

THE NATURE OF LEADERSHIP

- Three key aspects of leadership:
 - People
 - Influence
 - Goals
- Leadership refers to the ability to influence people towards the attainment of organisational goals



CONTEMPORARY LEADERSHIP

- Different factors affect the best style of leadership
- 4 approaches to leadership:
- Level 5 leadership
- Servant leadership
- Authentic leadership
- Interactive leadership



LEVEL 5 LEADERSHIP

- Originator: Jim Collins
- Leadership perceived as reflecting a hierarchy of manager capabilities
- Level 5 leadership:
 - Demonstrates almost complete lack of ego
 - Coupled with a fierce resolve to do what is best for the organisation



AUTHENTIC LEADERSHIP

Refers to the behaviour of leaders who:

- Know and understand themselves
- Espouse and act consistently with higher-order ethical values
- Empower and inspire others with their openness and authenticity (contd.)



AUTHENTIC LEADERS CONTD.

Authentic leaders:

- Pursue their purpose with passion
- Practise solid values
- Lead with their hearts as well as their heads
- Establish connected relationships
- Demonstrate self-discipline



COMPONENTS OF AUTHENTIC LEADERSHIP





GENDER DIFFERENCES

- Suggests female and male leaders reflect different leadership qualities
- Female leaders are associated with **interactive leadership** which focus more on:
 - Relationships rather than position power and formal authority



FROM MANAGEMENT TO LEADERSHIP

- Reflect two different sets of qualities and skills
- But qualities and skills may overlap



LEADERSHIP TRAITS

- **Traits** are distinguishing personal characteristics, such as intelligence, values and appearance
- Past research focused on great leaders (examine traits)
- More interest in this theory in recent years



BEHAVIOURAL APPROACHES

- Focus on leadership behaviour and how it might contribute to leadership success or failure
- Two key behaviours:
 - Attention to **task** or task-oriented behaviour
 - Attention to **people** or people-oriented behaviour (contd.)



BEHAVIOURAL APPROACHES CONTD.

- Ohio State researchers identified 2 major behaviours they termed:
 - Consideration
 - The extent to which a leader is mindful of subordinates, respects their ideas and feelings, and establishes mutual trust.
 - Initiating structure
 - The degree of task behaviour
 - The extent to which the leader is task-oriented and directs subordinate work activities towards goal achievement.



BEHAVIOURAL APPROACHES

- Michigan studies
 - Employee-centred leaders
 - Effective supervisors focused on employees' human needs.
 - Build effective work groups with high performance goals.
 - Job-centred leaders
 - Meeting schedules, keeping costs low, achieving production efficiency.



CHARISMATIC LEADERSHIP

- Charisma refers to a 'fire that ignites followers' energy and commitment
 - Produces results over and beyond the call of duty
- A **charismatic leader** is a leader who has the ability to motivate employees to transcend their expected performance



TRANSFORMATIONAL VERSUS TRANSACTIONAL LEADERSHIP

- **Transformational** leaders
 - Are distinguished by a special ability to bring about innovation and change
- **Transactional** leaders
 - Are leaders who clarify employees' role and task requirements, initiate structure, provide rewards, and display consideration for employees



FOLLOWERSHIP

- No organisation can survive without followers
- Top 5 qualities of leaders and followers

LEADER	FOLLOWER
Honest	Honest
Competent	Competent
Forward-looking	Dependable
Inspiring	Cooperative
Intelligent	Loyal

EXHIBIT 15.10
The top five qualities of leaders and followers



POWER AND INFLUENCE

- Power
 - Refers to the potential ability to influence the behaviour of others
- Influence
 - Refers to the effect that a person's actions have on the attitudes, values, beliefs or behaviour of others



DIFFERENT TYPES OF POWER

- Position power
 - Legitimate power
 - Reward power
 - Coercive power
- Personal power
 - Expert power
 - Referent power



DIFFERENT TYPES OF POWER

- Other sources of power
 - Personal effort
 - Network of relationships
 - Information



LEADERSHIP OF SUSTAINABLE DEVELOPMENT

- The intent to pursue a sustainability strategy needs to be authorised from the top of the organisation.
 - Leaders can then use the tools of management, meaning goals, measures, objectives and plans to lead and influence staff and external stakeholders to move up the **sustainability maturity curve**.

