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LEADERSHIP

CHAPTER 2

MGM111

PRINCIPLE OF MANAGEMENT

LEARNING OUTCOMES

- Explain the meaning of leader ship.
- **IMPORTANCE OF LEADERSHIP**
- **ROLE OF A LEADER**
- **Types of Leadership Style**
- **Change Leadership**
- **Theories of Leadership**
- **Factors Affecting Style**
- **Characteristics of a LEADER**



LEADERSHIP

**“Management is doing things right,
leadership is doing the right
things”**

(Warren Bennis and Peter Drucker)

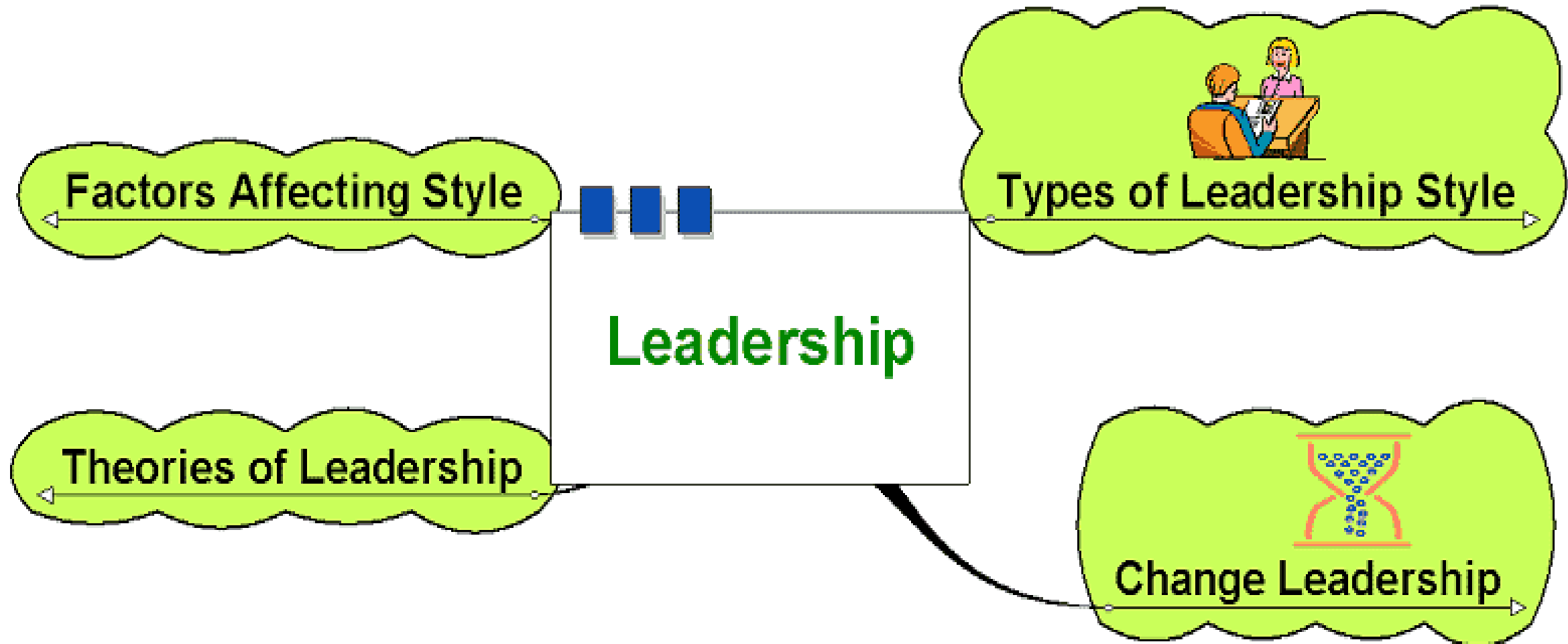


LEADERSHIP

**NO EFFORT FOR QUALITY
IMPROVEMENT CAN SUCCEED
WITHOUT COMMITMENT OF TOP
MANAGEMENT**



LEADERSHIP



DEFINITION

“ Leadership is shifting of own vision to higher sights, the raising of man’s performance to higher standards, the building of man’s personality beyond its normal limitations.” (Drucker)

What is
LEADERSHIP?

WHO IS A LEADER.....?

- One that leads or guides.
- One who is in charge or in command of others.
- One who heads a political party or organization.
- One who has influence or power, especially of a political nature.



EXAMPLES OF LEADERS

Leaders can be found in every day life. They range from people in charge of businesses and schools, to the people that are running our government.



IMPORTANCE OF LEADERSHIP

- ❖ Initiates action
- ❖ Motivation
- ❖ Providing guidance
- ❖ Creating confidence
- ❖ Co-ordination
- ❖ Effective planning
- ❖ Inspiration & motivation



ROLE OF A LEADER

A Leader's role is always to ensure his/her team achieves the task in hand, but an effective leader will also ensure they meet more subtle requirement



LEADERSHIP



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Factors Affecting Style

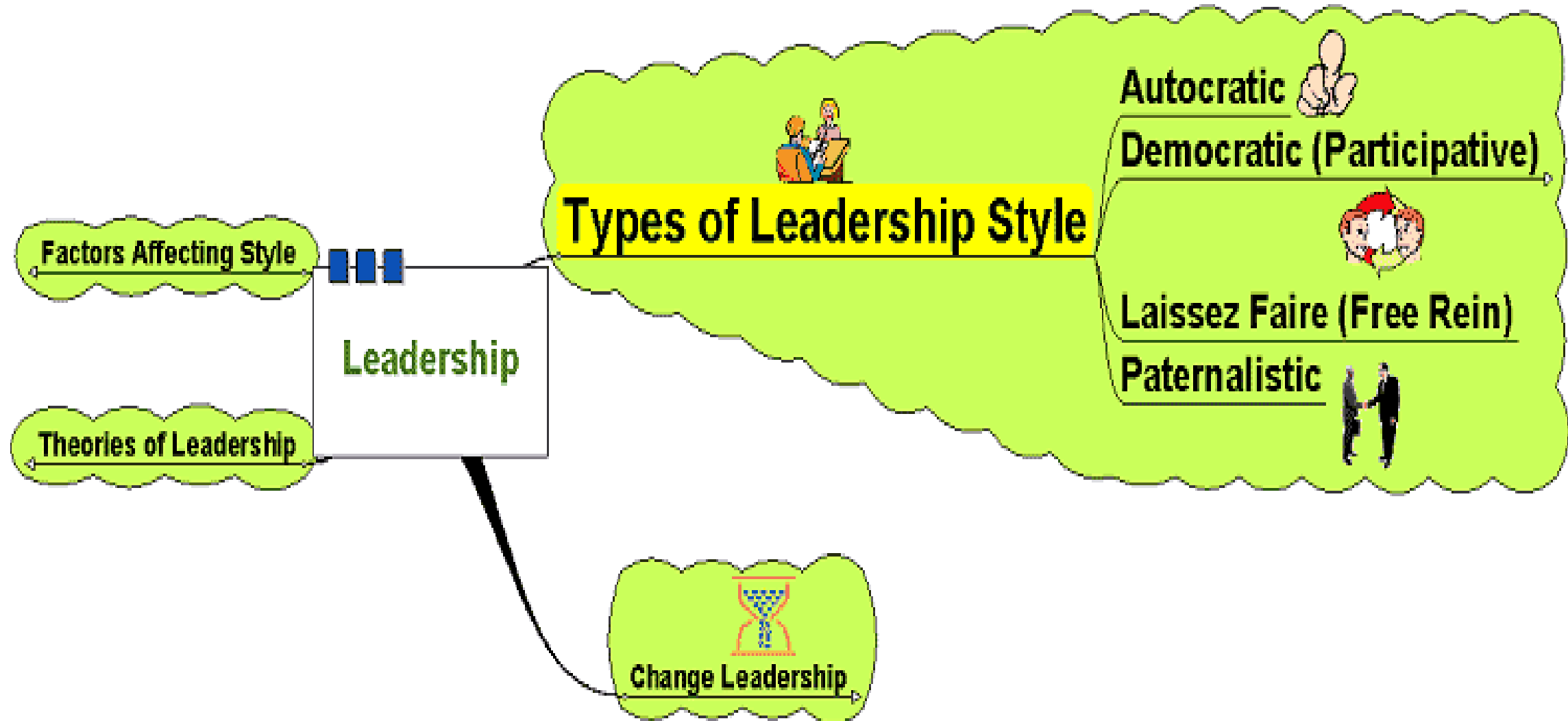
Types of Leadership Style

Leadership

Theories of Leadership

Change Leadership

TYPES OF LEADERSHIP STYLE



TYPES OF LEADERSHIP STYLE

Autocratic:

- Leader makes decisions without reference to anyone else.
- High degree of dependency on the leader.
- Can create de-motivation and alienation of staff.
- May be valuable in some types of business where decisions need to be made quickly and decisively.

Leadership
Style Types



TYPES OF LEADERSHIP STYLE

Democratic:

Encourages decision making from different perspectives – leadership may be emphasised throughout the organisation

- **Consultative:** process of consultation before decisions are taken
- **Persuasive:** Leader takes decision and seeks to persuade others that the decision is correct

TYPES OF LEADERSHIP STYLE

Democratic:

- May help motivation and involvement
- Workers feel ownership of the firm and its ideas
- Improves the sharing of ideas and experiences within the business
- Can delay decision making



TYPES OF LEADERSHIP STYLE

Laissez-Faire:

- 'Let it be' – the leadership responsibilities are shared by all
 - Can be very useful in businesses where creative ideas are important
 - Can be highly motivational, as people have control over their working life
 - Can make coordination and decision making time-consuming and lacking in overall direction
- Relies on good team work
- Relies on good interpersonal relations

TYPES OF LEADERSHIP STYLE

Paternalistic:

- ☐ Leader acts as a 'father figure'
- ☐ Paternalistic leader makes decision but may consult
- ☐ Believes in the need to support staff

USING ALL

A good leader uses all three styles, depending on what forces are involved between the followers, the leader, and the situation.

Examples:

- Using an authoritarian style on a new employee who is just learning the job.
- Using a participative style with a team of workers who know their job.
- Using a delegative style with a worker who knows more about the job than you.
- Using all three: Telling your employees that a procedure is not working correctly and a new one must be established (authoritarian). Asking for their ideas and input on creating a new procedure (participative). Delegating tasks in order to implement the new procedure (delegative).

FORCES

These are some of the forces that influence the style to use:

- How much time is available.
- Are relationships based on respect and trust or on disrespect?
- Who has the information - you, your employees, or both?
- How well your employees are trained and how well you know the task.
- Internal conflicts.

Stress levels.

Type of task. Is it structured, unstructured, complicated, or simple?

5 Essential Leadership Skills



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Communication



Motivation



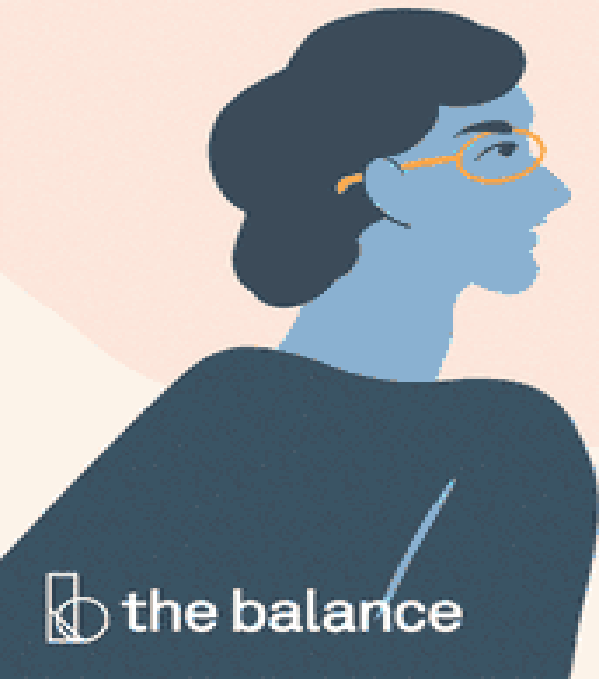
Positivity



Creativity

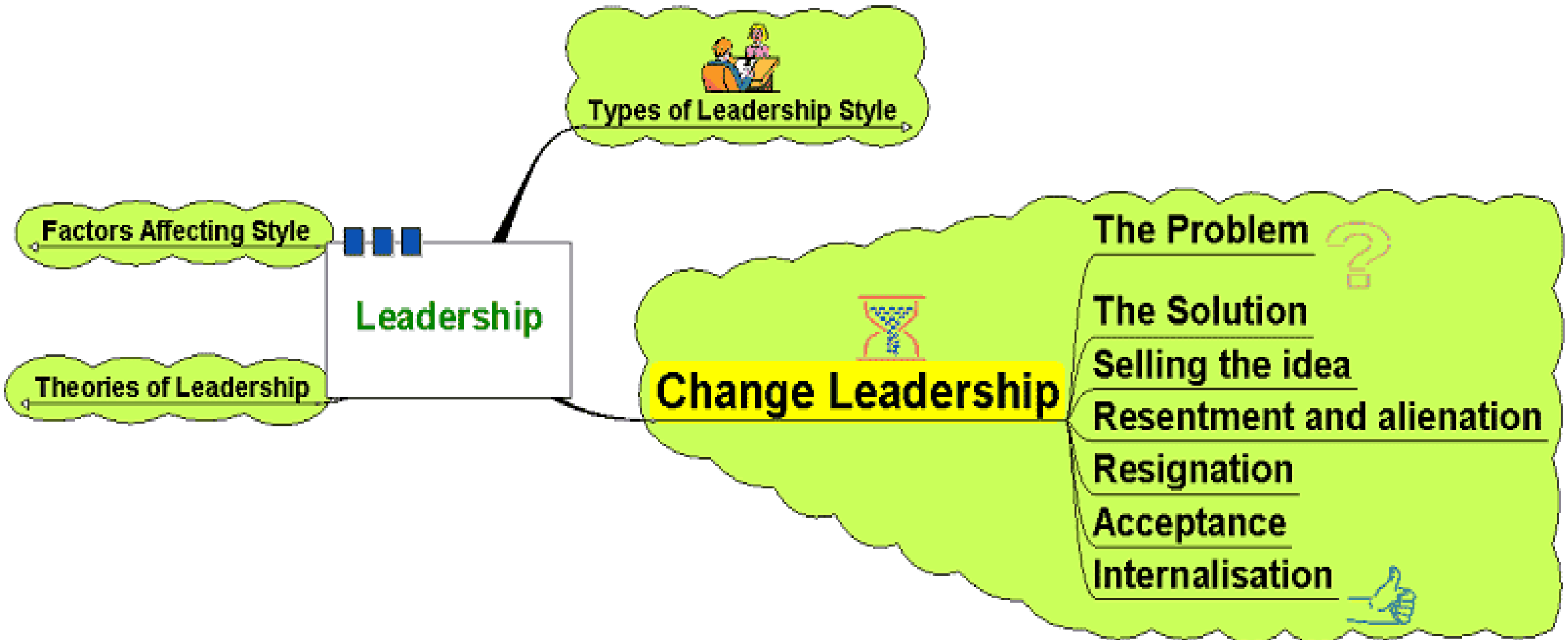


Feedback





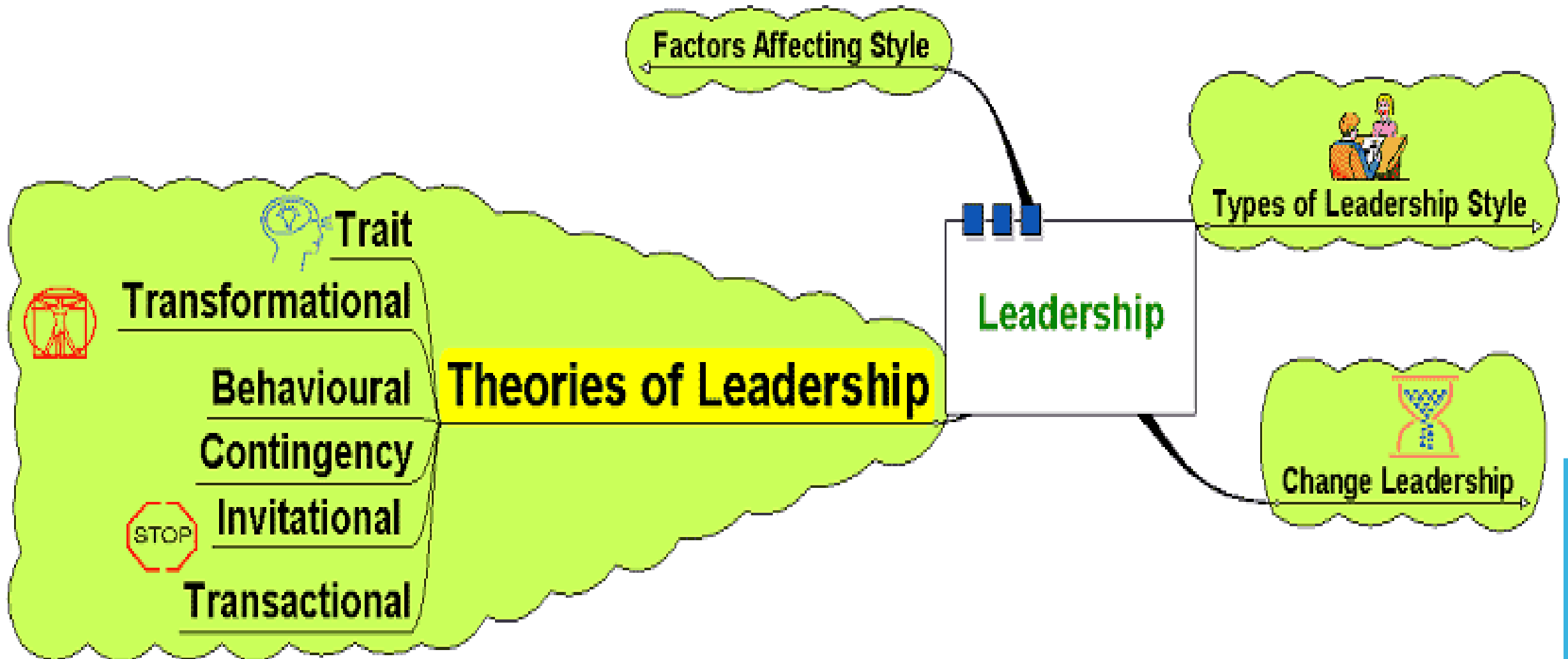
CHANGE LEADERSHIP



CHANGE LEADERSHIP

- ☐ - The most challenging aspect of business is leading and managing change
- ☐ -The business environment is subject to fast-paced economic and social change
- ☐ -Modern business must adapt and be flexible to survive
- ☐ -Problems in leading change stem mainly from human resource management
- ☐ -Leaders need to be aware of how change impacts on workers

THEORIES OF LEADERSHIP



THEORIES OF LEADERSHIP

Trait theories:

Is there a set of characteristics that determine a good leader?

- Personality?
- Dominance and personal presence?
- Charisma?
- Self confidence?
- Achievement?
- Ability to formulate a clear vision?



THEORIES OF LEADERSHIP

Trait theories:

- Are such characteristics inherently gender biased?
- Do such characteristics produce good leaders?
- Is leadership more than just bringing about change?
- Does this imply that leaders are born not bred?



THEORIES OF LEADERSHIP

Behavioural:

Imply that leaders can be trained – focus on the way of doing things

- Structure based behavioural theories – focus on the leader instituting structures – task orientated
- Relationship based behavioural theories – focus on the development and maintenance of relationships – process orientated

THEORIES OF LEADERSHIP

Contingency Theories:

- ❑ - Leadership as being more flexible – different leadership styles used at different times depending on the circumstance.
- ❑ - Suggests leadership is not a fixed series of characteristics that can be transposed into different contexts

THEORIES OF LEADERSHIP

May depend on:

- Type of staff
- History of the business
- Culture of the business
- Quality of the relationships
- Nature of the changes needed
- Accepted norms within the institution



THEORIES OF LEADERSHIP

Transformational:

- Widespread changes to a business or organisation

Requires:

- Long term strategic planning
- Clear objectives
- Clear vision
- Leading by example – walk the walk
- Efficiency of systems and processes



THEORIES OF LEADERSHIP

Invitational Leadership:

- Improving the atmosphere and message sent out by the organisation
- Focus on reducing negative messages sent out through the everyday actions of the business both externally and, crucially, internally
- Review internal processes to reduce these
- Build relationships and sense of belonging and identity with the organisation –
that gets communicated to customers, etc.

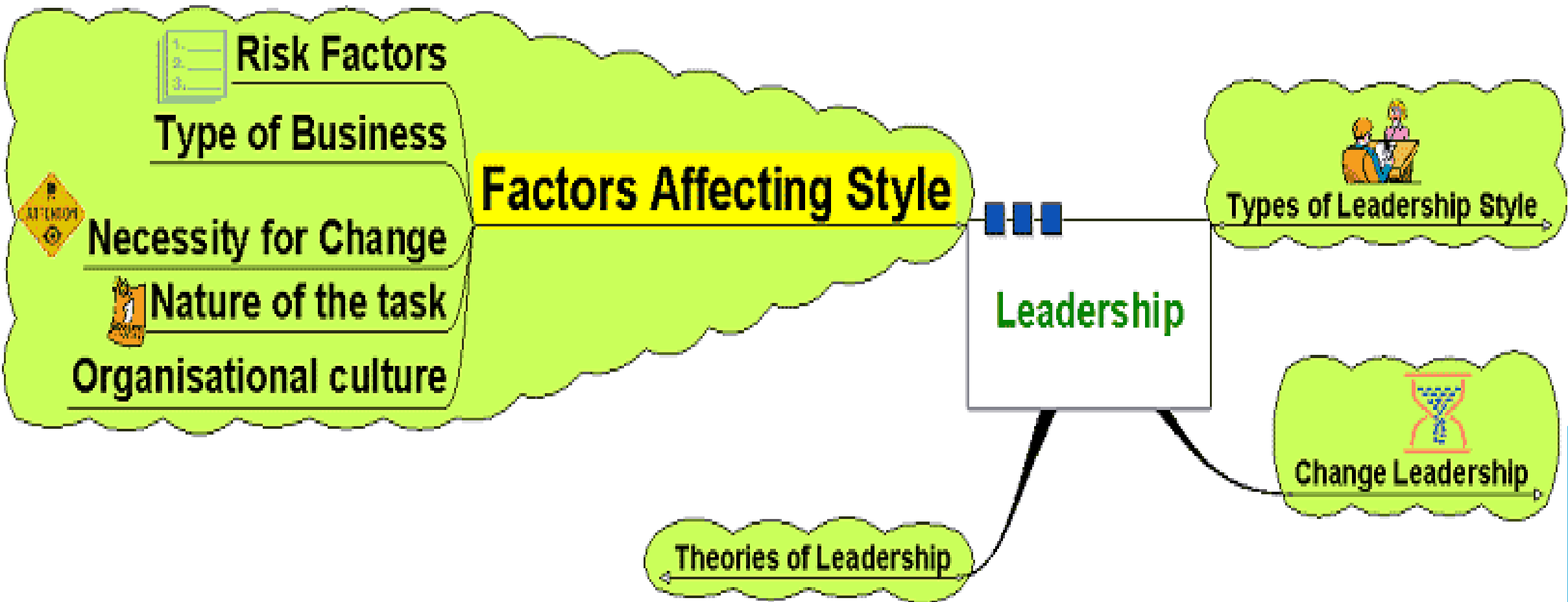
THEORIES OF LEADERSHIP

Transactional Theories:

- Focus on the management of the organisation
- Focus on procedures and efficiency
- Focus on working to rules and contracts
- Managing current issues and problems



FACTORS AFFECTING STYLE



FACTORS AFFECTING STYLE

Leadership style may be dependent on various factors:

- Risk - decision making and change initiatives based on degree of risk involved
- Type of business – creative business or supply driven?
- How important change is – change for change's sake?
- Organisational culture – may be long embedded and difficult to change

Nature of the task – needing cooperation? Direction?
Structure?



CHARACTERISTICS OF A LEADER

Honesty - Display sincerity, integrity, and candor in all your actions. Deceptive behavior will not inspire trust.

Competent - Your actions should be based on reason and moral principles. Do not make decisions based on childlike emotional desires or feelings.

Forward-looking Set goals and have a vision of the future. The vision must be owned throughout the organization. Effective leaders envision what they want and how to get it. They habitually pick priorities stemming from their basic values.

Inspiring - Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire others to reach for new heights. Take charge when necessary.

CHARACTERISTICS OF A LEADER

Straightforward - Use sound judgment to make a good decision at the right time.

Imaginative - Make timely and appropriate changes in your thinking, plans, and methods. Show creativity by thinking of new and better goals, ideas, and solutions to problems. Be innovative!

Managerial Leadership influences the organization in the following ways:

- Leading affects Morale
- Leading is key to effective Communication
- Leading effectively contributes more to the bottom line

A LEADERSHIP STORY

- * A group of workers and their leaders are set a task of clearing a road through a dense jungle on a remote island to get to the coast where an estuary provides a perfect site for a port.
- * The leaders organise the labour into efficient units and monitor the distribution and use of capital assets – progress is excellent. The leaders continue to monitor and evaluate progress, making adjustments along the way to ensure the progress is maintained and efficiency increased wherever possible.
- * Then, one day amidst all the hustle and bustle and activity, one person climbs up a nearby tree. The person surveys the scene from the top of the tree.

A LEADERSHIP STORY

➤ * And shouts down to the assembled group below...

* “Wrong Way!”

(Story adapted from Stephen Covey (2004) “The Seven Habits of Highly Effective People” Simon & Schuster).

➤ * “Management is doing things right, leadership is doing the right things”

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