THE NATURE OF LEADERSHIP

I am the light of the World and whoever follows me will never walk in darkness, but will have the light of life

By the Greatest Leader on Universe

(John 8:12)

John Maxwell says:

The proof of leadership is found in the followers
We are not creating leaders – we are uncovering people’s leadership capabilities and providing a path for them to put their capabilities into practice.

(Joseph Dwyer)
LEADING IS A MANAGEMENT FUNCTION

Organisations are made up of machines & PEOPLE

Give life to organisation
Constitute intellectual value of organisation
Complex, but most important

Differ greatly, and has different perceptions, attitudes, behaviour, interest, culture,

Leading the employees towards vision and mission requires a complicated management activity namely LEADERSHIP.

LEADER  FOLLOWER  ORGANISATION/SITUATION
REMEMBER THE DIFFERENCE BETWEEN A BOSS AND A LEADER

A Boss says: “Go!”

A Leader says: “Let’s Go!”
If you don’t have influence, you will *never* be able to lead others
(Maxwell)

It is not the position that makes the leader; it is the leader that makes the position (Huffty)
UNDERSTANDING THE CONCEPT OF LEADERSHIP

• Process of **influencing and directing** the **behaviour** of others towards reaching the mission and goals of organisation

• Taking the lead to **bridge the gap** between formulating plans and reaching the goals – it means translating plans in reality (plans by managers)

• It involves influence people, giving orders, motivating people, managing conflict, and communicating with subordinates

• Creating conditions for a team to be effective

• Ability to built teams

• Induces a subordinate to behave in a desired manner

• **Management**: **direct the activities and performance** of people to achieve the mission and goals of organisation

• **Leadership**: is the activity that **infuses energy** into the organisation to activate its people and other resources to get things moving and keep them in motion.
It entails formulating the vision, mission, strategic goals, and strategies and:

- communicate it to the followers, giving orders and instructions to followers

- supervise their work, improve performance, discipline them & deal with conflict

Leader constantly implement change to improve performance

Leadership is influence of a leader on his/her followers

Good leadership involves looking at both sides of human nature (emotions of employees – not only work

Thus good leadership must inspire people to action and touch their hearts and minds
**COMPONENTS OF LEADERSHIP**

<table>
<thead>
<tr>
<th>Authority</th>
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<tbody>
<tr>
<td>Power</td>
<td>Ability of a leader to influence behaviour of others without necessarily using this authority.</td>
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<tr>
<td>Influence</td>
<td>Ability to apply authority and power in such a way that followers take action – to make personal sacrifices for the sake of organisation.</td>
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<tr>
<td>Delegation</td>
<td>Subdividing a task and passing part of the job to subordinate with the necessary authority to execute it.</td>
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<tr>
<td>Responsibility and accountability</td>
<td>Leaders bear responsibility for performing a task and also account for their actions.</td>
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- For good leadership and effective management of the organisation, the balance between leadership components should be maintained.
- Excessive authority might mean autocratic style, and demotivate staff members.
- Subordinates can accept responsibility and account, but only if task is delegated and they are given enough right (authority).
### TRUE MEASURE OF LEADERSHIP IS INFLUENCE - FOLLOWING ARE IMPORTANT:

<table>
<thead>
<tr>
<th>CHARACTER (Who they are)</th>
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<tbody>
<tr>
<td>RELATIONSHIP (Who they know)</td>
<td></td>
</tr>
<tr>
<td>KNOWLEDGE (What they know)</td>
<td></td>
</tr>
<tr>
<td>INTUITION (What they feel)</td>
<td></td>
</tr>
<tr>
<td>EXPERIENCE (Where they have been)</td>
<td></td>
</tr>
<tr>
<td>PAST SUCCESS (What they have done)</td>
<td></td>
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<tr>
<td>ABILITY (What they can do)</td>
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SOME CONTEMPORARY PERSPECTIVES ON LEADERSHIP
Transactional leadership

• There are stable and ongoing situations, in which exchanges or agreements with followers are developed, pointing out what the follower will receive if they do something right or wrong

• Transactional approach last only as the needs of both leader and followers are satisfied by continuing exchange process

• It is a traditional way of management & transactional leaders do what managers do:
  - Clarify the role of subordinates
  - initiate structures
  - Provide appropriate rewards for achievements
  - Conform to norms and values of the organisations
  - Put emphasis on objectives and standards
  - Evaluation and correction of performance, policies and procedures

• Such leaders direct and control in a stable structure having centralised authority
Charismatic leadership

• Individuals with exceptional impact on their organisations are called “charismatic leaders”
• They have profound and extraordinary effect on followers
• They have capacity to motivate people to do more than what is normally expected of them
• They motivate subordinates to transcend their expected performance
• They arose sense of excitement in subordinates
• Create atmosphere of change
• Convinced of their own belief
• Have emotional impact on subordinates
Transformational leadership

- Similar to charismatic, but they have special ability to bring innovation and change
- Take organisation through major strategic changes
- Ability to make successful changes in organisation’s vision, mission, its goals, strategies, structures, culture, reward system etc.
- This leadership is most appropriate in dynamic situations
- They are the “Change Masters” and align their organisations with ever-changing environment
- They just “make change happen”
- There are 7 key leadership skills describing the actions of effective transformational leaders
<table>
<thead>
<tr>
<th>Tune in to their organisations environment and sense needs, opportunities and dangers</th>
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</thead>
<tbody>
<tr>
<td>They think in Kaleidoscopic way</td>
</tr>
<tr>
<td><img src="image1.png" alt="Kaleidoscope Patterns" /> <img src="image2.png" alt="Kaleidoscope Patterns" /> <img src="image3.png" alt="Kaleidoscope Patterns" /> <img src="image4.png" alt="Kaleidoscope Patterns" /></td>
</tr>
<tr>
<td>Develop and communicate inspiring visions</td>
</tr>
<tr>
<td>Build a coalition to support the change</td>
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<tr>
<td>Turn dreams (changed visions) into reality by nurturing &amp; supporting their coalitions</td>
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<tr>
<td>Drive change process</td>
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<tr>
<td>Leaders make heroes</td>
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Dynamic engagement

- It is when leaders get the extraordinary things done

- **Fundamental practices and behaviours of exceptional leaders:**
  (Think about Nelson Mandela)

  - Challenging the process: search opportunities, experiment and take risk (He challenged apartheid system and use every opportunity to change it)

  - Inspiring a shared vision, envision future and enlist others: (His vision of democracy and make opponents members of his “Rainbow Nation”)

  - Enable others to act: foster collaboration and strengthen others (He created enabling environment by moving SA towards “Black Majority Rule”)

  - Modelling the way: set the example and plan small wins (He emerged as the worlds most significant moral leader and set example for reconciliation)

  - Encouraging the heart: recognise individual contribution and celebrate accomplishments. (He constantly encouraged all to become part of his vision of one nation and give credit where it is due)
“True leaders are merchants of hope, speaking to the collective imagination of their followers, co-opting them to join them in a great adventure.

Leaders inspire people to move beyond personal, egoistic motives – to transcend themselves, as it were, and as a result they get the best out of their people” (De Vries).

“To achieve greatness: start where you are, use what you have, do what you can” (Arthur Ashe)
Leaders seek proof or reasons why subordinates act in a certain way and then modify their behaviour to guide their followers.
SUBSTITUTES FOR LEADERSHIP

Refers to “internal factors that influence both job satisfaction and performance of subordinates”

These factors are subordinates ability, experience, need for independence, professionalism, reward system etc.

Leader’s role is also replaced and neutralised by the traits of followers (e.g. experience and professionalism of nurses and doctors do not allows them to wait for orders from someone in emergency cases in hospitals)
ACTIVITY

THE NEXT SLIDES ARE JUST FOR YOUR OWN READING.
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
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
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

• 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

• 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