

Information Pack

Introduction to Leadership and Management



INTRODUCTION

This information book will enable you to explore and, for the more experienced middle manager, refresh your understanding of the significance of leadership and will enable you to assess your own leadership capability and performance.

The effectiveness of leadership within an organisation is pivotal to the success or otherwise of the organisation. Developing a deep understanding of your leadership capability will provide a basis for you to develop your capabilities and competence as a leader to meet the demands of today and into the future.

As this is Level 5 study, you will be expected to take the theories introduced and apply them to workplace situations and experiences, offering critical analysis and recommendations for improvements. Fundamentally, you will need to consider the 'why' and 'so what' questions when examining the various issues. Beyond that, you will be expected to analyse the applicability of models, concepts and theories to your leadership and your workplace and offer critique of the assertions associated with them. To become adept at this level, you may want to plunder elements of several models and explain the relevance of these both to the situation you are analysing and to your workplace.

It is important that you can differentiate between Leadership and Management. People do sometimes confuse Leadership and Management and understandably so. There are jobs and roles in organisations that carry the title of 'Manager' and, which also, in the person specification, identify the need for Leadership skills.

Warren Bennis, in his book *On Becoming a Leader* (1989), compared Leaders and Managers. He concluded that leaders were the driving force in a business or organisation, innovating and initiating change, inspiring people to high levels of performance and challenging the status quo. Managers, on the other hand, were the people who organised, controlled and administered the resources available to achieve the tasks set by leaders.

The table below illustrates the differences Bennis observed:

Leaders:	Managers:
Inspire	Control
Think	Act
Motivate	Organise
Initiate change	Adjust to change
Challenge the status quo asking 'what' and 'why'	Accept current practice asking 'how' and 'when'
Innovate	Administer
Originate	Imitate
Develop	Maintain
Set the pace - the 'vision'	Follow procedure

GUIDANCE

This document is prepared to break the unit material down into bite size chunks. You will see the learning outcomes above treated in their own sections. Therein you will encounter the following structures:

Purpose

Explains *why* you need to study the current section of material. Quite often learners are put off by material which does not initially seem to be relevant to a topic or profession. Once you understand the importance of new learning or theory you will embrace the concepts more readily.

Theory

Conveys new material to you in a straightforward fashion. To support the treatments in this section you are strongly advised to follow the given hyperlinks, which may be useful documents or applications on the web.

Example

The examples/worked examples are presented in a knowledge building order. Make sure you follow them all through. If you are feeling confident then you might like to treat an example as a question, in which case cover it up and have a go yourself. Many of the examples given resemble assignment questions which will come your way, so follow them through diligently.

Question

Questions should not be avoided if you are determined to learn. Please do take the time to tackle each of the given questions, in the order in which they are presented. The order is important, as further knowledge and confidence is built upon previous knowledge and confidence. As an Online Learner it is important that the answers to questions are immediately available to you. Contact your Unit Tutor if you need help.

Challenge

You can really cement your new knowledge by undertaking the challenges. A challenge could be to download software and perform an exercise. An alternative challenge might involve a practical activity or other form of research.

Video

Videos on the web can be very useful supplements to your distance learning efforts. Wherever an online video(s) will help you then it will be hyperlinked at the appropriate point.

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Leadership Styles

Leadership styles will often fall under leadership models. Throughout history, great leaders have emerged with leadership **styles** in providing direction, implementing plans and motivating people. These can be broadly grouped into different categories.

- **Authoritarian Leadership**
- **Participative Leadership**
- **Delegative Leadership**
- **Transactional Leadership**
- **Transformational Leadership**

Despite these definitions, questions remain.

- What is the meaning of each leadership style mentioned above?
- What is the difference between the different leadership approaches?
- What are the advantages and disadvantages of using each of the leadership styles?

Participative leadership styles are rooted in democratic theory. The essence is to involve team members in the decision-making process. Team members thus feel included, engaged and motivated to contribute. The leader will normally have the last word in the decision-making processes. However, if there are disagreements within a group, it can be a time-consuming process to reach a consensus.

Advantages:

- It increases employee motivation and job satisfaction.
- It encourages use of employee creativity.
- **A participative leadership style** helps in the creation of a strong team.
- High level of productivity can be achieved.

Disadvantages:

- Decision-making processes become time-consuming.
- Leaders have a high probability of being apologetic to employees.
- Communication failures can sometimes happen.

- Security issues can arise because of transparency in information sharing.
- Poor decisions can be made if the employees are unskilled.

3. Delegative leadership

Also known as "laissez-faire leadership", a **delegative leadership** style focuses on delegating initiative to team members. This can be a successful strategy if team members are competent, take responsibility and prefer engaging in individual work. However, disagreements among the members may split and divide a group, leading to poor motivation and low morale.

Advantages:

- Experienced employees can take advantage of their competence and experience.
- Innovation & creativity is highly valued.
- **Delegative leadership** creates a positive work environment.

Disadvantages:

- Command responsibility is not properly defined.
- **Delegative leadership** creates difficulty in adapting to change.

4. Transactional leadership

Transactional leadership styles use "transactions" between a leader and his or her followers - rewards, punishments and other exchanges - to get the job done. The leader sets clear goals, and team members know how they'll be rewarded for their compliance. This "give and take" **leadership style** is more concerned with following established routines and procedures in an efficient manner, than with making any transformational changes to an organization.

Advantages:

- Leaders create specific, measurable and time-bound goals that are achievable for employees.
- Employee motivation and productivity is increased.
- **Transactional leadership** eliminates or minimizes confusion in the chain of command.
- It creates a system that is easy to implement for leaders and easy to follow by employees.
- Employees can choose reward systems.

Disadvantages: