

WEEK 4

Leadership



Leadership can be defined as:

*The ability to influence a group's behaviour,
attitudes and actions toward the achievement of
goals*

The Nature of Leadership

The Meaning of Leadership

– Leaders

- *People who can influence the behaviours of others without having to rely on force.*
- *People who are accepted as leaders by others.*



Managers Versus Leaders

Managers

- Are appointed to their position.
- Can influence people only to the extent of the formal authority of their position.
- Do not necessarily have the skills and capabilities to be leaders.

Leaders

- Are appointed or emerge from within a work group.
- Can influence other people and have managerial authority.
- Do not necessarily have the skills and capabilities to be managers.

Leadership styles

Autocratic leadership

Bureaucratic leadership

Charismatic leadership

Democratic leadership or Participative leadership

Laissez-faire leadership

People-oriented leadership or Relations oriented leadership

Servant leadership

Task-oriented leadership

Transactional leadership

Transformational leadership

Authoritarian or autocratic

Get others to do things for him through the use of fear, threats, and punishments.

Using the authority for decision-making, determining policies and procedures.

Described in McGregor's Theory X

Bureaucratic Leadership

Bureaucratic leaders work “by the book”, ensuring that their staff follow procedures exactly.

This is a very appropriate style for work involving serious safety risks (such as working with machinery, with toxic substances or at heights) or where large sums of money are involved (such as cash-handling).

Charismatic Leadership

A charismatic leadership style can appear similar to a transformational leadership style, in that the leader injects huge doses of **enthusiasm into his or her team, and is very energetic in driving others forward.**



In the eyes of their followers, success is tied up with the presence of the charismatic leader. As such, charismatic leadership carries great responsibility, and needs long term commitment from the leader.

Democratic or participative Leadership

Encourage the subordinate participation in decision making, determination of policies and implementation of procedures.

Invites other members of the team to contribute to the decision-making process.

Employees and team members feel in control of their own destiny.



Laissez-faire Leadership

This French phrase means “leave it be” and is used to describe a leader who leaves his or her colleagues to get on with their work.



Most often, laissez-faire leadership works for teams in which the individuals are very experienced and skilled self-starters.

People -Oriented Leadership

The leader is totally focused on organizing, supporting and developing the people in the leader's team.

A participative style, it tends to lead to good teamwork and creative collaboration.

Servant Leadership

This term, coined by Robert Greenleaf in the 1970s, describes a leader who is often not formally recognized as such.



When someone, at any level within an organization, leads simply by virtue of meeting the needs of his or her team, he or she is described as a “servant leader”.

Task-oriented Leadership

A highly **task-oriented leader** focuses only on getting the job done, and can be quite **autocratic**.

He or she will actively define the work and the roles required, put structures in place, plan, organize and monitor.



Transactional Leadership

This style of leadership starts with the idea that **team members agree to obey their leader totally** when they take on a job.

The “transaction” is (usually) that the **organization pays the team members in return** for their effort and compliance.

You have a right to “**punish**” the team members if their work doesn’t meet the pre -determined standard.

Transformational leadership

A person with this leadership style is a true leader who inspires his or her team constantly with a shared vision of the future.

Highly visible, and spend a lot of time communicating.

Delegate responsibility amongst their team.

Formal and Informal leadership

Formal leaders

Delegate authority and thus, exert considerable influence.



Informal leaders,

Though not having delegated authority, can initiate action.

People -Oriented Leadership

The style of leadership is the opposite of task-oriented leadership.

The leader is totally focused on organizing, supporting and developing the people in the leader's team.

A *participative style*, it tends to lead to good teamwork and creative collaboration.

Task-oriented Leadership

A highly task-oriented leader focuses only on getting the job done, and can be quite **autocratic.**

He or she will actively define the work and the roles required, put structures in place, plan, organize and monitor.