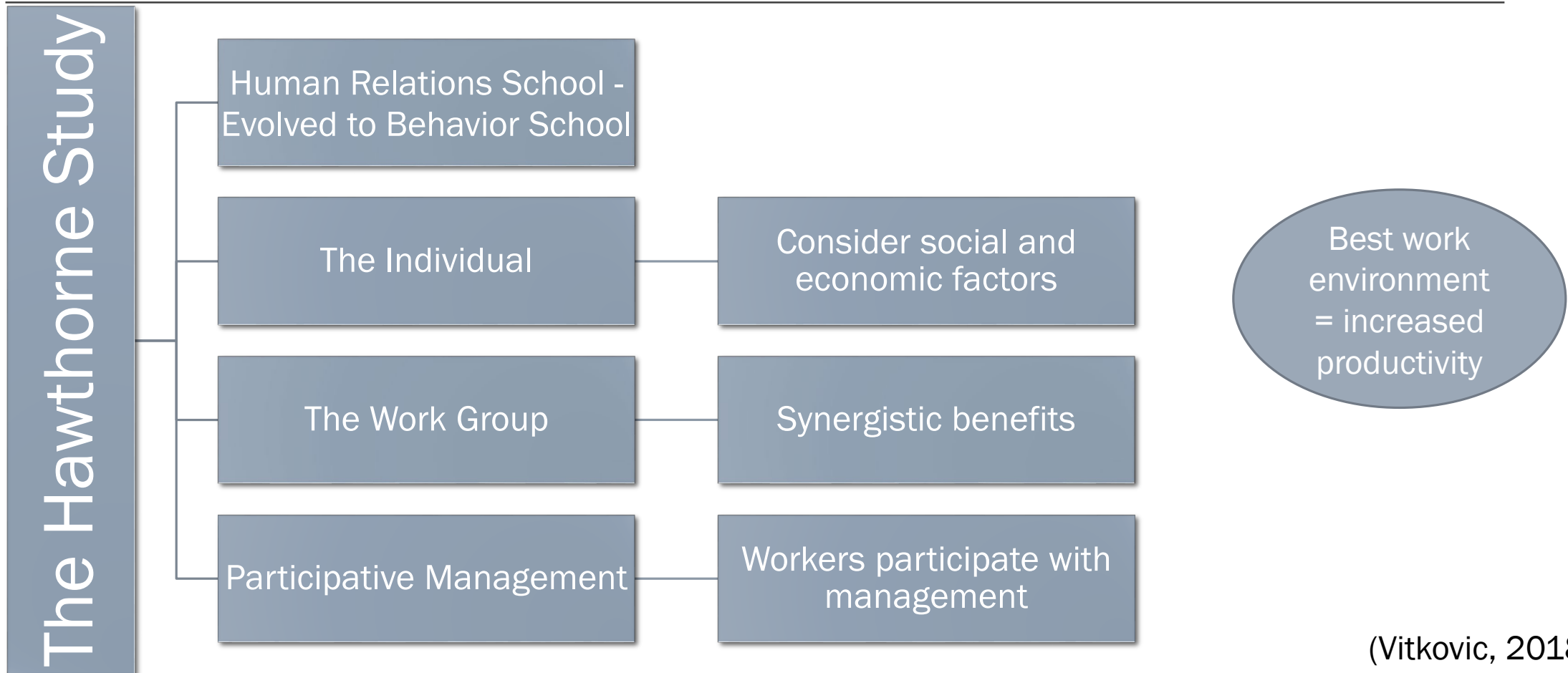


# Organizational Management Theory: Classical Perspective

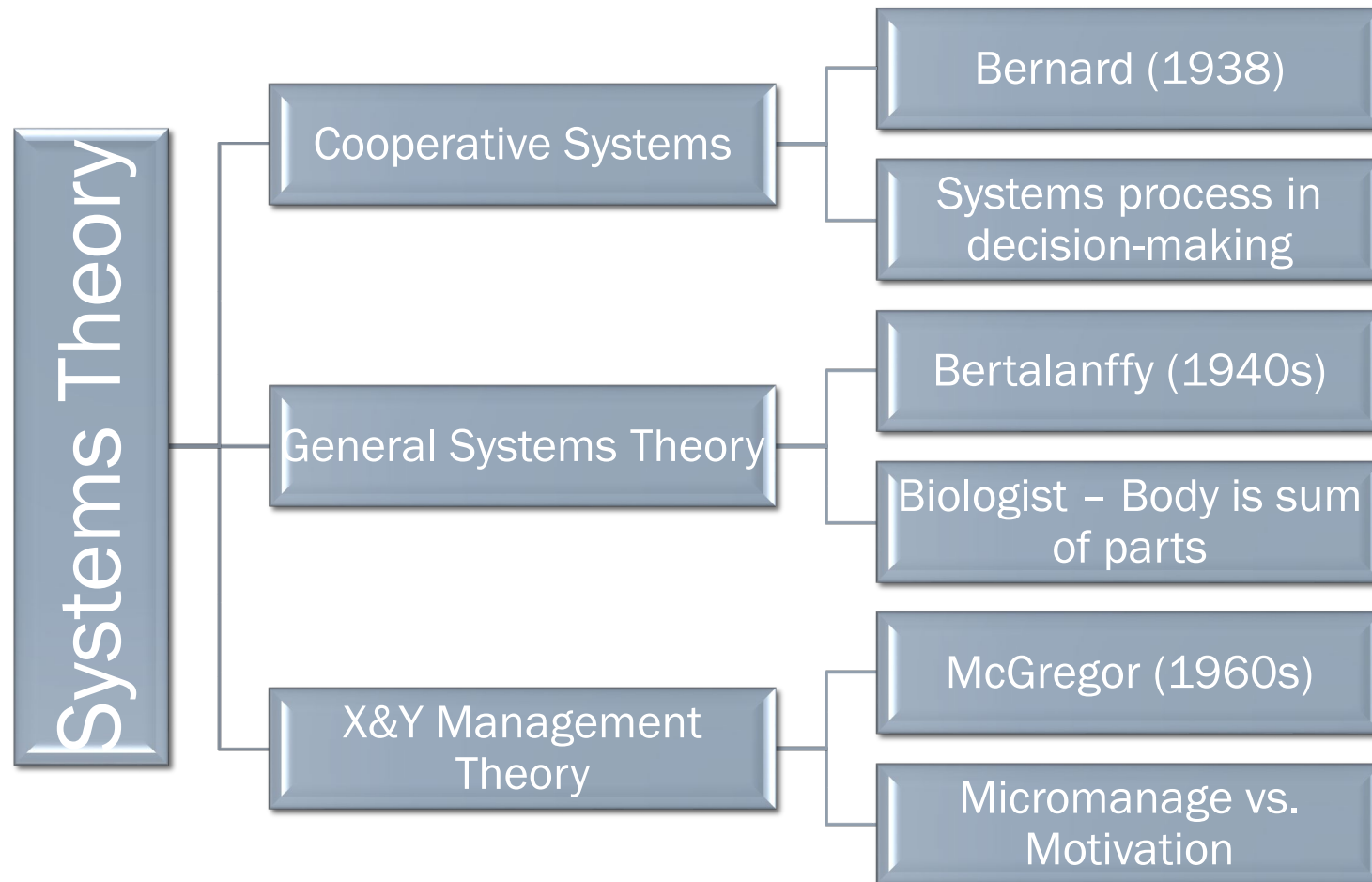


(Vitkovic, 2018)

# Organizational Theory: Neoclassical Perspective



# Organizational Theory: Modern (Systems Theory)



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

(Edgell, Gottfried, & Granter, 2015)

# What organizational theory do you like best? What works best with CTE?

---

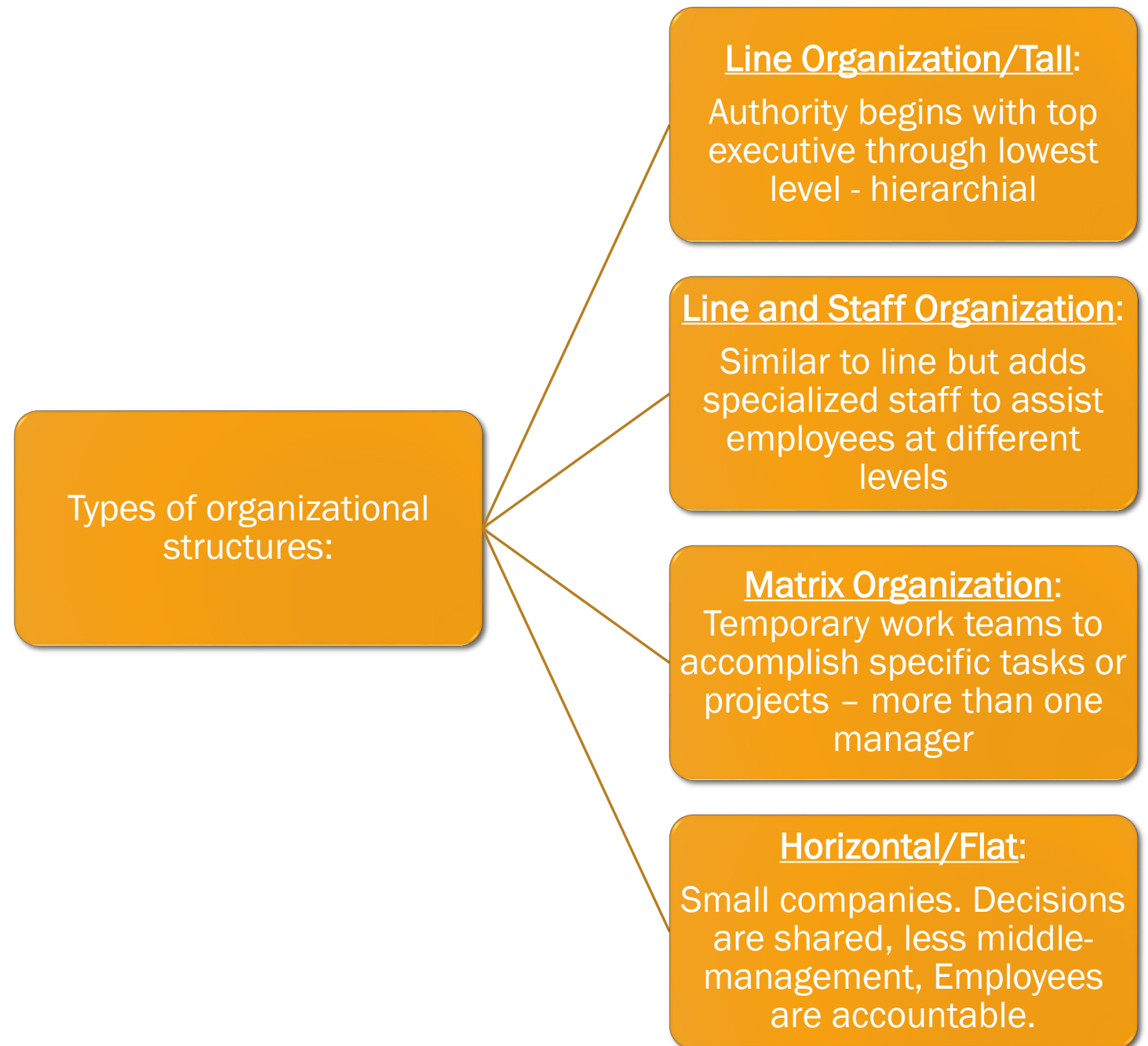
Enter your preferred organizational theory in the chat box.



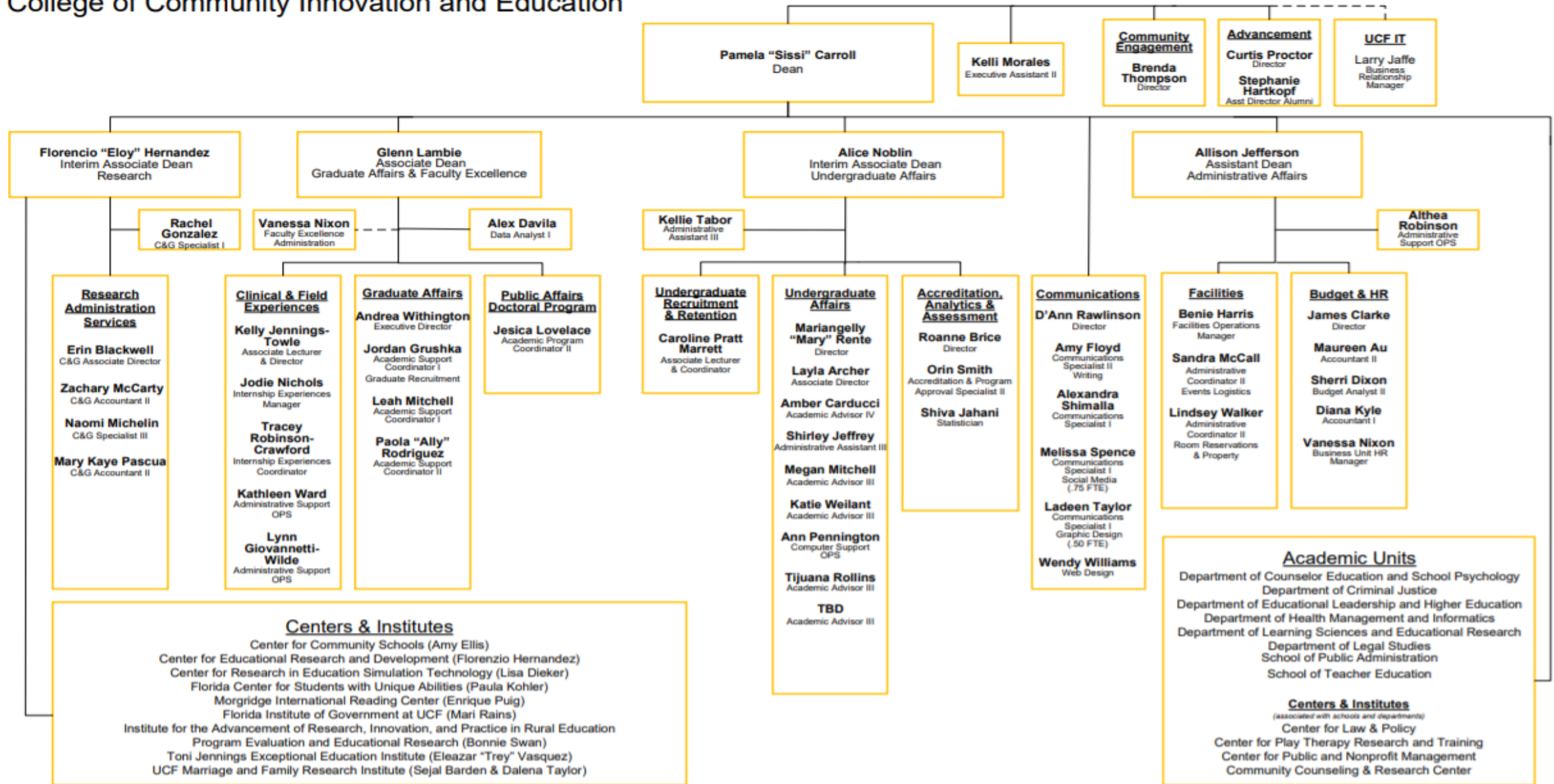
# Organizational Structures

**What is an organizational structure?**

Hierarchy of an organization – the chain of command



# College of Community Innovation and Education



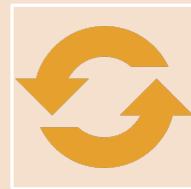
Effective January 2020

# 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





# 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



# 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

- Edgell, S., Gottfried, H., & Granter, E. (2015). *The SAGE Handbook of the sociology of work and employment*. SAGE Publications Ltd, <https://www.doi.org/10.4135/9781473915206>
- Friedlander, M. & Ward, L. (1984). Development and validation of the Supervisory Style Inventory. *Journal of Counseling Psychology*, (31), 4, 541-557
- Goleman, D. (2000). Leadership that gets results [PDF]. *Harvard Business Review*. <https://hbr.org/>
- Lewin, K., Lippit, R. and White, R.K. (1939). [Patterns of aggressive behavior in experimentally created social climates](#). *Journal of Social Psychology*, 10, 271-301
- Pregot, M. (2016). *Identifying the administrative dispositions most preferred by urban school leaders and school leadership candidates*. In *Leadership and Research in Education: The Journal of the Ohio Council of Professors of Educational Administration (OCPEA)*, 3(1)
- The John Maxwell Co Store. (2021). <https://store.johnmaxwell.com/>
- Vitkovic, S. (2018). Toward the universal theory of organization via 'The Barnard Transitional Model'. DOI: 10.13140/RG.2.2.30517.73442
- Vivano, T. (2012). What 21st century leadership in career and technical education should look like. *Journal of Career and Technical Education*, 27(2), 51-56. <https://files.eric.ed.gov/fulltext/EJ995894.pdf>
- Yukl, G. (1994). *Leadership in organizations (3rd ed.)*. Englewood Cliffs, NJ: Prentice Hall.