

Principles of Teaching Organization and Management of Instructional Functions

Theory 7.3

Leadership traits, functions and styles

Objectives: At the end of this lesson you shall be able to

- define the term leadership
- list the duties of the leader
- explain the various types of leadership style
- list the characteristics leadership
- list the traits of an effective leader.

The word “leadership” can bring to mind a variety of images. For example:

- A political leader, pursuing a passionate, personal cause.
- An explorer, cutting a path through the jungle for the rest of his group to follow.
- An executive, developing company’s strategy to beat the competition.

Leadership

Leadership is the ability of an individual or a group of individuals to influence and guide the followers or other members of an organization.

An effective leader is a person who does the following

Creates an inspiring vision of the future.

Motivates and inspires people to engage with that vision.

Manages delivery of the vision.

Coaches and builds a team, so that it is more effective at achieving the vision.

Creating an inspiring vision of the future

Vision provides direction and sets priorities.

To create a vision, leaders focus on an organization’s strengths by using tools such as porter’s five forces, PEST analysis, USP analysis, core competence analysis and SWOT analysis to analyze their current situation. They think about how their industry is likely to evolve, and how their competitors are likely to behave. They look at how they can innovate successfully and shape their business and their strategies to succeed in future market places. And they test their visions with appropriate market research, and by assessing key risks using techniques such as scenario analysis.

Analysis : Therefore, leadership is proactive - problem solving, looking ahead, and not being satisfied with things as they are.

Motivating and inspiring people

Leaders ability to motivate and inspire people that helps them to deliver that vision.

For example, when you start a new project, you will probably have lots of enthusiasm for it, so it’s often easy to win support for it at the beginning. However, it can be difficult to find ways to keep your vision inspiring after the initial enthusiasm fades, especially if the team or organisation needs to make significant changes in the way that it does things. Leaders recognise this, and they work hard throughout the project to connect their vision with people’s individual needs, goals and aspirations.

One of the key ways they do this is through Expectancy Theory. Effective leaders link together two different expectations:

- The expectation that hard work leads to good results.
- The expectation that good results lead to attractive rewards or incentives.

This motivates people to work hard to achieve success, because they expect to enjoy rewards - both intrinsic and extrinsic - as a result.

Leaders can also motivate and influence people through their natural charisma appeal, and through other sources of power, such as the power to pay bonuses or assign tasks to people. However, good leaders don’t rely too much on these types of power to motivate and inspire others.

Managing delivery of the vision

Leaders must ensure that the work needed to deliver the vision is properly managed - either by themselves, or by a dedicated manager or team of managers to whom the leader delegates this responsibility - and they need to ensure that their vision is delivered successfully.

To do this, team members need performance goals that are linked to teams overall vision. Leader also need to make sure the vision are implemented smoothly and thoroughly, with the support and backing of the people affected.

Coaching and building a team to achieve the vision

To develop a team, leaders must first understand team dynamics. Several well-established and popular models describe this, such as Belbin's team roles approach, and Bruce Tuckman's Forming, Storming, Norming, and Performing theory.

A leader will then ensure that team members have the necessary skills and abilities to do their job and achieve the vision. They do this by giving and receiving feedback regularly, and by training and coaching people to improve individual and team performance.

Leadership skills

- Communication : One of the most important skills of a leader is the ability to communicate effectively...
- Awareness : A strong leader should also have an eye on the business process to learn which ideas are effective and which less so...
- Honesty and integrity...
- Inspire others...
- Commitment and passion...
- Good communicator....
- Decision-Making capabilities...
- Accountability...
- Delegation and empowerment.
- Creativity and innovation.

Types of leadership style

Positive and negative leaders or bosses. There are different ways in which leaders approach people to motivate them. They are..

- Autocratic or authoritarian leadership.
- Paternalistic leadership.
- Democratic or participative leadership.
- The laissez-faire or free-rein leadership.

Autocratic leadership or authoritarian leadership

The authoritative leadership style keeps main emphasis on the distinction of the authoritarian leader and their followers. These types of leaders make sure to only create a distinct professional relationship. Direct supervision is what they believe to be the key in maintaining a successful environment and follower ship. Authoritarian leadership styles often follows the vision of those that are in control, and may not necessarily be compatible with those that are being led. Authoritarian leaders have a focus on efficiency, as other styles, such as a democratic style, may be seen as a hindrance on progress.

Examples of authoritarian leadership : A police officer directing traffic, a teacher ordering a student to do his or her assignment, and a supervisor instructing a subordinate to clean a workstation. All of these positions require a distinct set of characteristics that give the leader the position to get things in order or get a point across.

Authoritarian traits: sets goals individually, engages primarily in one-way and downward communication, controls discussion with followers, and dominate interaction.

Paternalistic

The way a paternalistic leader works is by acting as a parental figure by taking care of their subordinates as a parent would. In this style of leadership the leader supplies complete concern for his followers or workers. In return he receives the complete trust and loyalty of his people. Workers under this style of leader are expected to become totally committed to what the leader believes and will not strive off and work independently. 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.

Democratic leadership

The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality.

The boundaries of democratic participation tend to be circumscribed by the organisation or the group needs and the instrumental value of people's attributes (skills, attitudes, etc). The democratic style encompasses the notion that everyone, by virtue of their human status, should play a part in the group's decisions. However, the democratic style of leadership still requires guidance and control by a specific leader. The democratic style demands the leader to make decisions on who should be called upon within the group and who is given the right to participate in, make and vote on decisions.

Research has found that this leadership style is one of the most effective and creates higher productivity, better contributions from group members and increased group morale. Democratic leadership can lead to better ideas and more creative solutions to problems because group members are encouraged to share their thoughts and ideas. While democratic leadership is one of the most effective leadership styles, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects.

Democratic leadership works best in situations where group members are skilled and eager to share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan and then vote on the best course of action.

Laissez-faire leadership

The laissez-faire leadership style is where all the rights and power to make decisions is fully given to the worker. This was first described by Lewin, Lippitt, and White in 1939, along with the autocratic leadership and the democratic leadership styles.

Laissez-faire leaders allow followers to have complete freedom to make decisions concerning the completion of their work. It allows followers a self-rule, while at the same time offering guidance and support when requested. The laissez-faire leader using guided freedom provides the followers with all materials necessary to accomplish their goals, but does not directly participate in decision making unless the followers request their assistance.

This is an effective style to use when:

- Followers are highly skilled, experienced, and educated.
- Followers have pride in their work and the drive to do it successfully on their own.
- Outside experts, such as staff specialists or consultants are being used.
- Followers are trustworthy and experienced.

This style should not be used when:

- The leader cannot or will not provide regular feedback to their followers.

XYZ Leadership

In 1960, MIT professor, Douglas McGregor, published a famous book, *The human side of enterprise*, in which he contrasted two theories of motivation- Theory X and Theory Y. Theory X is based upon the premise that people are lazy, unambitious, and dislike work. These workers either need some form of reward or threat of punishment in order to perform their job. In contrast, Theory Y, describes people who are self-motivated, self-regulated,

and find satisfaction in personal achievement. These workers are those who desire to contribute to organisational success. In the 1980's, Dr. William Ouchi offered a third thesis referred to as Theory Z in which the emphasis is on long-term stable employment and total well-being for the worker. The idea was that by providing these incentives, the result would be outstanding employee loyalty and achievement.

Though these theories are decades old since their introductions, they are descriptive of the kinds of people we find in our organisations. The question is, how do you lead your organisation with people who are representative of all three theories?

Characteristics of a good leader

Strong communication : Without a doubt, being an effective communicator is a top attribute of a strategic leader.

Passion & commitment : Enthusiasm for your mission or project will get others excited because they can see and feel your dedication.

Positivity : A positive attitude is contagious innovation.

Collaboration

The traits of an effective leader include the following:

- Emotional stability : Good leaders must be able to tolerate frustration and stress.
- Dominance....
- Enthusiasm....
- Conscientiousness....
- Social boldness....
- Tough-mindedness....
- Self-assurance....
- Compulsiveness.

Emotional intelligence is key to successful leadership.. People who take initiative, who have a vision, and who have strategies, plan, accomplish goals to achieve their vision are considered good leaders.

Model Questions

Theory 7.3

10 Which one of the followings is traits of a effective leader should have?

- A Self-assurance
- B Creativity and innovation
- C Commitment and passion
- D Strong communication

11 What is the name of the leadership style which keeps main emphasis on the distinction of professional relationship with their follower?

- A Democratic leadership
- B Laissey-faire leadership
- C Guide to the following
- D Autocratic leadership