

## LEADERSHIP

Perhaps the first question that needs to be answered is what is Leadership? (Facilitate responses from the class). After all those answers there is another question I would like to ask and that is, what is Management? Are management and leadership one and the same?

Let us see if we establish that there is indeed a difference between Leadership and Management. Let us take a look at what is management.

*MANAGEMENT is the process of PLANNING, ORGANIZING, LEADING and CONTROLLING the work of an organization members and of using all organizational resources to reach the organization's goals.*

From this we can say **leading** is one of the functions of management. Since organizations exist to achieve goals, someone has to define those goals and the means by which they can be achieved. That someone is **management**. Since we mentioned the other three functions let us quickly look at them.

**PLANNING.** The planning function encompasses defining an organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive hierarchy of plans to integrate and coordinate activities.

**ORGANIZING.** This function speaks to the design of the organization's structure. This includes what tasks are to be accomplished, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are made.

**CONTROLLING.** This is the function of management that ensures that things are going as they should. Management must monitor the organization's performance. Actual performance must be compared with set goals. If there are any deviations it is the management's job to get things back on track. This **monitoring, comparing** and **correcting** are the controlling aspects of management.

Now let us look at **leadership**.

**LEADERSHIP.** This function of management deals with management's role in **directing** and **coordinating** workers. When management motivates employees, direct their activities, select the most effective communication channels or resolve conflicts among members, they are in fact engaging in the leadership function.

Definition Of Leadership

***THE ABILITY TO INFLUENCE A GROUP TOWARDS ACHIEVING A GOAL.*** *A second definition is the process of directing and influencing the tasks related activities of group members.* From this we can safely draw that there are four implications:

- Leadership involves other people. By their willingness to accept directions from the leader the group members define the leader's status.
- Leadership involves an unequal distribution of power between leader and group members. Are group members powerless? Where does the leader power come from?
- The third dimension is that leadership involves influence. This aspect of leadership suggests that a leader must have the power to influence his followers. Have you ever wondered how some officers get members of his watch to get task complete yet others fail in this regard?
- The fourth aspect of leadership combines the already mentioned three aspects and acknowledges that leadership is about values. If you as a leader ignore this component of leadership you will find that there are many questions regarding your leadership. Leadership is about **moral values**. Values speak to **ethics**. We do not learn ethics from people who sermonize about values but from people who live what they preach.

## **Power**

**Power** is the ability to exert influence on other people. (Remember that subordinates have influence too.)

## SOURCES OF POWER

- ◆ REWARD POWER is based on one person (the influencer) having the ability to reward the other person for carrying out orders or meeting performance requirements.
- ◆ COERCIVE POWER based on the influencer's ability to punish one person for not meeting the requirements.
- ◆ LEGITIMATE POWER (formal authority) exists when an employee acknowledges that the influencer is entitled to exert influence.
- ◆ EXPERT POWER is based on the perception or belief that the influencer has some relevant expertise or special knowledge.
- ◆ REFERENT POWER may be held by a person and is based on the influencee's desire to identify with the influencer.  
Exemplar / role model.

How to successfully handle power.

- ✓ Be sensitive to the source of power.
- ✓ Appreciate the power bases.
- ✓ Act maturely and exercise self-control.
- ✓ Understand that power is necessary to get things done.
- ✓ Exercise power with restraint on behalf of others. (This encourages team spirit support staff and reward achievements)

For leaders to be effective they must have **Authority**. Formal authority is the type of power that we associate with organizational structure or management.

What is Authority? A form of power often used more broadly to refer to a person's ability to wield power as a result of such qualities as knowledge or title.

*A person can and will accept a communication as authoritative only when four conditions simultaneously occur: (a) he can and does understand the communication; (b) at the time of his decision he believes that it is not inconsistent with the purpose of the organization; (c) at the time of his decision he believes it to be compatible with his personal interest as a whole; and (d) he is able mentally and physically to comply with it.*

## **Leaders And Followers.**

Leaders exist because there are followers. Once we speak about leaders it stands to reason that there must be followers.

## **Effective And Ineffective Leaders**

There have been several studies in attempts to arrive at the characteristics of effective or ineffective leaders. These studies found that intelligence, initiative, and self-assurance were associated with high managerial levels and performance. However the most important findings of the study were that the single most important factor related to managerial level and

performance was the leader's supervising ability. Effective leadership does not depend on any particular trait but rather on how well the leader's traits match the requirements of the situation. Other characteristics are caring, openness, flexibility, warmth, objectivity, trustworthiness, honesty, strength, patience and sensitivity. In addition to this the leader must include comfort zone with oneself and others, a liking for people, comfort in the position of authority, and confidence in one's ability to lead.

### **Leadership Functions.**

We can conclude that effective group leadership involves two major functions:

- ✓ Task related or problem solving functions - production oriented.
- ✓ Group-maintenance or social functions - employee oriented.

Task oriented leadership approach closely supervising employees to be sure the task is performed satisfactorily. Getting the job done is given more emphasis than the employee's personal growth and development.

Employee oriented style seeks to put more emphasis on motivating rather than controlling employees. They advocate trusting and respectful relationship with subordinates who are allowed to participate in the decisions that affect them.

The function of management as it relates to the person who is the leader can be summed up from the following perspectives:

- Inspire confidence
- Ability to share (we, me)
- Motivation (a personally motivated leader is the greatest source of motivation for the group)
- Positive thinking
- Visibility (leader should be clearly visible and available for interaction and support)
- Futuristic Planning (the leader who lives in the present but for the future is progressive and insightful)
- Decision-making
- Knowledge of the programme
- Ability to delegate

## Leadership Styles

### Categories

- **Autocratic** – Those who by the assertion of their superiority regulate the activities of others, they rule without consultation, and lead according to their own perception and goals. Through domineering methods, they attain and enjoy dominance. Possess little or no regard or feeling for others.
- **Democratic** – People orientated, strive to define the group's needs and stimulate members to secure adequate satisfaction. Conscious effort for succession planning.
- **Laissez faire** - delegates all responsibilities. Lacks sense of direction.

- **Eclectic** - select aspect of other styles of leadership that suit their style and situation that will accomplish the goal at hand.