

BUSINESS ADMINISTRATION
CHAPTER 7

"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 perceived 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

Legitimate power	Granted through the organizational hierarchy
Reward power	Give or withhold rewards.
Coercive power	Force compliance (psychological, emotional, or physical threat).
Referent Power	Accrues someone (identification, imitation, loyalty, or charisma).
Expert Power	Possession of information or expertise.

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