

LEADERSHIP

Prepared by Dr. Magdy Al-haj

MGM111
Principle of Management

Lecture 3





مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
UNIVERSITY
BY EVERYONE'S SMART UNIVERSITY

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Lecture 3

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Learning Outcome

- 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
- Motivation



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Leadership

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

(Warren Bennis and Peter Drucker)

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.”**



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.**

WHAT IS A LEADER.....?

☐ **The ability to influence, motivate, and enable others to contribute to the effectiveness and success of the organizations of which they are members.**

☐ Robert House (2004)

☐ **The ability to influence a group toward the achievement of a vision or set of goals.**

☐ Robbins & Judge (2008)

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.**

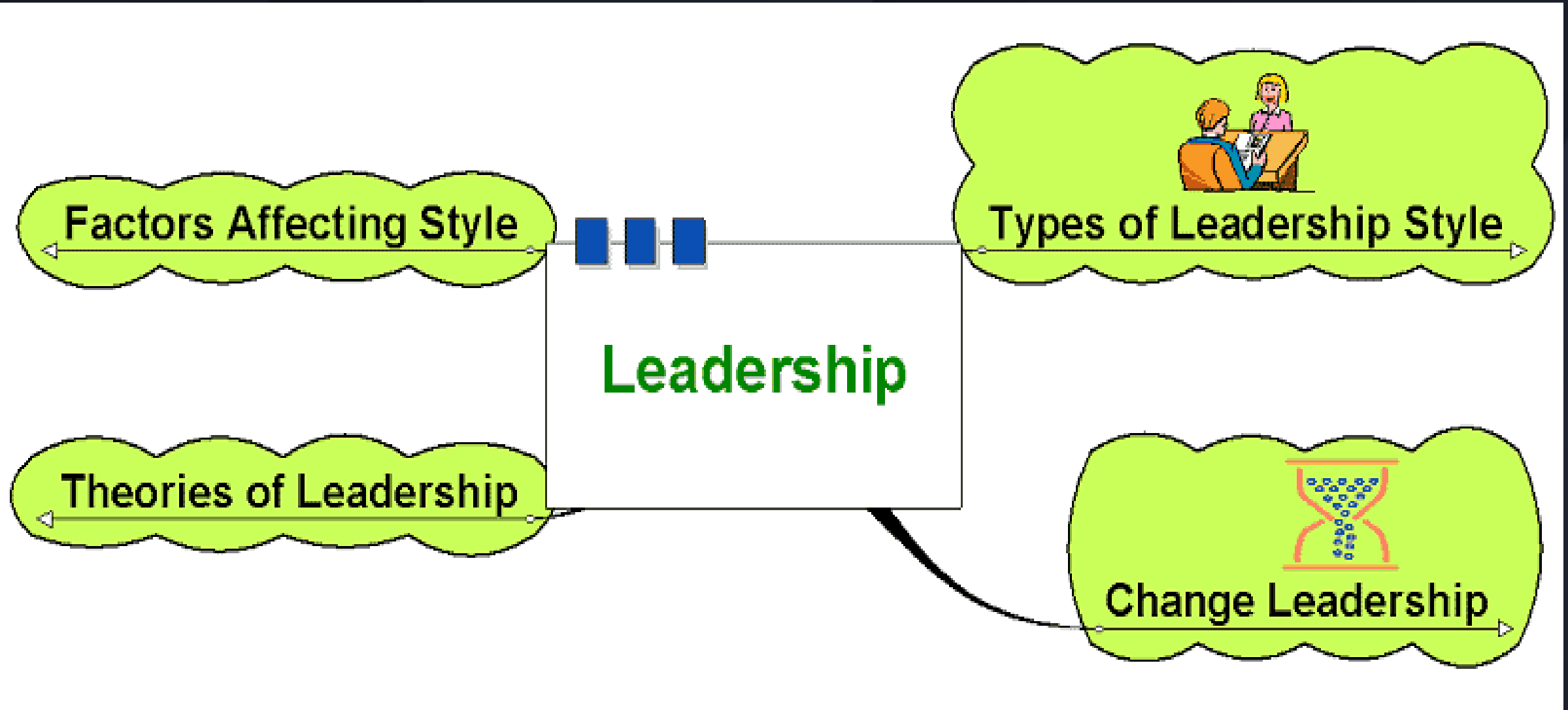
IMPORTANCE OF LEADERSHIP

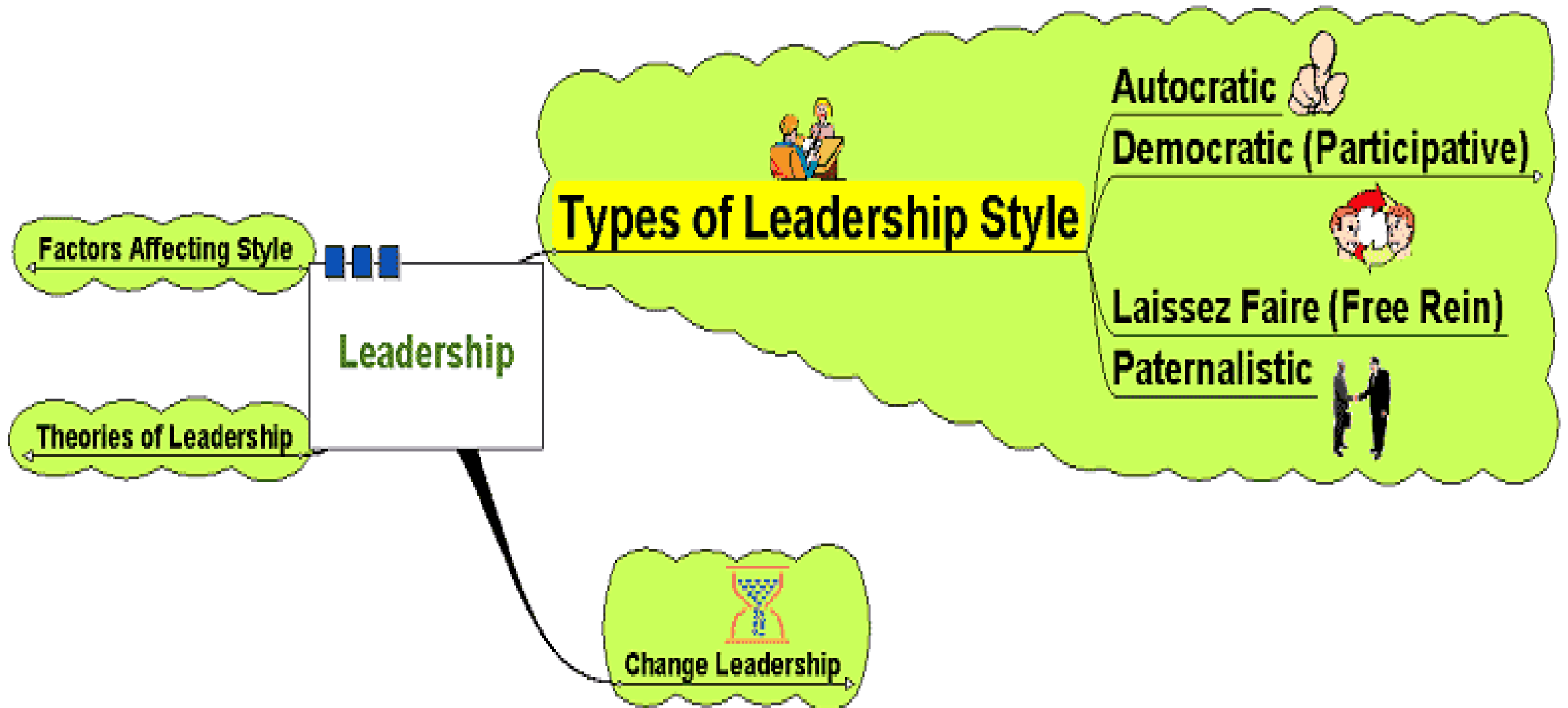
- ❖ **Initiates action**
- ❖ **Motivation**
- ❖ **Providing guidance**
- ❖ **Creating confidence**
- ❖ **Co-ordination**
- ❖ **Effective planning**
- ❖ **Inspiration & motivation**

ROLE OF A LEADER

Responsibilities of a leader:

- ☐ Making decisions.
- ☐ Setting an example.
- ☐ Coordinating people and activities.
- ☐ Communicating goals and work plans.
- ☐ Inspiring the team.
- ☐ Working in unison.
- ☐ Evaluating the team's performance.
- ☐ Supervising daily activities.





- **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.

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



- **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



Communication



Motivation



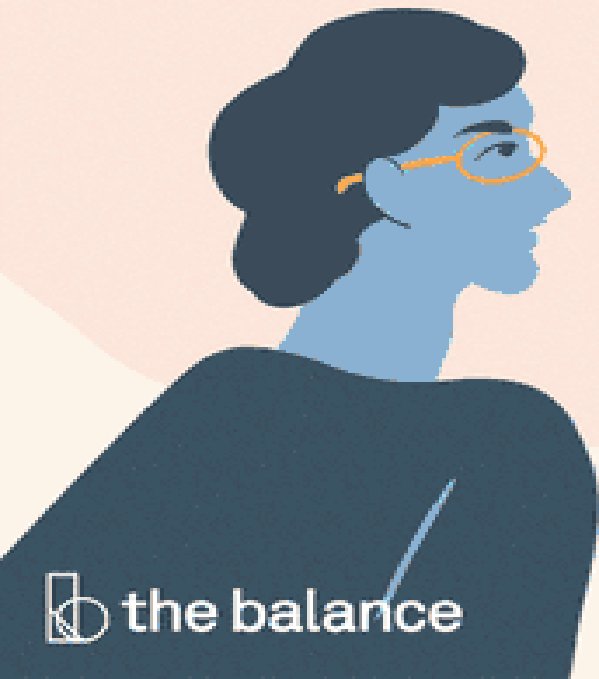
Positivity



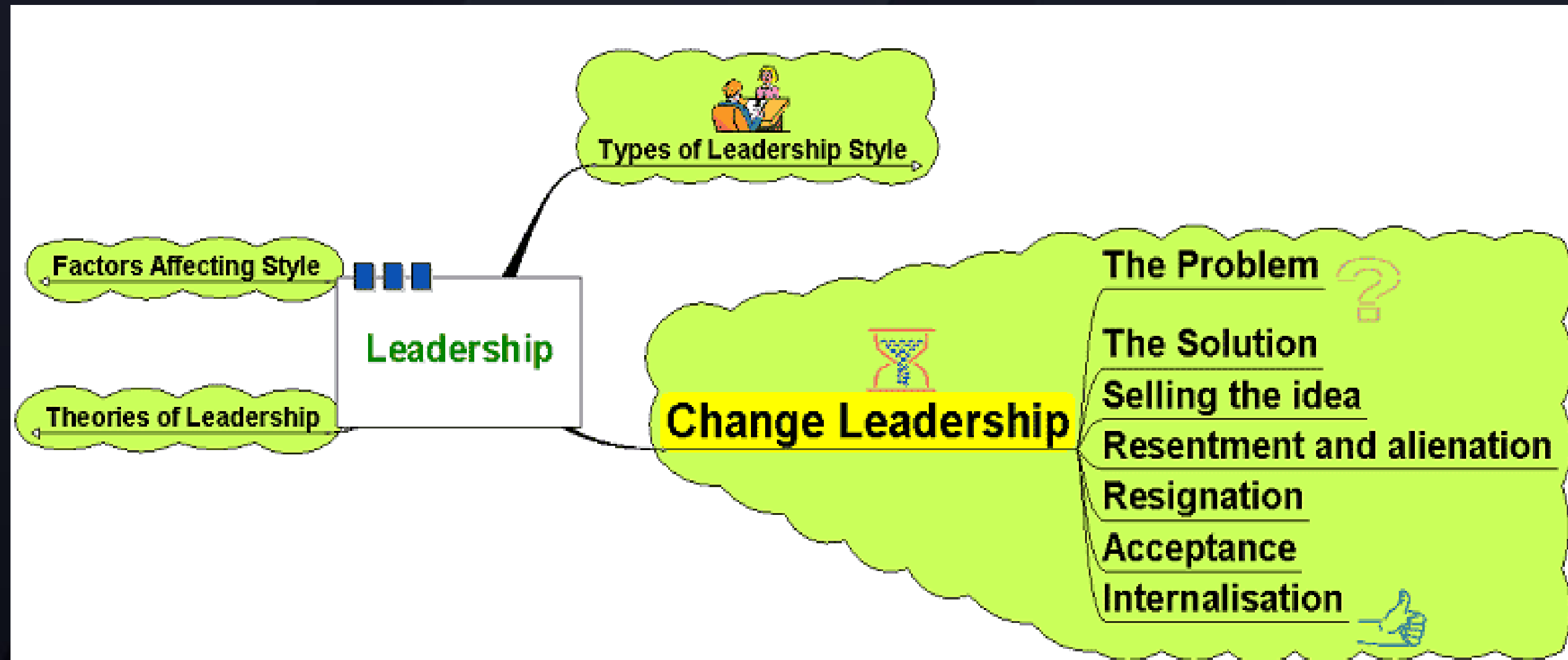
Creativity



Feedback

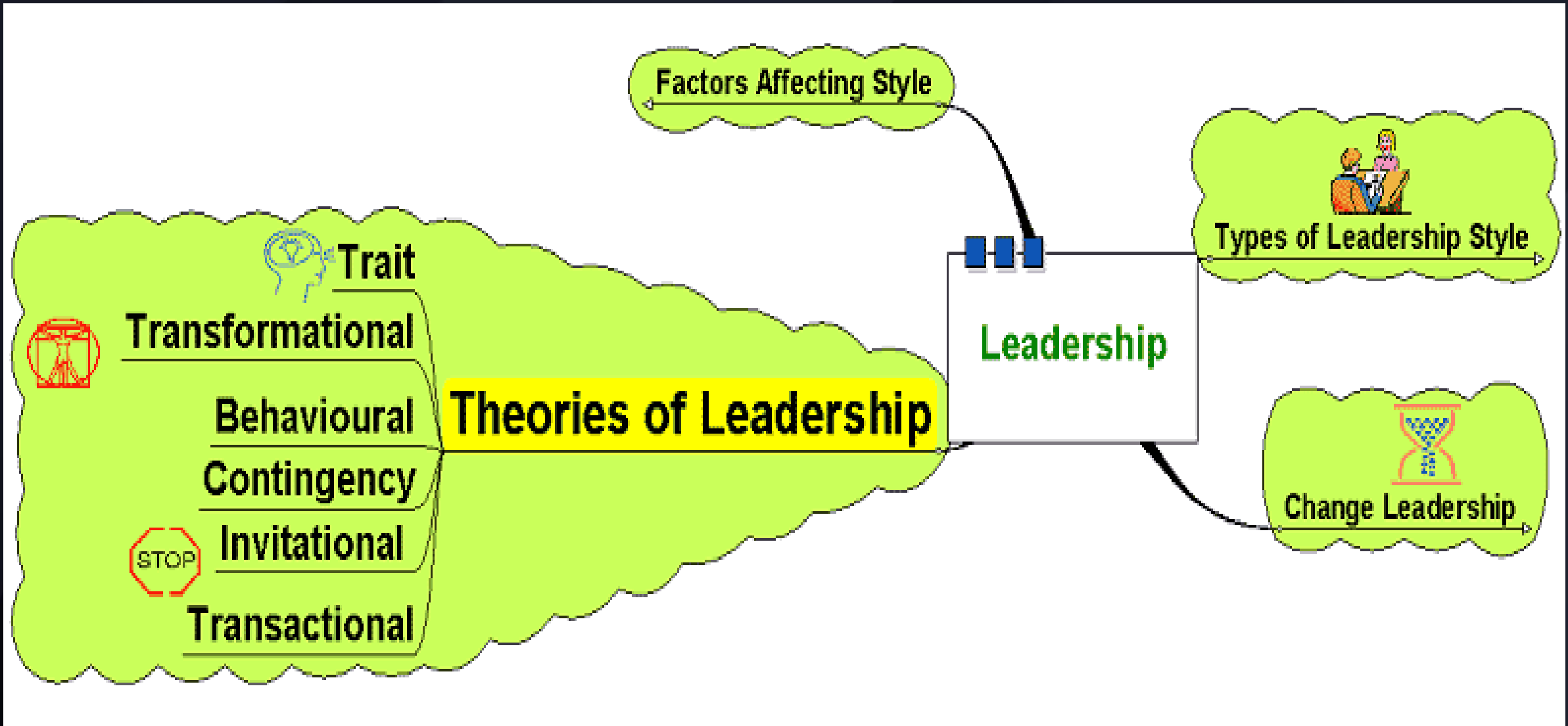


Change Leadership



- ☐ 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?

- **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?

- **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**

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

Theories of Leadership

- **Invitational Leadership:**

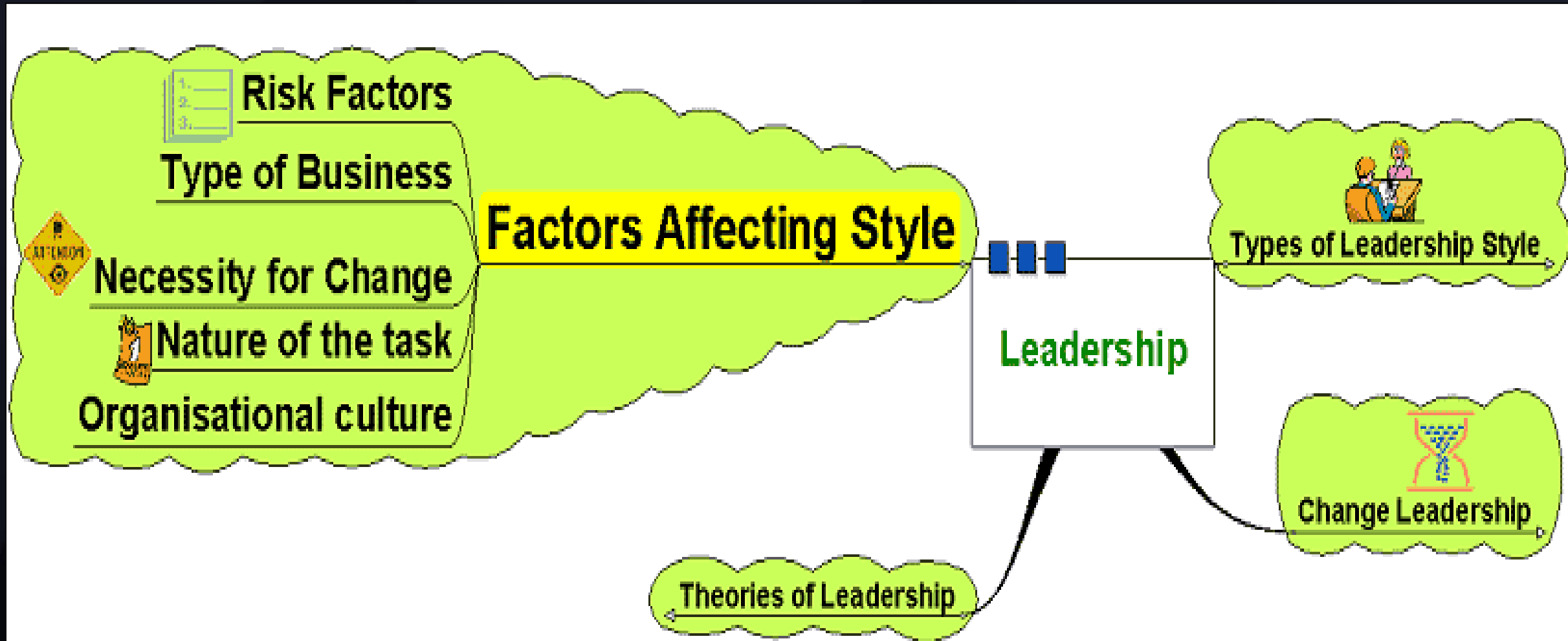
- ☐ Improving the atmosphere and message sent out by the organisation
- ☐ Focus on reducing negative messages sent out through the everyday actions of the business both externally and, crucially, internally
- ☐ Review internal processes to reduce these
- ☐ Build relationships and sense of belonging and 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



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!

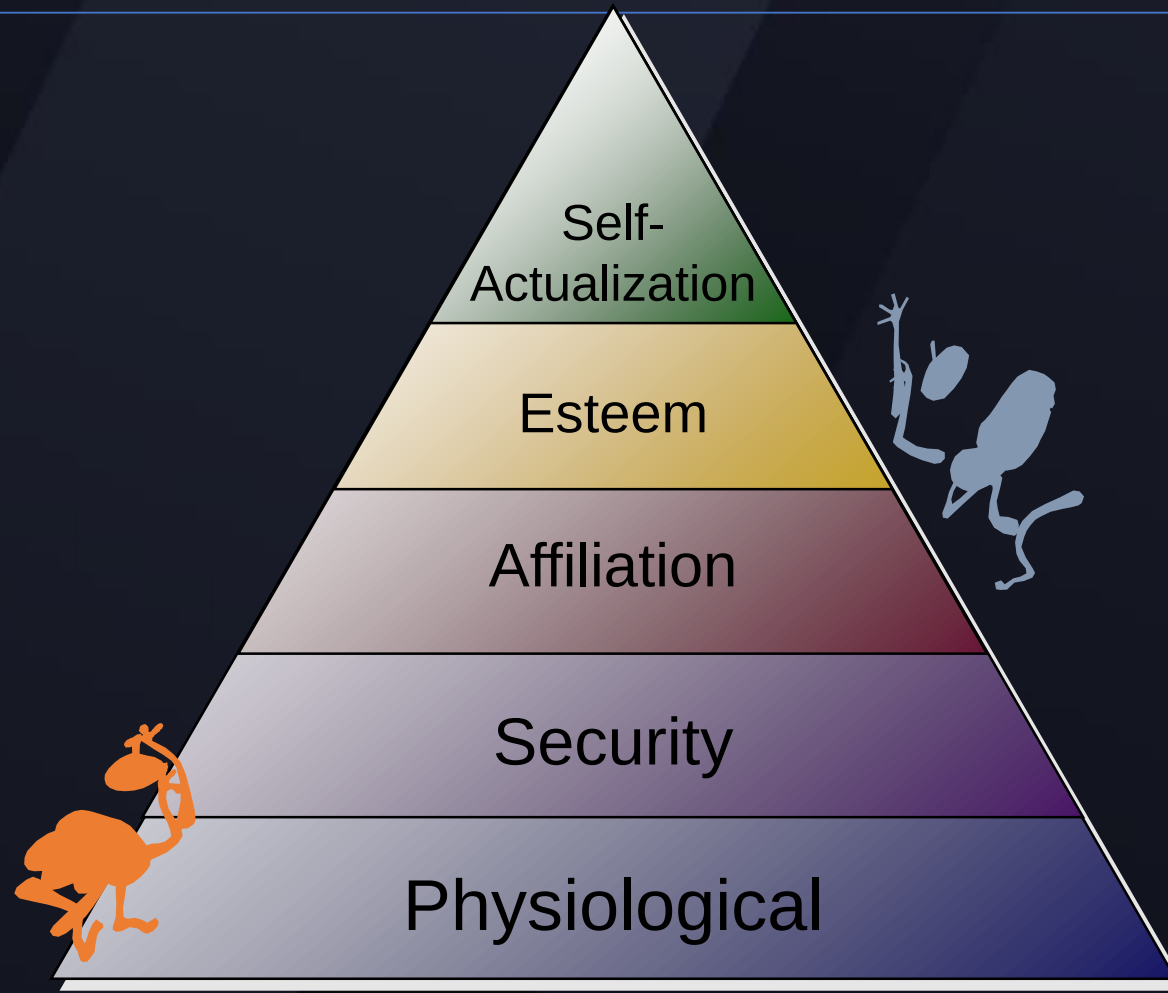
What is Motivation?

- **The willingness to do something conditioned by the action's ability to satisfy some need for the individual.**

A Need

☐ **Is a physiological or psychological deficiency that makes certain outcomes seem attractive.**

Maslow's Hierarchy



Levels of Needs

- **Physiological/Survival needs**
 - Food, Clothing, Shelter, Air
- **Security**
 - Feel safe, absence of pain, threat, or illness
- **Affiliation**
 - friendship, company, love, belonging
 - first clear step up from physical needs

Need levels (cont.)

- **Esteem Needs**

- self-respect, achievement, recognition, prestige
- cues a persons worth

- **Self-Actualization**

- personal growth, self-fulfillment, realization of full potential
- Where are YOU on the hierarchy???

Management by Objectives (MBO)

- **Converts overall organizational objectives into specific objectives for work units and individuals**
- **Common ingredients:**
 - **Goal specificity**
 - **Explicit time period**
 - **Performance feedback**
 - **Participation in decision making**





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Thank You

