

LEADERSHIP

By : Ms. Ellen Garcia



“The most important ingredients of leadership is CHARACTER.
proficiencies can be learned, but what’s inside you is something
that’s difficult to change .” – *Hon. Jesse Robredo*

”Leadership is the ability to to influence people to achieved desired
results willingly and enthusiastically
(through non-coercive means) – *John Maxwell*

"I start the premise that the function of leadership is to produce more leaders NOT followers." - *Raph Nader*

"Leadership is communicating to people their worth and potential so clearly that they are inspired to see it in themselves." – *Stephen R.*

Covey

DEFINITION OF LEADERSHIP

1. Leadership as a **process**
2. Leadership as a **property**

LEADERSHIP AS A PROCESS

- Leadership is the **use of non coercive influence** to direct and coordinate the activities of group members **to meet a goal**.

LEADERSHIP AS A PROPERTY

- Leadership is the **set of characteristics** attributed to those who are perceived to use such **influence successfully**.

TRAITS OF A LEADER

Emotional Stability	able to tolerate frustration and stress
Dominance	be assertive in their thinking style as well as in dealing with others.
Enthusiasm	must possess the energy and the activeness as they work
Conscientiousness	be dominated with some sense of initiative and duty
Social boldness	be quick to take action
Tough mindedness	be practical, logical and straight to the point
Self-assurance	be free of guilt and of others' approval
Accountability	extraordinary leaders take responsibility for everyone's performance, including their own.
Optimism	the very best leaders are source of positive energy.

THREE BROAD SKILLS A LEADER

Technical Skills refers to a person's knowledge of and ability in any type of process or technique. Technical skills is the distinguishing feature of job performance at the operating and professional levels, but as employees are promoted to leadership responsibilities, their technical skills become proportionality less Important.

Human Skills is the ability to work effectively with people and to build teamwork. No leader at any organizational level escapes the requirement for effective human skill. It is a major part of leadership behavior and is discussed throughout this book. Lack of human skills has been the downfall of many managers.

Conceptual skill is the ability to think in terms of models, frameworks, and broad relationships, such as long range plans. It becomes increasingly important in higher managerial jobs. Conceptual skill deals with ideas, whereas human skill concerns people and technical skill involves things.

LEADERSHIP AND FELLOWSHIP BEHAVIOR

- Depends on more appropriate behavior, skills and actions and less on personal traits.
- Recognize different situations and adapt to them.

Example : Kinetic and Potential energy

- ✓ Technical Skill – Performance
- ✓ Human Skill – to work effectively with people
- ✓ Conceptual Skill – ideas

LEADERSHIP AND FOLLOWERSHIP BEHAVIOR

- Leaders in organizations are also followers.
- Dynamic Subordinancy
- Ability to follow one of the requirements to be a good leader.

LEADERSHIP STYLES

Lewin's Leadership Styles

- Psychologist Kurt Lewin developed his leadership styles framework in the 1930s, and it provided the foundation of many of the approaches that followed afterwards. He argued that there are three major leadership styles:

LEADERSHIP STYLES (by: Kurt Lewin)

- **UTOCRATIC LEADERSHIP (AUTHORITARIAN)**

- ✓ Power is centralized
- ✓ Decision making is assumed by the leader

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none">• Foster decision and implementation of members• Proper designation of subordinates	<ul style="list-style-type: none">• More frustration and conflicts among goals.• Loss of individuality among members

LEADERSHIP STYLES (by: Kurt Lewin)

- **DEMOCRATIC LEADERSHIP (PARTICIPATIVE)**

- ✓ Decentralized authority
- ✓ Consults followers
- ✓ Decision making is not one – sided.

ADVANTAGES

Better understanding between followers and leaders

Encourages constructive suggestions and freedom of choice

DISADVANTAGES

Members tend to be assertive and arrogant

Lack of discipline and leader's limited control

LEADERSHIP STYLES (by: Kurt Lewin)

- **LAISSEZ FAIRE / FREE- REIN LEADERSHIP**

- ✓ Avoid power and responsibilities

ADVANTAGES	DISADVANTAGES
More freedom and independence	Highly permissive
Followers play major role in decision making members	Lack of unity and guidance among

BEHAVIORAL APPROACHES TO LEADERSHIP

- Positive Leaders
- Negative leaders
- Ineffective Leaders
- Incompetent Persons
- Rigid Persons
- Unethical Leaders
- Intemperate Persons
- Callous Individuals
- Corrupt Leaders
- Insular leaders
- Evil leaders

BEHAVIORAL APPROACHES TO LEADERSHIP

- Autocratic Leaders
- Participative Leaders
- Consultative Leaders
- Employee Orientation
- Task Orientation

DIFFERENCE BETWEEN LEADERSHIP AND MANAGERMENT

MANAGERS	LEADERS
1. Rational problem solvers;	1. intuitive, more visionary
2. Perform other administrative functions such as planning, organizing, decision-making, and communicating;	2. Visionary
3. Concerned with the efficiency of results	3. Primarily concerned with results;
4. Obtain their power from their leaders/superiors	4. Obtain their power from their followers

KINDS OF LEADERSHIP

INFORMAL	FORMAL
<ul style="list-style-type: none">• Refers to the process of influencing others to pursue unofficial objectives;• Lack formal authority;• Informal leader who are satisfied with their jobs are valuable assets of the organization. When they are not satisfied, they become liabilities.• Their power to motivate people can be used to convince employees to cause harm to the organization.	<ul style="list-style-type: none">• Refers to the process of influencing others to pursue official objectives;• They are vested with formal authority. Legitimate power.

TYPES OF POWER

- Both FORMAL and INFORMAL leadership, rely on expedient combination of reward, coercive, referent, and expert power.

1. POSITION POWER:

- a) **Reward power** – emanates from one's ability to grant rewards to those who comply with a command or request. The leader's capacity to provide promotions, money, praise, and other rewards influences the behavior of subordinates.
- b) **Coercive Power** – arises from the expectation of subordinates that they will be punished if they do not conform to the wishes of the leader. The punishment can take the form of dismissal , suspension to a less desirable task.

TYPES OF POWER

2. PERSONAL POWER:

- a) **Expert power** – one who possesses and can dispense valued information generally exercise power over those in need of such information. The expert power of leader depends on his education, training and experience.

- b) **Referent power** - refers to the ability of leaders to develop followers from the strength of their own personalities. Leaders who possess this power have a personal magnetism, an air of confidence, and a passionate belief in objectives that attract and hold followers.

THEORIES ABOUT LEADERSHIP

1. Trait theories

- Consider leaders to possess common traits. Gives emphasis on personal attributes such as physical appearance, intelligence and self confidence.
- Assumes on a single statement that . . . “Leaders are born than made.”

2. Behavioral theories

- Found the *trait theories* to be inadequate in explaining the basis of effective leadership.
- Proposes that specific behaviors differentiate leaders from non-leaders.

3. Contingency Theories

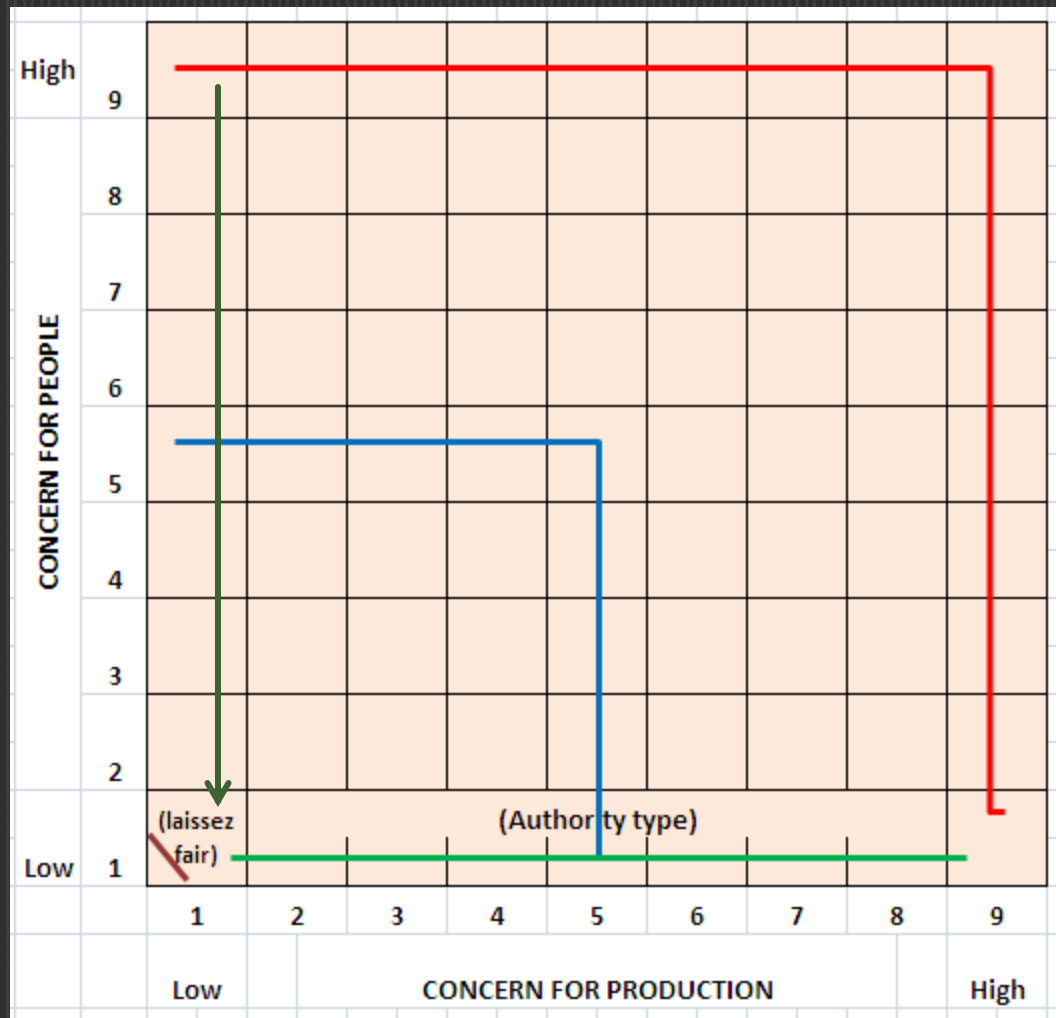
- Assumes that successful leadership occurs when the leader’s style matches with the situation.

MANAGERIAL GRID

- **Managerial Grid is a graphic portrayal of two dimensional view of leadership developed by Robert Blakes & Jane Mouton.**
- **It is an approach to understand a managerial Concern for Production and Concern of People.**

MANAGERIAL GRID (Robert Blakes & Jane Mouton)

Axis x



Axis y

MANAGERIAL GRID

Example:

- 1,1 = Laissez-faire leaders. Leaders in this position have little concern on people and productivity, avoid taking sides, and stay out of conflicts. The leadership style is a form of abdication of responsibility.
- 1,9 = Leaders in this position have great concern for people and little concern for productivity. They try to avoid conflicts and concentrate on being well-liked. High interpersonal relationship. Their goal is to keep people happy.
- 9,1 = Authority-obedience manager. Leaders in this position have great concern for production and little concern for people. They desire tight control in order to get tasks done efficiently. They consider creativity and human relations unnecessary. Autocratic type.

MANAGERIAL GRID

- 5,5 = Organization man manager., also called middle-of-the-road-manager. middle of the road manager. Leaders in this position have medium concern for people and production. They attempt to balance their concern for both people and production but are not committed to either.
- 9,9 = Team Manager. The leadership style of this manager is considered to be ideal. Has great concern on people and production. He works to motivate people to reach their highest levels of accomplishment

SUMMARY

- Leadership is regarded as a very important ingredient of success in organizational pursuits.
- Leading and managing are two different matters.
- Leadership may be formal or informal. Without power, the leader is helpless.
- Power may be derived from the leader's position or from his personal characteristics. Position power consist of legitimate power, reward power, and coercive power. Personal power may be classified as expert power and referent power.
- There are various theories (model) concerning leadership. They may be classified as belonging to either trait theories, behavioral theories, or contingency theories.

SUMMARY

- Trait theories consider leaders to possess common traits.
- Behavioral theories propose that specific behaviors differentiate leaders from non-leaders.
- Contingency theories assume that successful leadership occurs when the leader's style matches with the situation.

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