“Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential.”

- Prof. Warren Bennis

THEORIES

- **Great Man Theories**
  - Leaders are exceptional people, born with innate qualities, destined to lead
  - Term ‘man’ was intentional - concept was primarily male, military and Western

- **Trait Theories**
  - Research on traits or qualities associated with leadership are numerous
  - Traits are hard to measure. For example, how do we measure honesty or integrity?

- **Behaviourist Theories** (Blake and Mouton, Managerial grid, 1964)
  - Leaders behaviour and actions, rather than their traits and skills e.g. production orientated or people orientated
  - Different leadership behaviours categorised as ‘leadership styles’ e.g. autocratic, persuasive, consultative, democratic
  - Doesn’t provide guide to effective leadership in different situations

- **Functional Theories** (John Adair, Action Centred Leadership, 1970)
  - Leader is concerned with the interaction of 3 areas:
    - **Task** – goal setting, methods and process
    - **Team** – effective interaction/communication, clarify roles, team morale
    - **Individual** – attention to behaviour, feelings, coaching, CPD

LEADER

- can influence the behaviors
  of others without having to rely on force.

- People who are accepted as leaders by others.

- The set of characteristics attributed to individuals regarded to be leaders.

LEADERSHIP

- The process of influencing others so that their work efforts lead to the achievement of organizational goals.
- As a process, the use of non-coercive influence to shape the group’s or organization’s goals.
- Motivate others’ behavior toward goals.
- Help to define organizational culture.

POWER – ability to affect the behavior of others

<table>
<thead>
<tr>
<th>Power Type</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Legitimate</strong></td>
<td>Granted through the organizational hierarchy</td>
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<tr>
<td><strong>Reward</strong></td>
<td>Give or withhold rewards.</td>
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<tr>
<td><strong>Coercive</strong></td>
<td>Force compliance (psychological, emotional, or physical threat).</td>
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<tr>
<td><strong>Referent</strong></td>
<td>Accrues someone (identification, imitation, loyalty, or charisma).</td>
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<tr>
<td><strong>Expert</strong></td>
<td>Possession of information or expertise.</td>
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Leadership Skills
- **Clever** (intelligent)
- Conceptually skilled
- Creative
- Diplomatic and tactful
- Fluent in speaking
- Knowledgeable about group task
- Organised (administrative ability)
- Persuasive
- Socially skilled

Leadership Traits
- Adaptable to situations
- Alert to social environment
- Ambitious and achievement orientated
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant (desire to influence others)
- Energetic (high activity level)
- Persistent
- Self-confident
- Tolerant of stress
- Committed