

# Leadership

# 3 primary tasks of a leader

- Set direction: mission, goals, vision
- Build commitment: motivate & inspire
- Confront challenges: innovation, deal with change, turbulence, take risks

# Characteristics of an effective follower?

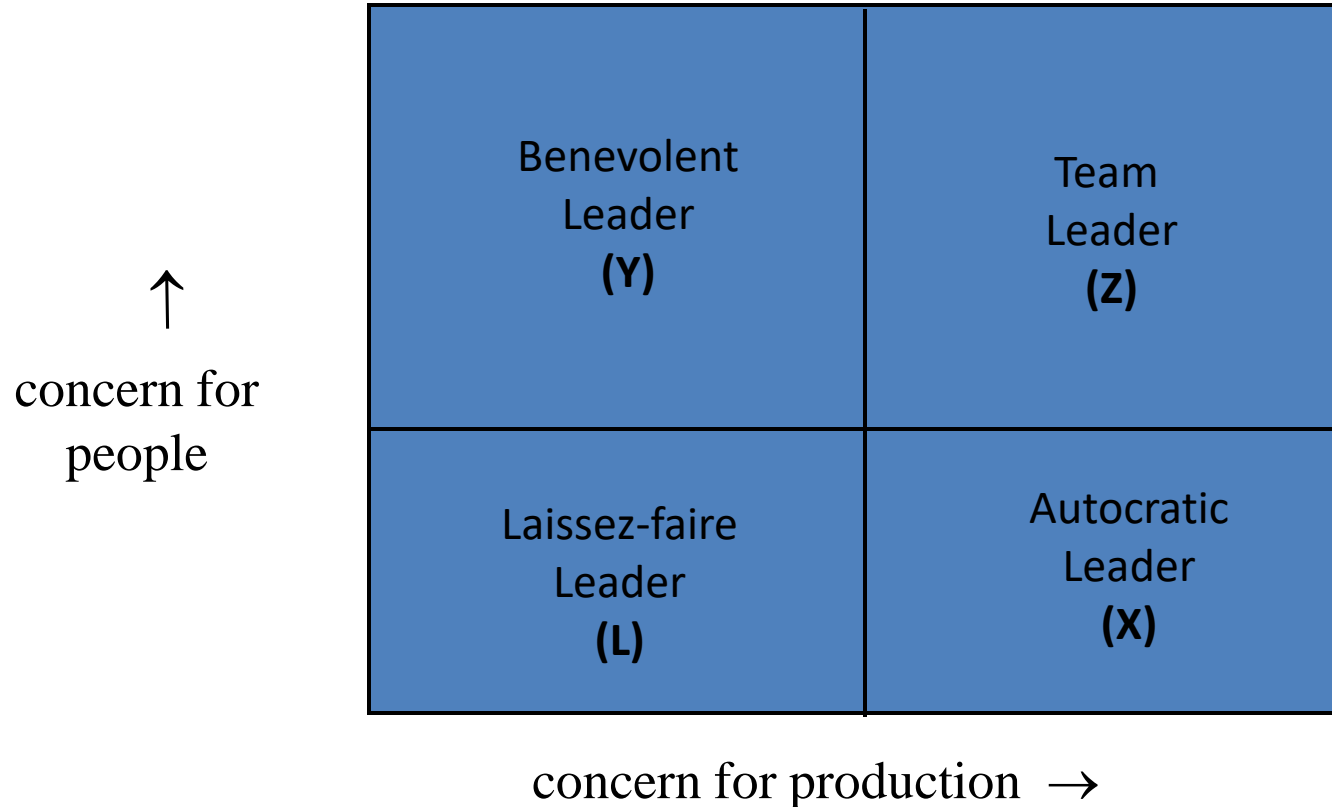
- Self direction
- Actively participates in setting group direction
- Invests time & energy in the work of the group
- Thinks critically
- Advocates for new ideas

# Leadership

“Influencing people so that they will strive willingly towards the achievement of group goals”<sup>1</sup>

<sup>1</sup> Koontz, H. and C. O'Donnell. “Management: A System of Contingency Analysis of Managerial Functions”. McGraw-Hill, New York, 1976.

# Styles of leadership



# Theory “L”: Laissez-faire leader

- Uninvolved - “leave them alone”
- Sees main role as passer of information
- Lets others make decisions
- Basically abdicates responsibility for team or unit

# Theory “X”: Autocratic leader

- Lacks flexibility
- Controlling and demanding
- “carrot and stick” approach
- Focused solely on productivity

# Theory “Y”: Benevolent leader

- People oriented, encouraging
- Organizes people
- Atmosphere: non-competitive



# Theory “Z”: Team leader

- Balances production and people issues
- Builds a working team of employees
- Team approach: *involves* subordinates
- Organization is a *vehicle* for carrying out plans

# Differences b/w leadership & management

- Leadership

- based on influence
- an informal designation
- an achieved position
- independent of management

- Management

- based on authority
- a formally designated position
- an assigned position
- improved by use of effective leadership skills

# Leadership qualities

- Adaptable
- Alert to environment
- Ambitious
- Assertive
- Cooperative
- Dependable
- Energetic
- Persistent
- Self-confident
- Tolerant of stress
- Willing to assume responsibility

# Conclusion

- Leadership is a process
- Can be responsible for change
- Traits needs to be observed and put into use