

Unit 308

Information Pack

Understanding Leadership



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.

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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- Gandhi
- Mother Theresa
- Nelson Mandela
- Martin Luther King
- Florence Nightingale

This list could continue considerably. There would be arguments against some of these at a more philosophical level, so please see them as simple icons, rather than absolutes.

The concept is the idea that the leader serves the followers (or a cause, which benefits the followers in some way). A leader who embodies this is not leading for reasons of status, wealth, popularity or lust for power. Instead, they want to make a positive difference to the benefit of all-or at least the majority-of followers. Crucially, a servant leader also tends to do this knowingly and willingly at his own cost.

Characteristics of Servant Leaders-Larry Spears, a former president of the Robert K Greenleaf Centre for Servant Leadership has listed ten characteristics of a servant leader:

1. Listening
2. Motivation
3. Empathy
4. Awareness (including self-awareness)
5. Healing
6. Persuasion
7. Conceptualisation
8. Foresight
9. Stewardship
10. Commitment to other people's growth and community spirit.

Authentic Leadership

The term 'Authentic Leadership' was first used as a term by Bill George in his book, *Authentic Leadership*.

Authenticity means being a true to character, true to oneself and not living through a false image or false emotions that hide the real you.

Authentic leaders know and live their values and they win people's trust by being who they are, not pretending to be someone else or living up to others' expectations. The notion of being genuine equates to being honest and truthful and being straight and direct. Avoiding the use of 'spin' and PR and meaningless or hiding behind vague words and hollow promises. According to Bill George, the key to becoming an authentic leader is "to learn how to lead yourself...it's not about competencies and skills." So, paying attention to one's character development, inner leadership or self-mastery-whatever you want to call it-is crucial to becoming an authentic leader.

Four Elements of Authentic Leadership

Other authors have built on George's ideas. Nick Craig co-author with Bill George of the book, *Defining Your True North*, lists four elements of authentic leadership:

1. Being true to yourself in the way you work -no façade.
2. Being motivated by a larger purpose (not by your ego).
3. Being prepared to make decisions that feel right, that fit your values-not decisions that are merely politically astute or designed to make you popular.
4. Concentrating on achieving long-term sustainable results.

Authentic leadership is also beginning to gain a spiritual connotation, which you can see in this quote by the author Sarah Ban Breathnach: "The authentic self is the soul made visible." Nonetheless, despite the expansion of interpretations, this philosophy has gained ground in the 21st-century and the trend is likely to persist.

Ethical Leadership

This leadership philosophy to many, is seen to equate to moral leadership or leading with a sense of great fairness.

To others, it provides a basis for more detailed explanation and application, frequently connected to principles of:

- Social responsibility
- Corporate Social Responsibility (CSR)
- Sustainability
- Equality
- 'Fairtrade'
- Environmental care
- Humanitarianism

Or it may be extended more structurally, as in the 'Triple-Bottom-Line or 3P (Profit, People, Planet) concept of business management, or another view of this sort of ethical business approach P4 (Purpose, People, Planet, Probity). These are all cast concepts, which make it very difficult and perhaps impossible to define ethical leadership precisely and absolutely.

'Ethical' means different things to different people, and to a great degree is a changing and fluid notion.

- What was ethical a generation ago may not be today.
- What is ethical today may be considered as unethical in a few years' time.

For example, a generation ago it was not generally considered unethical to smoke tobacco in a workplace or eat produce battery hen's eggs. Today these practices are generally considered unethical. Today it is not considered unethical to refer to a red-haired person as 'ginger'. These practices might perhaps become considered unethical in the future.

Ethical leadership may necessarily be limited to and more easily understood and applied by, considering the leaders own and society's ideas of 'right and wrong', and encouraging followers to adopt the same values.

It becomes tricky where a small group of followers on reasonable grounds (perhaps religious or cultural) say, “Sorry, but that’s actually not ethical to me, and I can’t do it....”

The ethical leader must respect the rights and dignity of others, and the rule of law, but what if different versions of this exist within the same group of followers?

Not surprisingly, as if these caveats were not enough, like other leadership philosophies, the distinctiveness of Ethical Leadership as a philosophy has begun to blur in recent years. As educators and commentators extend its meaning, there is a growing overlap with both Servant Leadership and Authentic Leadership.

Value-based Leadership

How are values defined?

The OED says in this context they mean “Principles or standards of behaviour; one’s judgement of what is important in life.”

Value based leadership philosophy asserts that people are mostly motivated by values- people care deeply about their personal values and live accordingly to them. Therefore, values are our most natural motivators.

So, it is only natural, for leaders to refer to their own values in creating a vision or making decisions. Equally, it makes sense for leaders to connect with their follower’s values in creating or making decisions. Equally, it makes sense for leaders to connect with their followers’ values-because this appeals to what is important to people-which makes people (followers) more likely to act.

Richard Barret, author of Building a Values-Driven Organisation, defines value-based leadership as “a way of making authentic decisions that builds the trust and commitment of employees and customers.”

As a philosophy, this leadership philosophy assumes that an organisation based around shared values is likely to be more flexible and more productive than one working towards an aim that few people care about.

The benefits of Values-Based Leadership

Leaders who apply this philosophy are likely to experience certain inner beliefs.

1. Leaders will make better choices-that are comfortable for leaders to act on.
2. Leaders are likely to build, more trusting, less stressful relationships with followers.
3. Leaders are more likely to feel aligned with their ‘authentic self’.

A person’s values are at the core of their sense of identity and their sense of who they are. So by definition, authentic leaders will always act from their highest values.

Sources of a Leaders Power-French and Raven

This leadership philosophy differs from thee others, French and Raven’s concept does not offer a view on the sort of leadership one should offer. Instead, it investigates the basis of a leader’s power. Theory:

- Classifies the leader’s main sources of power