

1.2 LEADERSHIP



Leadership has been defined in three general camps: as a set of exemplary traits, values, and behaviors that individuals possess; the ability to influence action and motivation based on situational contexts and follower characteristics; and ascription among followers. Much of the scholarship has focused on individuals in charge of for-profit firms rather than in government. Chester Barnard defined Leadership as the ability of a superior to influence the behaviour of subordinates and persuade them to follow a particular course of action.

The principles of scientific management have limited the conceptualization of leadership to a set of proscriptions for “best” ways. The legacies of Frederick Winslow Taylor and Henri Fayol have created a notion that there is little difference between public and private sector management. Elected leaders as well as corporate executives have tried to put these principles into practice by emphasizing productivity in terms of organizational inputs and outputs. The system of checks and balances among the branches of government, which implies that no one branch has sufficient power and authority to develop and implement goals and strategies, however, negates the use of a single source of planning, goal setting, and resource allocation. The editors rightly note that, for public sector leadership, the “best” principles are more in line with best styles, techniques, and practices in individual situations.

There are plenty of theories and statements on which are the qualities of a successful leader, and there are no right or wrong answers. According Eleanor Roosevelt, “A good leader inspires people to have confidence in the leader; a great leader inspires people to

have confidence in themselves”. A leader can have traits like understanding and listening to its subordinates, emotional capabilities, openness and assertive and determined leadership skills. The demand for these traits can vary depending on the situation, in what field the company is and who the subordinates are. So a great leader has the ability to convince the followers and create a friendly environment in the work place. Leadership methods, for instance using persuasive and democratic style in leading and the agreeableness are the ones that define a combination a great leadership. Best traits and skills for public leaders, is a compilation of personal characteristics that characterize administrative leaders: a high achievement motivation, skills in technical, interpersonal, and intellectual functioning, and exemplary personal traits. Competencies public leaders need to manage others, organizational roles and functions, and technical and organizational changes.

NB Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.

A leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's vision and objectives, causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives.

The leader achieves this influence by humbly conveying a prophetic vision of the future in clear terms that resonates with the follower(s) beliefs and values in such a way that the follower(s) can understand and interpret the future into present-time action steps. Other definitions is as indicated below:

- The only definition of a leader is someone who has followers - **Peter Drucker**
- Leadership is the capacity to translate vision into reality. It 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 - **Warren Bennis**

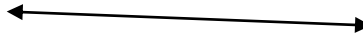


Figure 1: conceptual framework

Managerial Outlook



In the past the managers and leaders were chosen to lead the other people in the organization solely by their technical professionalism and expertise in the field. Often the manager was promoted into the position from the workforce. Today more and more emphasize is given to the overall interpersonal abilities and skills when choosing a manager. It is said that not only supreme technical know-how makes a successful leader.

Management Functions

In every company, the work description of a manager varies according to the company's field, the political environment in the company and the country's legislation. Though it is defined in the literature that the managerial work is divided into four different categories.

- ☐ Planning
- ☐ Organizing
- ☐ Leading
- ☐ Controlling

The first one involves the process of defining the organizational and department's goals and developing strategies in order to achieve these goals. Organizing involves the decisions what needs to be done, who is to do them and in what teams. The leading function demands the manager to hire the right people, train to people to the work and motivate them to the set goals, use efficient communication styles with the work teams and apply the interpersonal skills intensively. The last function is to monitor that the work is done and the set goals are met.

3.11 SELF-TEST QUESTIONS



State the different levels of a leader

3.12 GLOSSARY



Level of leadership - stage of leadership

3.13 ANSWERS TO SELF-TEST QUESTIONS



Levels of a leader

1. Position
2. Permission
3. Production
4. People development
5. Personhood

- ✓ Clarify direction, goals, and accountability. To foster accountability, involve the person or team in the decision making.
- ✓ Encourage peer coaching by reminding them that everyone has a stake in each other's success.
- ✓ Coaching is more than telling people how to do something, it involves giving advice, skill-building, creating challenges, removing performance barriers, building better processes, learning through discovery (the aha! method), etc.
- ✓ Deal with emotional obstacles by helping them through change, reviewing and pointing out ways that they hold themselves back, comforting them when they become confused, etc.
- ✓ Give feedback by pointing and hinting towards solutions, rather than directly critiquing errors.
- ✓ Lead by example! Demonstrate the desired behaviors.

4.4.1 The Six Points of Leadership Power



As Napoleon once said that "You can get much farther with a kind word and a gun than you can with a kind word alone." However, while almost anyone can use power, it takes skill to use leadership. Leadership power is much more than the use of force. Leadership is influencing others to truly WANT to achieve a goal, while power forces others to achieve a goal.

Power refers to a capacity that a person has to influence the behavior of another so that he or she acts in accordance with the his or her' wishes. This power is a capacity or potential as it implies a potential that need not be actualized to be effective. That is, a power may exist, but does not have to be used to be effective. For example, an officer in the Army has certain powers over enlisted personal, but that power does not have to used to be effective. The mere knowledge of an officer's power by an enlisted person has some influence over him or her.



What are the different types of power?

4.10 GLOSSARY



Pareto Principle - theorized that most effects come from relatively few causes; that is, 80 percent of the effects come from 20 percent of the possible causes.

4.11 ANSWERS TO SELF-TEST QUESTIONS



- Coercive Power
- Reward Power
- Legitimate Power
- Expert Power Referent Power
- Informational Power

LECTURE FIVE: TRAITS AND SKILLS IN PUBLIC SERVICE LEADERSHIP

5.1 INTRODUCTION



Personal Qualities of a Leader

- Capability to build successful teams
- Listening skills
- Decision-making skills
- Capability to hang on good people
- Capability to hire and invest on professional people

5.2 LECTURE OBJECTIVES



At the end of this topic you should be able to:

- Incorporate an array of models of leadership traits, styles, technique,
- Answer the question 'are leaders born or made?'
- Understand different traits

5.9 FURTHER READING



Different leadership traits

5.10 SELF-TEST QUESTIONS



List different types of personality traits

5.11 GLOSSARY



FFM - Five Factor Model

Traits - qualities

5.12 ANSWERS TO SELF-TEST QUESTIONS



Openness to experience

Conscientiousness

Extraversion and Introversion

Agreeableness

Neuroticism

5.13 REFERENCES



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The relationship between these co-workers and leader are extremely solid. The workers are expected to stay with a company for a longer period of time because of the loyalty and trust. Not only do they treat each other like family inside the work force, but outside too. These workers are able to go to each other with any problems they have regarding something because they believe in what they say is going to truly help them.

One of the downsides to a paternalistic leader is that the leader could start to play favorites in decisions. This leader would include the workers more apt to follow and start to exclude the ones who were less loyal. In today's market paternalism is more difficult to come by according to Padavic and Earnest who wrote "business dimensional and Organizational Counseling."

They believe this because there have become more lay-offs and stronger unionization. This affects paternalistic leaders because the co-workers may not believe that their jobs are 100% ensured. When this happens, workers begin to look for bigger and better job opportunities instead of staying at one company for a longer period of time. Because of this, the leader may be thinking that you could be leaving and not fully believe you when you tell them something about a job opportunity. This could put the workers and leader at risk for a bad situation.

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6.10 GLOSSARY



Style- technique

Mode- method

6.11 ANSWERS TO SELF-TEST QUESTIONS



Autocratic Leader

Directive Leadership

Constitutional or Participative Leader

Missionary leadership

Laissez Faire Leadership

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Contingency (situational) approach

Contingency or situational theories of leadership propose that the organizational or work group context affects the extent to which given leader traits and behaviors will be effective. Contingency theories gained prominence in the late 1960s and 1970s. Four of the more well-known contingency theories are Fiedler's contingency theory, path-goal theory, the Vroom-Yetton-Jago decision-making model of leadership, and the situational leadership theory. Each of these approaches to leadership is briefly described in the paragraphs that follow.

Introduced in 1967, Fiedler's contingency theory was the first to specify how situational factors interact with leader traits and behavior to influence leadership effectiveness. The theory suggests that the "favorability" of the situation determines the effectiveness of task- and person-oriented leader behavior.

Favorability is determined by:

- ✓ the respect and trust that followers have for the leader;
- ✓ the extent to which subordinates' responsibilities can be structured and performance measured; and
- ✓ the control the leader has over subordinates' rewards. The situation is most favorable when followers respect and trust the leader, the task is highly structured, and the leader has control over rewards and punishments.

Fiedler's research indicated that task-oriented leaders were more effective when the situation was either highly favorable or highly unfavorable, but that person-oriented leaders were more effective in the moderately favorable or unfavorable situations. The theory did not necessarily propose that leaders could adapt their leadership styles to different situations, but that leaders with different leadership styles would be more effective when placed in situations that matched their preferred style.

Fiedler's contingency theory has been criticized on both conceptual and methodological grounds. However, empirical research has supported many of the specific propositions of the theory, and it remains an important contribution to the understanding of leadership effectiveness.

7.6 ACTIVITIES



Visit an organization and note down the approaches used in that organization.

7.7 FURTHER READING



Different techniques used in different organizations

7.8 SELF-TEST QUESTIONS



Discuss the servant leadership

7.9 GLOSSARY



LMX- Leader-member exchange

The strongest case for versatility in leadership style comes from the recognition that change is not an event but an extended process. Each stage of that process benefits from different leadership orientations. Strategy researchers have proposed that change involves at least three stages: initiation, formulation, and implementation. The leading change requires: establishing direction, aligning people, and motivating and inspiring. Effective leadership is always required to bring effective changes.

Incremental changes often do not require the formal launch because they are introduced in small doses. These are normally easy to handle and adopt and are non resistible by the employees and are normally for a limited time period, and people working in organization are usually familiar with these kinds of changes. Radical changes at the other end are difficult to adopt and also have more resistance, which requires more than mere leadership competences. Radical changes require private acceptance and it is a role of senior leaders to aware people to realize the need of change and therefore to create willingness to relinquish old style of working in favor of new ones.

Launching radical changes involves different processes than maintaining it and these requires different leadership style orientations. Unlike incremental changes, the radical changes always require the high level of creative leadership with risk taking attitude. There are different phases of radical change; that relate the different leadership styles.

8.5 Challenges of Leadership

Develop Managerial Effectiveness

“I am definitely going to take a course on time management . . . just as soon as I can work it into my schedule.”

My biggest leadership challenge is:

“Workload is very challenging at times. Lots of different critical projects and activities going on with limited resources in the group. Juggling priorities is always at the forefront.” (American manager)

Six Common Challenges across the Countries

Looking across the countries, there are six main categories that comprise more than half of all challenges. In addition, these six are ranked among the Top 10 challenges leaders face in each country. In order of frequency, they are: