LEADERSHIP POTENTIAL FOR CREDIBILITY.

Leadership is the process of guiding and directing the behaviour of people in the work environment.
Formal Leadership occurs when and organisation officially bestows on a leader the authority to guide and direct other in the organisation.
Informal leadership occurs when a person is unofficially accorded power by others in the organisation and uses influence to guide and direct their behaviour.
Leadership on the job is summed up in the effect that everything a leader says and does has on the workforce. It involves securing willing cooperation, interest and desire to do the job the way the leader wants it done. S/he is ahead of the group, showing the way, finding the best path to the objective as indicated by the leader.
A leader must have the ability to create and articulate a realistic a, credible and attractive vision of the future for an organisation or business unit that grows out of and improves on the present. This vision must be value centred, realizable, evokes superior imagery and well articulated. The leader must be able to explain the vision to others, model the vision and extend vision to different leadership contexts.

TARGET GROUP.
All individuals climbing the ladder of success - particularly managers, group leaders & supervisors tasked with strengthening their organization or team.

OBJECTIVES.
To practically learn what separates leaders from bosses and followers, and how you can make an influencing difference in your work environment.

METHODOLOGY.
All training is designed to achieve maximum group attention. Fast paced and entertaining, it allows the delegates to take away real practical skills, rather than just theoretical knowledge.

TIMING.
One morning. 8:30 am to 12:00 pm.

COURSE CONTENT.
- Leadership styles
- Leadership functions
- Leader or boss?
- 18 core concepts every leader must know
- Passing on power
- Strategic leadership
- Leadership and organizational objectives
- How to make your leadership role work
- Expressing yourself
- Roles and responsibilities in the leadership function
- How self – discipline brings about success
- Modelling the required behaviours and skills

- Learning from mistakes
- Getting people moving
- Getting results
- Sharing and caring
- Confronting and dealing with difficult people and situations
- Being a leader without being in charge
- Reinforcing positive results
- Hallmarks of leadership

This seminar will help you understand what a leader does and how a leader must behave and perform. You will learn how to exude self – confidence, become a role model, and you will have the tools to take charge.

(Leadership story)

Leadership and Management
These are two distinct but complementary systems of action in an organisation (Nelson & Quick). Effective leadership produces useful changes in the organisation while good management controls complexity in the organisation and its environment. Effective organisations need both leadership and management.
The management process involves:
  Planning and budgeting
  Organising and staffing
  Controlling and problem solving
Therefore management reduces uncertainty and stabilizes an organisation.
In contrast leadership process involves:
  Setting direction
  Aligning people through communication
  Motivating people through empowerment and need gratification.
The leadership process creates uncertainty and change in the organisation.
"If you stumble across leadership opportunities, but those opportunities are just unexpected distraction, your work will be like dew drops that evaporate at the rise of the sun. But if you have spent most of your time thinking about your mission, when the opportunity comes your way, you will grasp it with such vigour that it will cry for mercy" (Madi 2000).

Theories of leadership
Different researchers have tried to explain the differences in leadership. They all agree that leaders possess special traits that set them apart from others and these traits are responsible for individuals assuming positions of authority. Some argue that individuals have special physical ad personality traits that mark them out as leaders. There is however no clear cut agreed set of traits associated with leaders. Theories of leadership may depend on type of employees, history of business, culture of business, nature of business changes and accepted norms within the situation. This paper mentions four theories that affect the leadership styles that individuals adopt.

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Situational theory of leadership states that the person who becomes a group leader is determined by various situational factors. As group needs change the characteristics associated with leadership change and therefore the individuals chosen for leadership changes. The model employs two dimensions of leader behaviour depending on follower maturity and task concern. Follower maturity is determined by ability and willingness to accept performance responsibility. The followers who unable and unwilling are the least mature while those who are both able and willing are the most mature. A leader should use different styles with different levels of maturation and task. Telling style is recommended for followers who are unable and unwilling to take responsibility. This style is characterised by high concern with task and strong beginning structures coupled with low concern for relationships. For followers who are willing and unable selling style (high concern with both task and relationships) , for followers who are unwilling and able participative (high concern with relationships and low concern for task) and followers who willing and able delegating style (low concern for task and relationships because followers accept responsibility). This theory most commonly used for training and development in organisations and focuses attention on followers as important in leadership process.

Behavioural theory implies that leaders can be trained to focus on the way of doing things. Leaders institute structures that are task oriented. Leaders focus on development and maintenance of relationships that are process oriented. This includes path goal theory that presupposes that the basic role of a leader is to enhance follower motivation so that followers are able to experience gratification (effort – performance – reward linkages). The leader uses four styles to help follower clarify the paths that lead to work and personal goals. The four styles are directive, supportive, participative and achievement oriented. Leader behaviour is acceptable to followers to the extent that they see immediate satisfaction or as instrumental to future satisfaction. Or leader behaviour is motivating to followers to the extent that it makes followers need satisfaction resulting from effective performance. Leader compliments follower environment by coaching, guidance, support and rewards for effective performance. In selecting leadership style the leader must consider follower characteristics and work environment. Follower characteristics include ability to perform and locus of control. Workplace characteristics include task structure, work group and authority system. Worker gratification includes satisfaction, rewards and benefits.
The second category of behaviour theory is normative decision-making model, which helps managers determine the appropriate decision making strategy. The model recognizes the importance of authoritative, democratic and consultative leader behaviour. In authoritarian method the leader makes decisions alone, using whatever information is available at the time. The manager may seek information from employees or peers and then make decision. Employees may or may not know what the problem is before providing information to the manager. The manager may explain the problem to appropriate peers or employees and then make decision that may or not reflect the input of others. The manager explains the problem to employees or peers as a group and then makes decision that reflects the group input.

And finally the manager explains the problem to employees or peers as a group and the group makes final decision.
The manager makes decision working through the decision tree using the most appropriate method for any given situation.

Integrative theory states that emerging leadership depends on both personality characteristics of the individuals and the many situational factors prevailing. This theory attempts to combine trait, behaviour and situation to explain successful leader follower relationships. It explains why the followers of some leaders are willing to work so hard and make personal sacrifice to achieve objectives and how effective leaders influence their followers. The theory identifies traits and behaviours that facilitate leader effectiveness and why the same behaviours may have different effects in different situations. Leadership is more flexible because different leadership style is used at different times depending on the circumstances. It is not a fixed series of characteristics that can be transposed into different contexts. Leadership styles are dictated by both the personality characteristics and the situational factors. Transactional theories focus on the management of the organisation, procedures and efficiency, rules and contracts and managing current issues and problems.

Transformational leadership theory states that leaders inspire and excite followers to high levels of performance relying on their personal attributes instead of their official position to manage. Transformational leadership effects widespread changes in the organisation. It therefore requires long-term strategic planning, clear objectives, clear vision, walking the talk and efficiency of systems and processes. Transformational leadership can be learnt and benefit organisations from its power to inspire followers beyond expectations. There is great demand for leaders who can practice transformational leadership by converting their visions into reality. Research has confirmed that transactional leaders act as they think and influence followers through building trust.
Unfortunately because leaders challenge the established order, they are a source of uncertainty, anxiety and discomfort in the organisation. Leaders want to change the established order to improve systems. There are differences between managers and leaders. Bureaucratic organisations encourage development of managers to the exclusion of leaders, leaving a leadership gap in the organisation and society. Leaders and managers make different contributions to the organisation. Leaders agitate for change and new approaches, while managers advocate stability and status quo. The characteristics that differentiate them are assessed on response to four dimensions as indicated in the table below:

Personality	Manager	Leader
Attitudes towards goal	Impersonal, passive, functional, believes goals arise out of necessity and reality	Personal and active, believes goals arise from desire and imagination.
Concept of work	Work is enabling,	Looks for fresh

	combines people, ideas and things. Seeks moderate risk through coordination and balance	approach, seeks high risk positions with high payoff.
Relations with others	Avoids solitude, prefers to work with others, avoids close intense relations and avoids conflict.	Comfortable in solitude, encourages intense and close work relations. Is not risk aversive.
Sense of self	Makes straightforward life adjustment and accepts life as it is.	Struggles for a sense of order in life, questions life

Gender, Minority and leadership
Societal stereotyping plays a role in under-representation of women and minority in leadership position. Although gender differences exist, the same leadership traits may be interpreted differently in a man and a woman because of stereotype.   Research has not found any differences that men are better leaders than women.

Removing barriers
Barriers hindering women and minority from rising to leadership positions are addressed through Affirmative Action programs, management training, mentoring and support group programs.

Types of Leadership styles
Every leader uses one of these basic styles when approaching a group of followers in a leadership situation. The leader's style is universal taken into all situations. Leadership style can be person oriented showing consideration for relations or production oriented initiating structures for task accomplishment.

Charismatic leadership is one in which a leader uses personal abilities and talents to have profound and extra-ordinary effects on followers. Followers view charismatic leaders as possessing unique and powerful gifts or even mystical qualities. Charismatic leaders rely on referent power where followers unconditionally accept the mission and direction of the leader.   Hence charismatic leadership carries with it not only great potential for achievement and performance but also risks of destructive courses of action. Charismatic leadership is inborn and learnt.
Charismatic leaders with socialized power motivation are concerned with collective well being of followers and those with personalized power motivation are driven by the need for personal gain or glorification.

Autocratic style is directive, strong and controlling in relationships. Also referred to as boss-centred, job-centred, authoritarian and even dictatorial leadership.   Autocratic leaders use rules and regulations to run the work environment. Followers have little discretionary influence over the nature of work, its accomplishment or other aspects of the work environment. Leader makes decisions without reference to anyone else. There is high dependence

on the leader, and may create de-motivation and alienation of employees. This style may be valuable in some types of business where decisions need to be made quickly and decisively.

Democratic style of leadership is collaborative, responsive and interactive in relationships and emphasizes rules and regulations less than autocratic style. Also known as subordinate-centred, employee-centred and participative leadership. Leader takes decision and seeks to persuade others that the decision is correct. Encourages decision making from different perspectives while leadership may be emphasized through out the organisation. There is consultative process before decision is made. Followers have a high degree lf discretionary influence although leader has ultimate authority and responsibility. Followers have higher levels of motivation and involvement. They feel ownership of the firm and its ideas. There is increased sharing of ideas and experiences within the business and this can delay decision-making.

Laissez-faire style leads through non-leadership where the leader fails to accept responsibility of the position. Leadership responsibilities are shared by all and can be useful in businesses why creative ideas are important. It can be highly motivational if employees have control over their working life. It relies on good teamwork and good interpersonal relations. This type of leadership can make coordination and decision-making time consuming and lacking in overall direction.

Paternalistic style is one in which leader acts as a father figure. The leader makes decisions but may consult. S/he believes in the need to support staff for effective performance of the group.

Factors affecting style
Factors that affect choice of style include:
Risk – decision making and change is based on the degree of risk involved.
Type of business – creative business or supply driven
Importance of change – change for the sake of change or for survival
Organisational culture – culture that is long embedded may be difficult to change.
Nature of task – needing cooperation, direction or structure.

What is your leadership style?

Answer the following question concerning your leadership behaviours then complete the summary to examine your leadership style.

No.		Likert scale					
		Not at all			Very much		
1.	Are you strict about observing rules and regulations?	1	2	3	4	5	6
2	To what extent do you give instructions and orders?	1	2	3	4	5	6
3	Are you strict about the amount of work you subordinates do?	1	2	3	4	5	6
4	Do urge your subordinates to complete their work by the specified time?	1	2	3	4	5	6
5	Do you try to make your subordinates work to maximum capacity?	1	2	3	4	5	6
6	When one does something unsatisfactory, do you focus on the inadequacy instead of personality?	1	2	3	4	5	6
7	Do you ask your subordinates for progress report on their work?	1	2	3	4	5	6
8	Do you work precise plans for goal achievement each month?	1	2	3	4	5	6
9	Can you talk freely with your subordinate about their work?	1	2	3	4	5	6
10	Generally do you support your subordinate	1	2	3	4	5	6
11	Are you concerned about your subordinates problems?	1	2	3	4	5	6
12	Do you trust your subordinates?	1	2	3	4	5	6
13	Do you give subordinate recognition when they do something well?	1	2	3	4	5	6
14	Do you ask your subordinates input to solve work related problems?	1	2	3	4	5	6
15	Are you concerned about your subordinates future benefits like promotion and pay raises?	1	2	3	4	5	6
16	Do you treat your subordinates fairly?	1	2	3	4	5	6

The totals for questions 1-8 indicate performance orientation – concern for rules and regulations, encourages excellence in performance.
The totals for questions 9-16 indicate maintenance orientation – sensitive to employees and emphasis on empowering work environment.
A score above 40 is high and a score below 20 is low.

Follower ship
Little research has been devoted to follower ship although it is accepted as an essential component of leadership effectiveness.   The traditional view casts followers as passive, whereas contemporary view reflects followers as active with potential for leadership. It is assumed that followers are responsible for influencing their own performance. Self-leadership enables followers to be disciplined and effective an important aspect in becoming a leader. Organisations are increasingly training people for empowerment and self-management to increase follower performance. Blind and unquestioning follower ship may lead to destructive and antisocial behaviour.   Effective followers are active, responsible and autonomous in their behaviour and critical in their thinking without being insubordinate and disrespectful.

Types of followers
Alienated followers – think independently and critically, yet very passive in their behaviour. As a result they can become psychologically distanced from leaders. They are potentially disruptive and a threat to the health of the organisation.
Sheep followers – do not think independently or critically and are passive in behaviour. The simply do as they are told and can be slaves to the system.
Yes followers – do not think independently or critically yet are active in their behaviour. They uncritically reinforce the ideas of their leaders with enthusiasm, never questioning the wisdom of the leaders. They are most dangerous to the leader because they give a false positive reaction and give no warning of potential pitfalls.
Effective followers – most valuable to the leader and organisation because of their active contribution. The practice self-management and self-responsibility leading to effective delegation. They are committed to the organisation, purpose, principle or person outside themselves. There is a risk when followers are committed to a purpose at odds with the organisation. Effective followers invest their competence and professionalism and focus their energy for maximum impact. They look for challenges and ways in which to add to their talents or abilities.   They are dynamic followers who are responsible stewards of their jobs and are effective in managing relationship with the boss.

Are you a dynamic follower?

The De Bono six thinking hats
1.   White hat – information, data question and gaps
2.   Green hat – creative, growth, energy
3.   Yellow hat – positive, optimism
4.   Black hat – caution, assessment
5.   Blue hat – hat of hats – Overview
6.   Red hat – feeling, intuition and emotions

Apply the six thinking hats.

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