The Styles, Models & Philosophy of Leadership

Sarah Simpson

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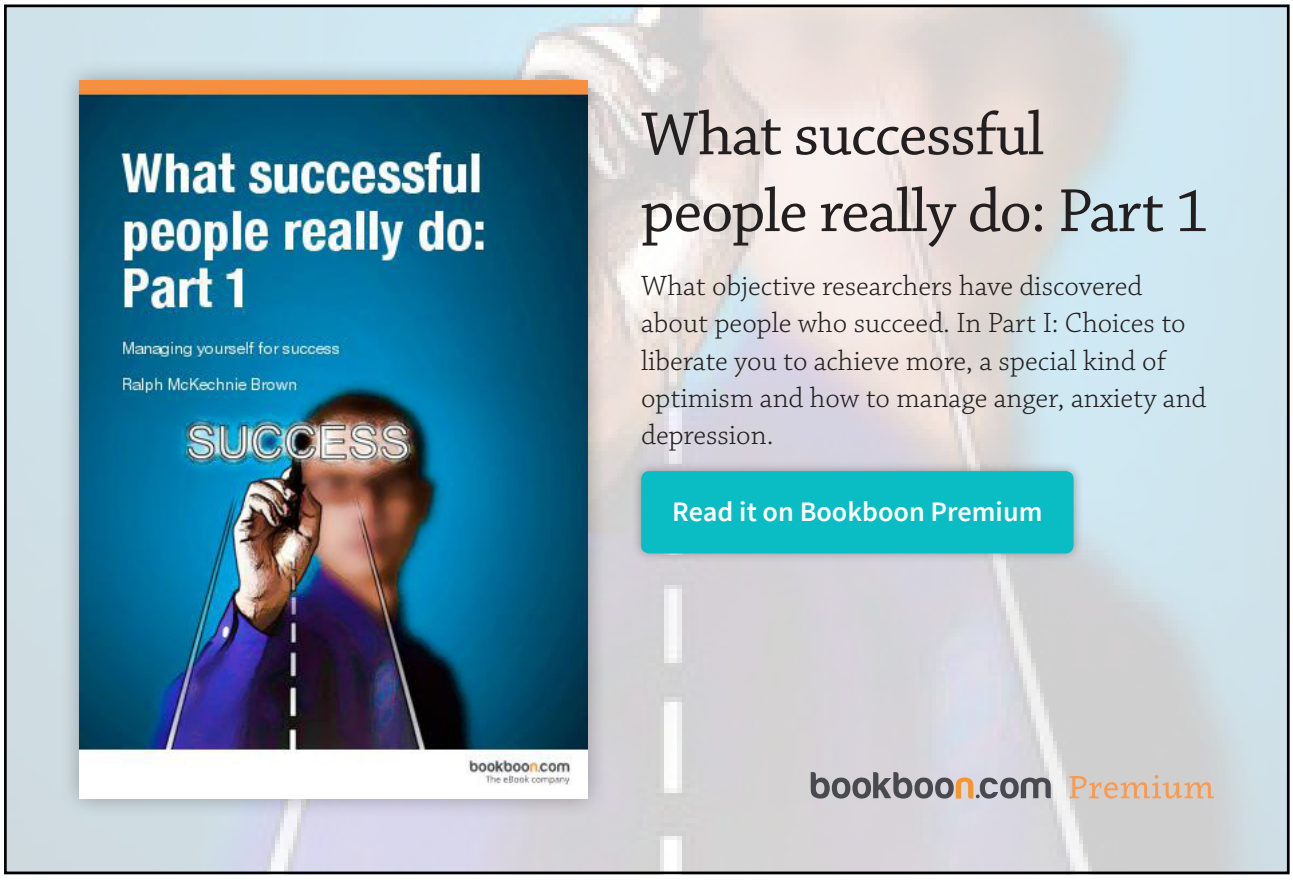

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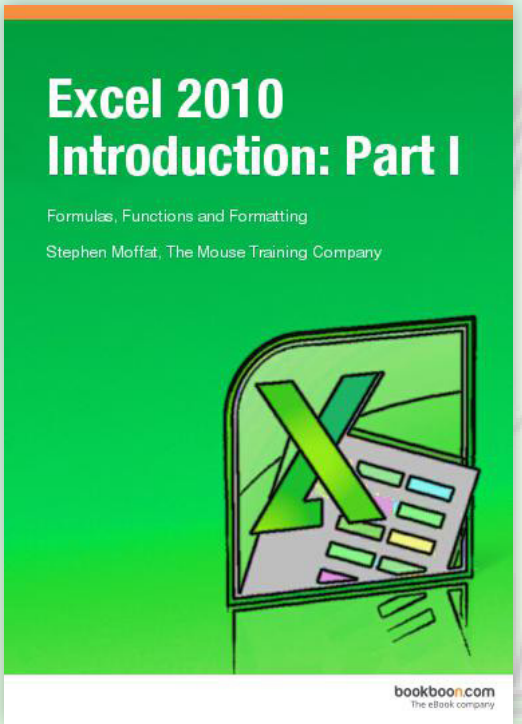

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1 Introduction

Leadership is defined simply as 'the action of leading a group of people or organization, or having the ability to do this'

Peter Drucker is quoted as saying *"The leaders who work most effectively, it seems to me, never say "I." And that's not because they have trained themselves not to say "I." They don't think "I." They think "we"; they think "team." They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but "we" gets the credit…. This is what creates trust, and enables you to get the task done"*

We will all have experienced leaders who inspire, enthuse, motivate and get the very best out of their team, whilst not having to watch their every move. Conversely many of us will have had leaders or managers that adopt tight control, planning and lack of consultative conversation. Or those with a complete 'hands off' approach.

This book is designed to introduce and bring together the; theories, models, styles and philosophies of leadership. This will enable you to appreciate and gain an insight into the need to constantly adapt your leadership style and approach to match and anticipate ever changing situations and environments.

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2 Leaders vs. Managers

"Management is the skill of getting people to do something that you want them to do because you want them to do it and leadership is the art of getting people to do something you want them to do because they want to do it"

Sal F. Marino

Although leadership and management are often interchangeable they are not the same thing or are always congruent in nature. A manager (in title) may lack the inspirational and motivational features of a leader and a leader may lack the planning, coordinating and budget concerns of a manager. The optimal state is therefore to be and have people who if in a position of management or leadership have the skills, tools and techniques to be a great leader in any given situation.

Manager – does things right	Leader – does the right thing
Manages change	Creates change
Control	Commitment
Focused on rules	Focused on outcome
Conforms	Innovates
Transactional	Transformational
Concerned with stability	Concerned with energizing
Execution	Ideas
Problems are problems	Problems are opportunities
Likes control	Is comfortable with risk
Works in the system	Works on the system
Coordinates efforts	Inspires and energises
Follows orders	People follow them
Detail	Direction
Tells	Sells
Results focus	Achievement focus
Uses established paths	Creates new paths

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Manager – does things right	Leader – does the right thing
Provides resources and goals	Provides vision
Processes	People
Formal authority	Personal charisma
Subordinates	Followers
"what"	"why"
Organises people	Aligns people
Control	Passion
Initiates	Originates

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3 Leadership Styles

"leadership is a combination of strategy and character"

General H. Norman Schwarzkopf

Leadership style relates to a specific behavior and will be influenced by the leaders aims and personality as well as their relationship and interaction with the team.

The two most commonly seen and used leadership styles are:

- Transformational
- Transactional

As well as looking at these we will also examine :

- Autocratic
- Bureaucratic
- Charismatic
- Democratic
- Laissez Faire
- Task Orientated

3.1 Transformational Leadership

"A good leader inspires confidence in the leader, a great leader inspires peoples' confidence in themselves"

Unknown

The concept of transformational leadership was introduced by James Burns in 1978 in his description of political leaders. He described it as a process in which *"leaders and followers help each other to advance to a higher level of morale and motivation"*. A transformational approach is capable of creating a significant change in both individuals and the wider organization by realigning; expectations, aspirations, perceptions and values. It is heavily reliant on a leaders personality, character, vision, challenge and example setting. Transformational leaders are focused on the 'greater good' rather than in their individual 'power base'.

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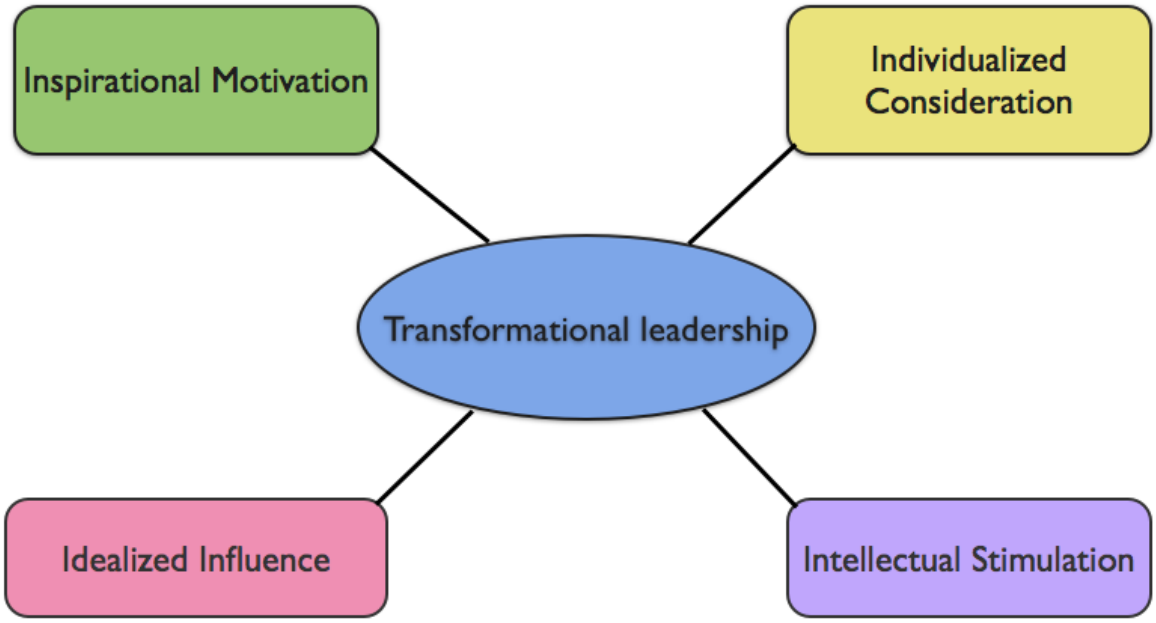
In 1985 the earlier work of Burns was enhanced by Bernard M. Bass who examined the psychological underpinning of transformational leaders as well as its impact on motivation and performance. People with these leaders will often feel a desire to work harder than would ordinarily be expected. They also exhibit feelings of; trust, respect, loyalty and admiration. This process is congruent in nature and followers develop ways to change environments, challenge current practice and provide mutual team support.

There are four main elements of transformational leadership:



3.1.1 Individualized Consideration

Recognizing that each person has specific needs, desires and concerns. Leaders show support and empathy and challenge their team, but can also recognize an individuals contribution to overall goals. Followers in turn thrive on self development and self motivation.

3.1.2 Intellectual Stimulation

The team is involved in decisions and they are encouraged to be creative and innovative in identifying solutions. Leaders nuture and develop their team through questioning, seeking to learn at every opportunity and independent thinking. People are encouraged to see the bigger picture and ideas are not belittled or criticized.

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3.1.3 Inspirational Motivation

Confidence and a sense of belonging and motivation are woven throughout the whole team. Leadership communication is key as messages, vision and mission are disseminated to all. Energy levels are kept high as direction, an optimistic outlook and a leaders belief in everyones abilities are regularly expressed. This is a 'glass half full not half empty' approach which produces a 'can do' attitude.

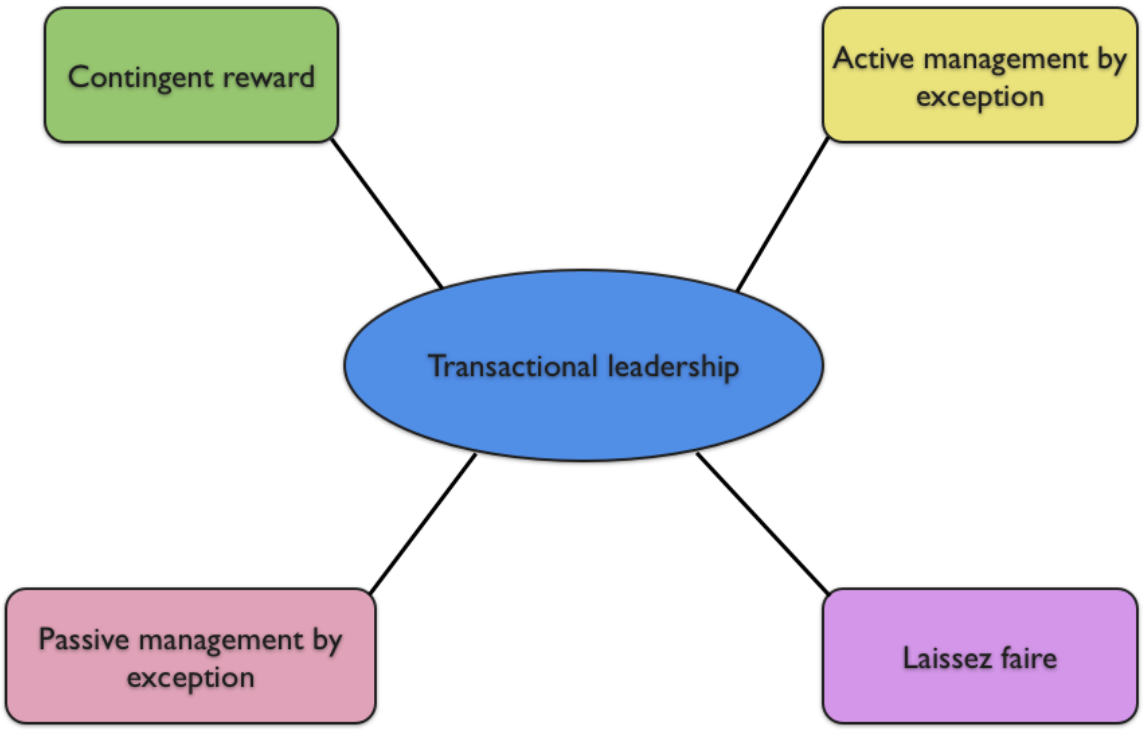
3.1.4 Idealized Influence

Transformational leaders are charismatic and act as role models. They have a strong sense of conviction, value and principle. This gives the group pride and they gain respect and trust for each other.

3.2 Transactional Leadership

This style of leadership is more 'traditional' and managerial in nature. Staff 'obey' the leader and in return are paid (the transaction). They have little or no say in their rewards except that which is determined by the leader. They can also be subject to 'punishment' if tasks are not thought to have been carried out correctly. The focus is on short term tasks and goals and the opportunity for creativity, self development and expression are severely limited.

There are four main elements of transactional leadership.



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3.2.1 Contingent reward

The work that must be done is clarified and rewards and/or incentives are used in order to get things accomplished.

3.2.2 Active management by exception

Work is closely monitored and corrective measures are employed to ensure accepted standards are met.

3.2.3 Passive management by exception

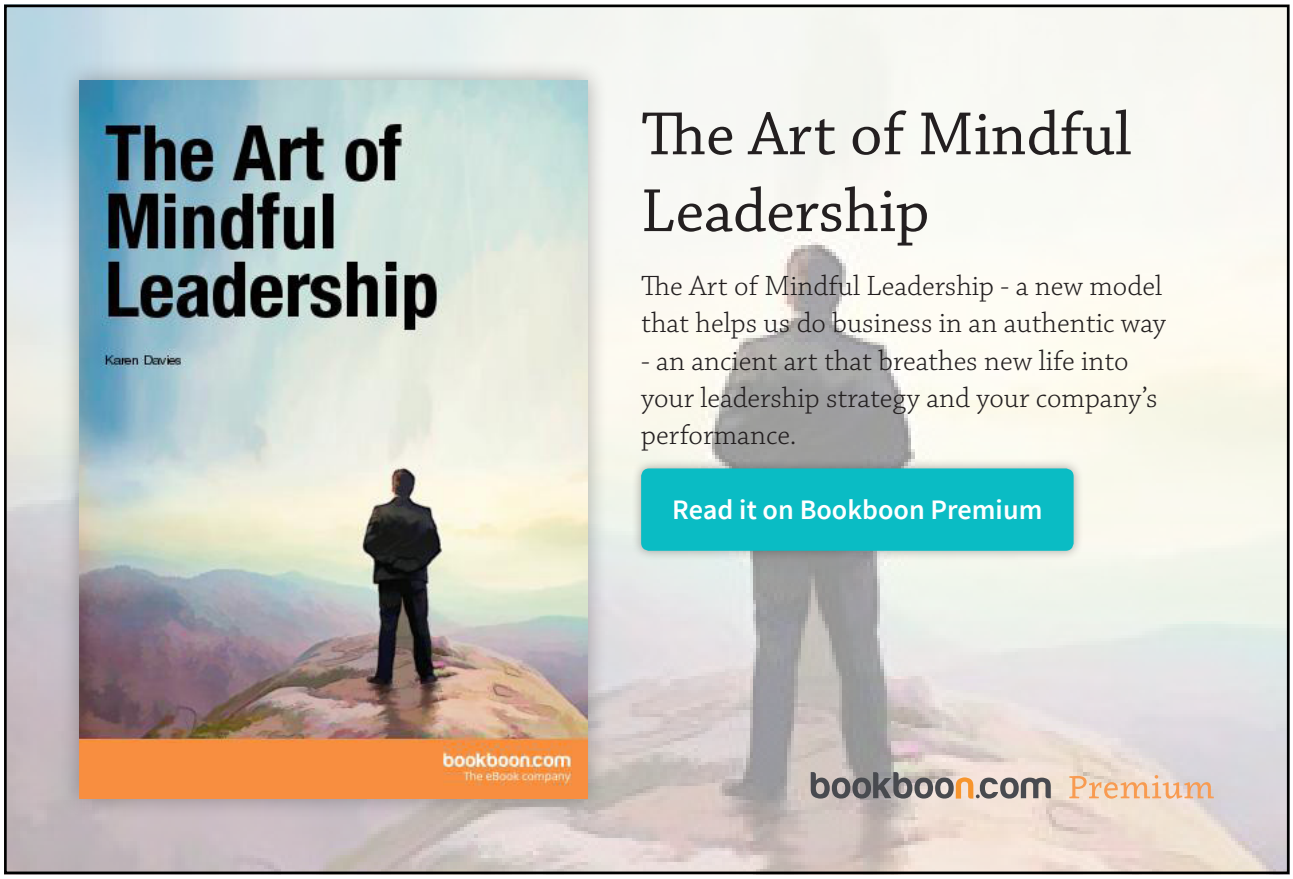
Performance that is deemed unacceptable or has deviated from standards is met with correction or punishment.

3.2.4 Laissez faire

Transactional leaders possess a hands-off indifferent approach to the team. They do not respond to their needs or problems or seek to gain their opinion.

Other leadership syles include:

- Autocratic
- Bureaucratic
- Charismatic



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- Democratic
- Laissez Faire
- Task Orientated

3.3 Autocratic

These leaders exhibit the following characteristics:

- As the leader they believe that they have total authority and control
- Their focus is on goal completion
- They adopt a dictatorial approach when allocating tasks
- They shows little concern for the opinion of their team, even if these would be beneficial
- They think of themselves as being the sole decision maker

The perceived benefit of this style of leadership is that decisions are made quickly and efficiently and work is done efficiently.

This type of leadership is most often seen in:

- Military
- Manufacturing
- Construction

3.4 Bureaucratic

These leaders exhibit the following characteristics:

- They follow rules and procedures to the letter and without deviation
- If they are unsure of what to do they defer 'up the chain' of command
- They act as an enforcer rather than leader

The bureaucratic leader works well in situations such as:

- For work involving high levels of health and safety concerns e.g. Height, toxicity or machinery
- When outine tasks are performed over and over
- Safety or security

This style of leadership does not work in organizations that require staff to be creative, innovative or flexible.

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They are often promoted to leader because of rule following rather than qualifications or expertise and this can produce a culture of resentment.

3.5 Charismatic

Charismatic leaders are linked to the transformational leadership we examined earlier.

These leaders exhibit the following characteristics:

- They inspire and enthuse staff
- They instill motivation, excitement and commitment
- There is an 'air of invinsibility' about them and they can believe they can do no wrong even when warned by their team
- The team can become reliant on this one person and so can collapse if they leave – establishing this position as 'top dog' ensures that it is highly unlikely they would be challenged for position
- They are adept at using body language and verbal language and can tailor their actions and words to suit a given situation or person
- Persuasion is central
- Their well developed social skills help gain them followers

3.6 Democratic

Democratic leaders are open in nature and want to get the opinions of everyone. This free information sharing ensures the teams talents and skills are all utilized rather than expecting conformity. The end decision however still sits with them.

These leaders exhibit the following characteristics:

- Team members are included in decision making but the final say is made by the leader
- Team involvement results in high productivity
- These teams have highly developed people skills
- Due to the inclusive nature of these leaders decisions can be delayed as everyones thoughts are sought (including those who may not have the skill and knowledge to provide high quality input)
- They are highly suited to teams that need to work together and where the need for quality outweighs the need for high levels of productivity
- They make their staff feel empowered

3.7 Laissez Faire

This 'leave it be' style of leader can either be seen as allowing people to work independently, or that they may be unable to control their staff.

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These leaders exhibit the following characteristics:

- The team is given complete control over their work and deadlines
- The leader doesn't get involved with people other than to provide resources and advise if required
- A need to give regular feedback is essential

This style of leadership works with highly motivated, skilled 'starter – finisher' staff, where autonomy increases motivation, productivity and job satification. It does not work well with staff who are poor at self motivation or who don't have the skills, knowledge or motivation to work independently

3.8 Task Orientated

These leaders exhibit the following characteristics:

- A narrow focus on 'getting the job done'
- They define the roles and work involved and put structures and processes in place
- They monitor and organise peoples work
- They ensure deadlines are met

These leaders work well with staff who can not self manage their time but due to their focus on the job in hand their teams well being is not central. This can lead to motivation and staff turnover concerns.

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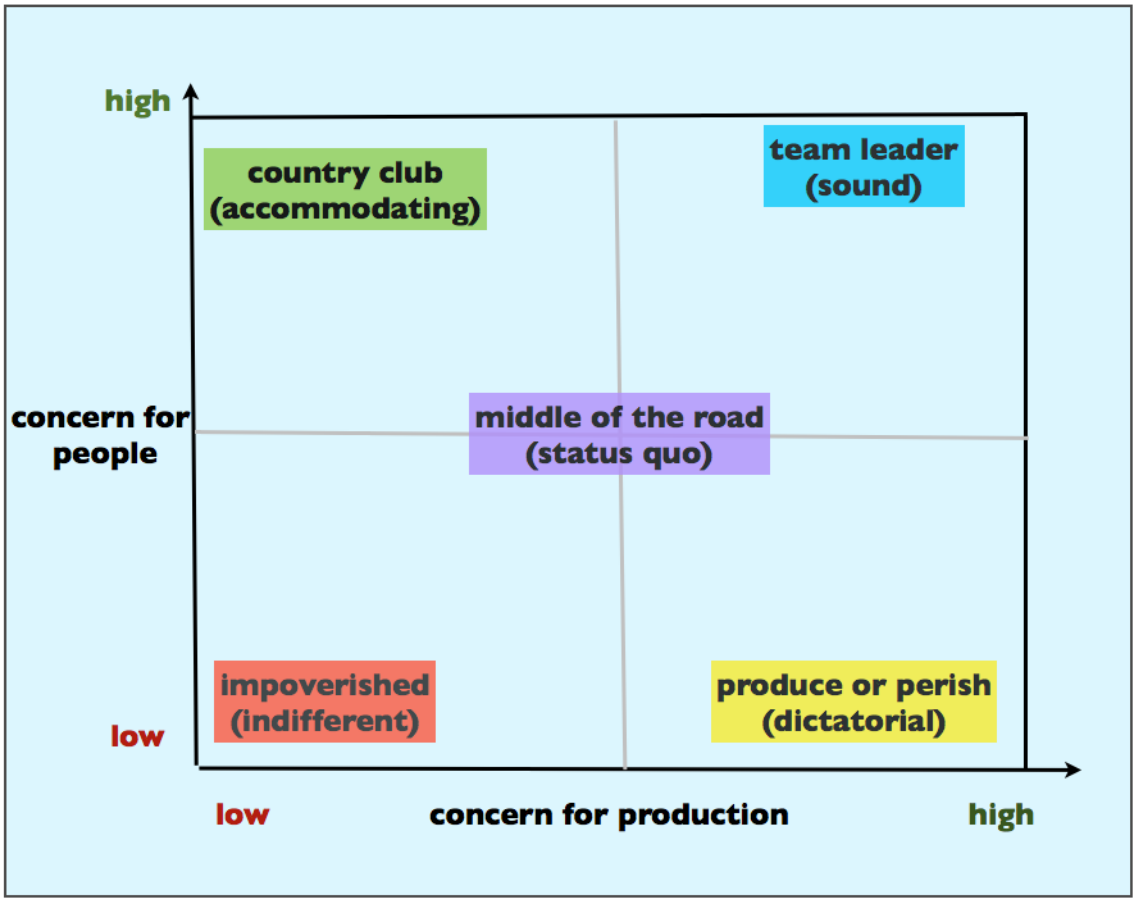
4 Leadership Models

Leadership models help us to understand why leaders act the way they do and give you a framework or process in which you can apply your learning. They also highlight how you can adapt to changing situations, organizations or staff.

4.1 Behavioral

These models look at a leaders most effective behaviors. The managerial grid model was developed in 1964 by Blake and Mouton and in it they identify 5 kinds of leadership behavior:

- Team leader (sound)
- Country club (accommodating)
- Impoverished (indifferent)
- Middle-of-the-road (status quo)
- Produce or perish (dictatorial)



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Concern for people

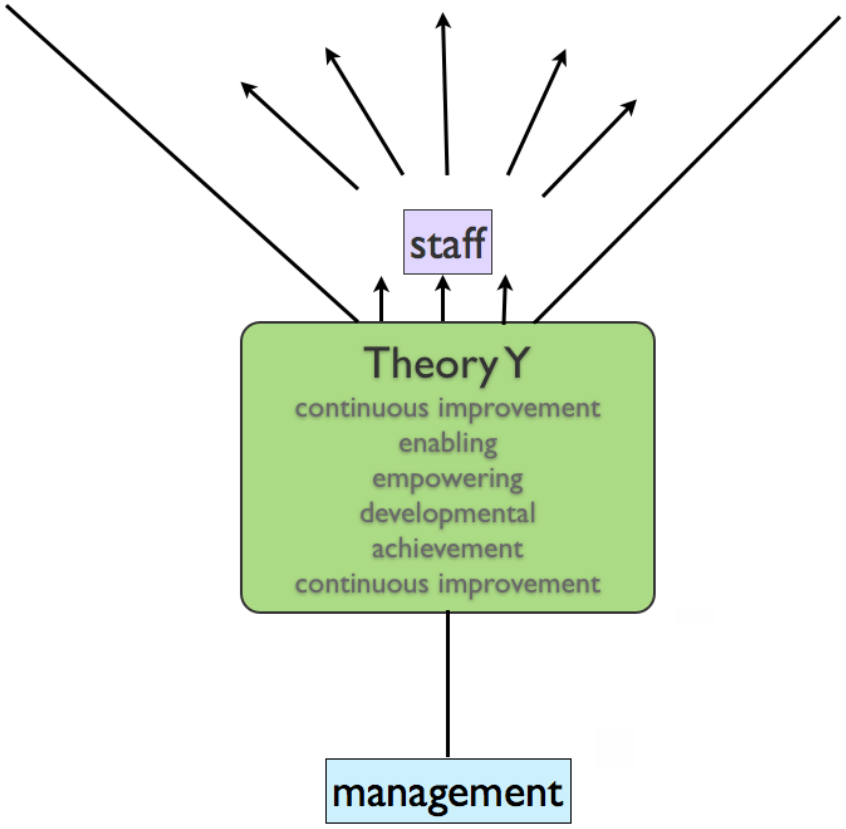
This is the level to which a manager or leader considers peoples; interests, personal development and needs when accomplishing a task.

Concern for production

This is the level to which a manager or leader emphasizes; organizational efficiency, productivity and firm objectives when accomplishing a task.

4.1.1 Team leader (sound) – high productivity / high concern for people

Blake and Mouton described this as being the pinnacle of leadership. People who choose this style encourage commitment and teamwork. This style requires that staff feel that they are constructive parts of the organization. It is a style that is closely linked to McGregor's theory Y (participative management style).



4.1.2 Country club (accommodating) – high concern for people/low concern for productivity

The basic principle behind this approach is that as long as people are happy and secure they will work hard. This produces a very relaxed working culture with plenty of fun. The downside is a loss of productivity due to low direction and control.

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4.1.3 Impoverished (indifferent) – low concern for people and productivity

Someone adopting this style is trying to avoid being blamed for any mistakes. Innovation and creativity are stiffled and they evade and elude. The result is an environment which does not motivate or satisfy and disharmony, disorganization and dissatisfaction are the order of the day.

4.1.4 Middle-of-the-road (status quo) – mid scale balance of people and productivity

These managers and leaders attempt to balance the needs of the staff with that of the organization. They aim for medium or average performance, but by robbing Peter to pay Paul the result is neither high productivity or people whose needs are met fully.

4.1.5 Produce or perish (dictatorial) – low concern for people / high concern for productivity

Staff needs are viewed as unimportant – they are paid a salary and and in turn they are expected to perform. Rules, punishment and sanctions are used in order to ensure goals are met and this style can be common in situations where there is a sense that the organization may fail. This style is seen in cases of crisis management and it is linked to McGregors theory X (theory Y being linked to the sound team leader approach above).

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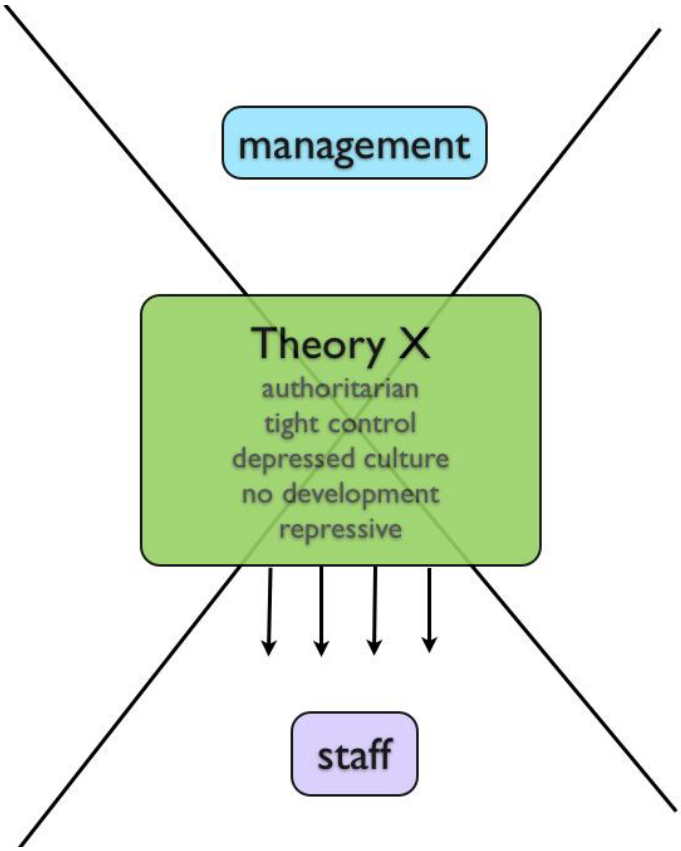

4.2 Functional

This style focuses on what the leader has to do to be effective – they do not address behavior.

The most common models are:

- Kouzes & Posner's Five Leadership Practices
- John Adair's Action Centered Leadership

4.2.1 Kouzes & Posner's Five Leadership Practices

Kouzes & Posner suggested that leadership is a collection of behaviors and practices as opposed to a position. It is these practices that allow the job to get done, or in their words "to get extraordinary things done".

1. Model the way
2. Inspire a shared vision
3. Challenge the process
4. Enable others to act
5. Encourage the heart

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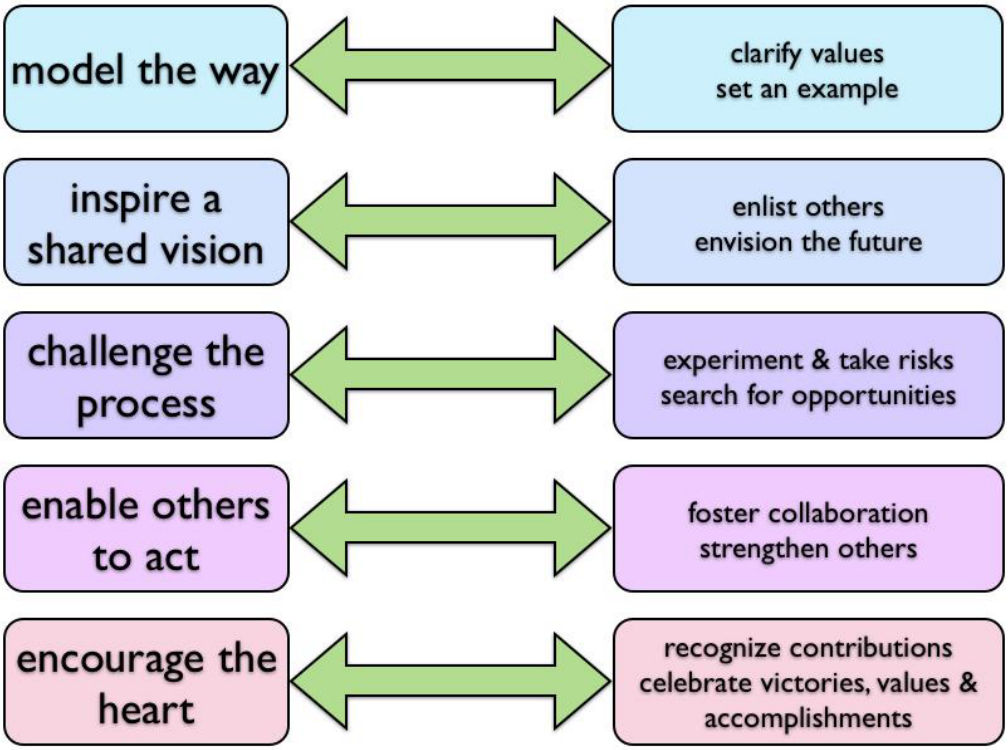

4.2.2 John Adair's Action Centered Leadership

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John Adair's Action Centered Leadership symbolizes the three main simultaneous, integrated and overlapping responsibilities of a leader

The task

This after all is why a team or group exists – to achieve a task, aim or goal and a leader is often the person charged with 'getting the job done'. Many leaders therefore focus on this element at the expense of the needs of the individual or team building.

Building the team

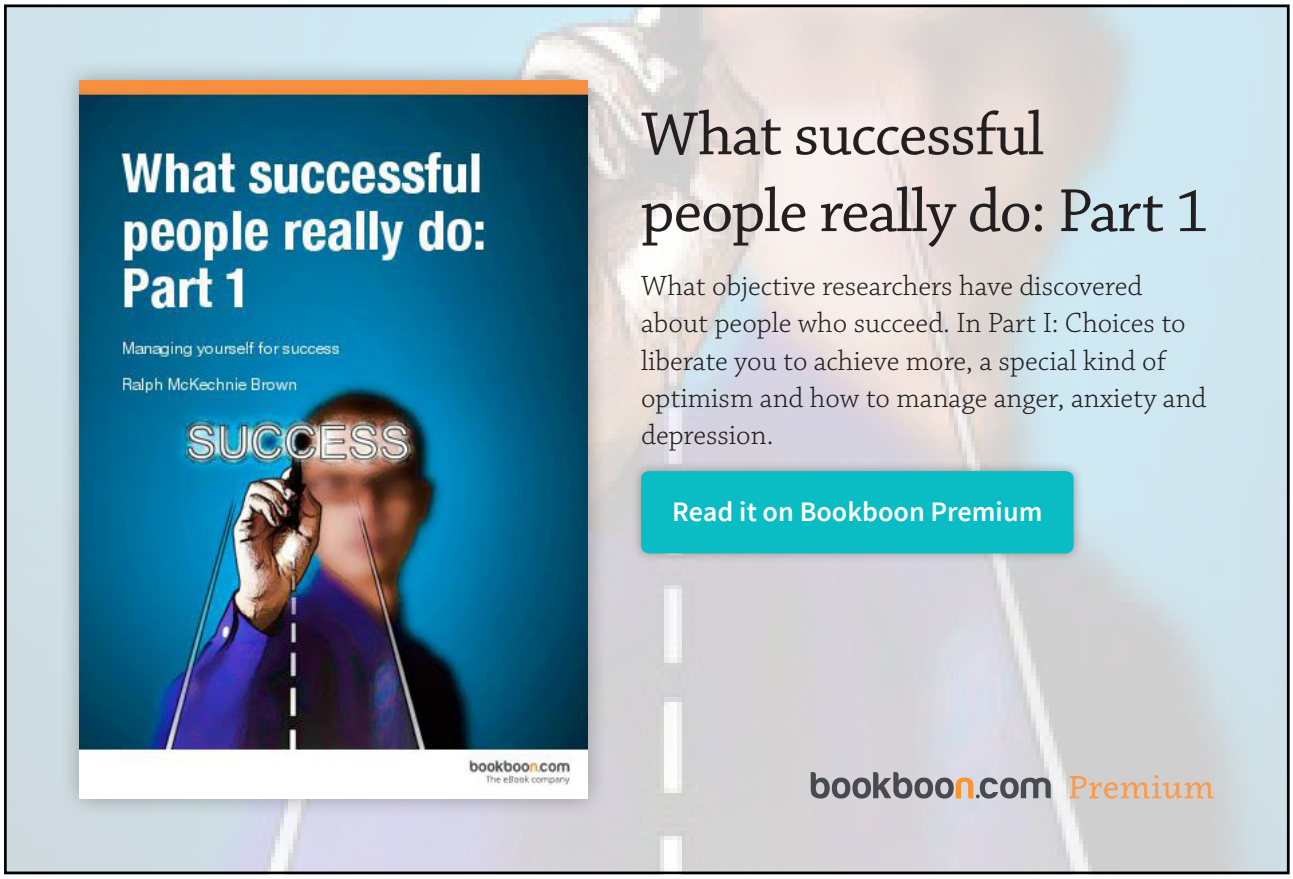
If this need is meet the team will:

- Be supportive of each other
- Understand their contribution and expectations
- Take shared responsibility for reaching the 'goal'

This approach ensures that the greater good of the team comes before that of any individual.

Develop individuals

Even within a group or team the needs of the individual is recognized – respect, praise, £, safety, status etc.



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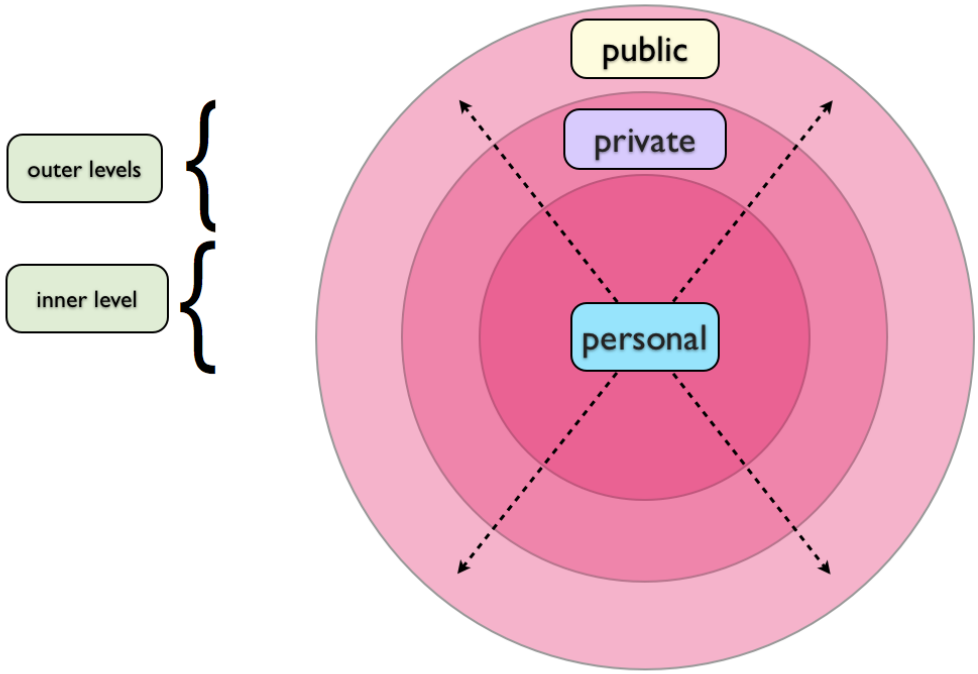
4.3 Integrated

The main model in this leadership approach was defined by **James Scouller in his** 'Three Levels of Leadership'.



This model was designed to summarize what leaders have to do – not only to lead their group or team but to develop themselves in both a psychological and technical capacity.

The **outer levels** consist of public and private leadership, where public leadership are the behaviors involved in influencing two or more people and private leadership the behaviors involved in influencing on a one-to-one basis. Scouller identified these behaviors as the 'Four Dimensions of Leadership' (see below for model).

1. Collective unity / team spirit
2. Action, progress and results
3. Individual motivation & selection
4. A shared purpose and vision

The inner level is concerned with a leaders presence, skill and know how. Scouller identified the three elements as being:

1. Psychological mastery
2. Developing your own skills and knowhow
3. Developing the right attitude towards others

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4.4 Situational

These leadership models are also called **contingency** and they are based on the principle that behavior is determined and influenced by the situation you find yourself in. The main models in this group are:

- Bolman & Deals 4 Frame Model
- Hersey and Blanchard's Situational Leadership Model
- Kurt Lewin's 3 Styles Model
- Path-Goal Theory
- Tannenbaum & Schmidt's Leadership Behavior Continuum Model
- The Fiedler Contingency Model
- Vroom-Yetton Leadership Model

4.4.1 Bolman & Deals 4 Frame Model

Bolman & Deal (1991) said that leaders should approach the organization from the view of 4 frames:

Structural
Political
Human Resources
Symbolic

These frames can be used individually or in combination and the idea is that leaders should change their 'frame' or 'view' in order to prevent becoming 'stuck'.

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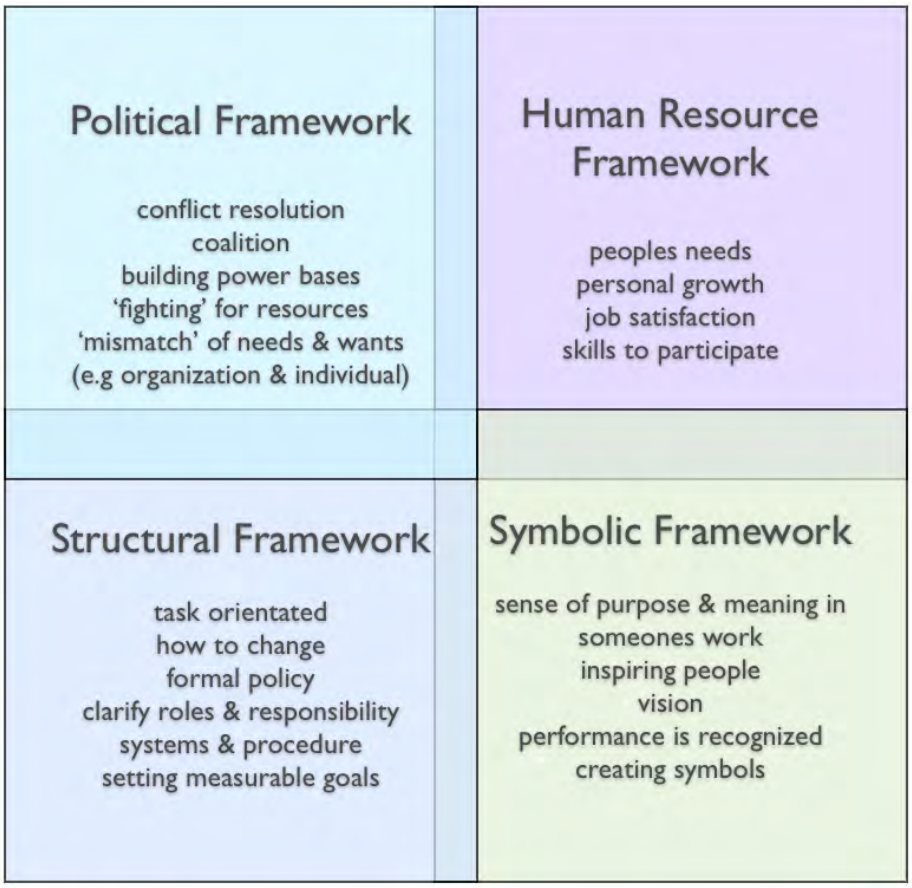
Most organizations use the structural framework at the expense of the other 3. This may be due to lack of awareness or rigid thinking.



4.4.2 Hersey and Blanchard's Situational Leadership Model

This model is based around the idea that there is not one optimum style of leadership, but that effective leaders adopt their style to the maturity of the group or team and the task that needs to be accomplished. They defined leadership style (S1–S4), maturity level (M1–M4) and development levels (D1–D4).

Leadership style – 'S'

Hersey and Blanchard defined leadership style in terms of:

- Telling S1
- Selling S2
- Participating S3
- Delegating S4

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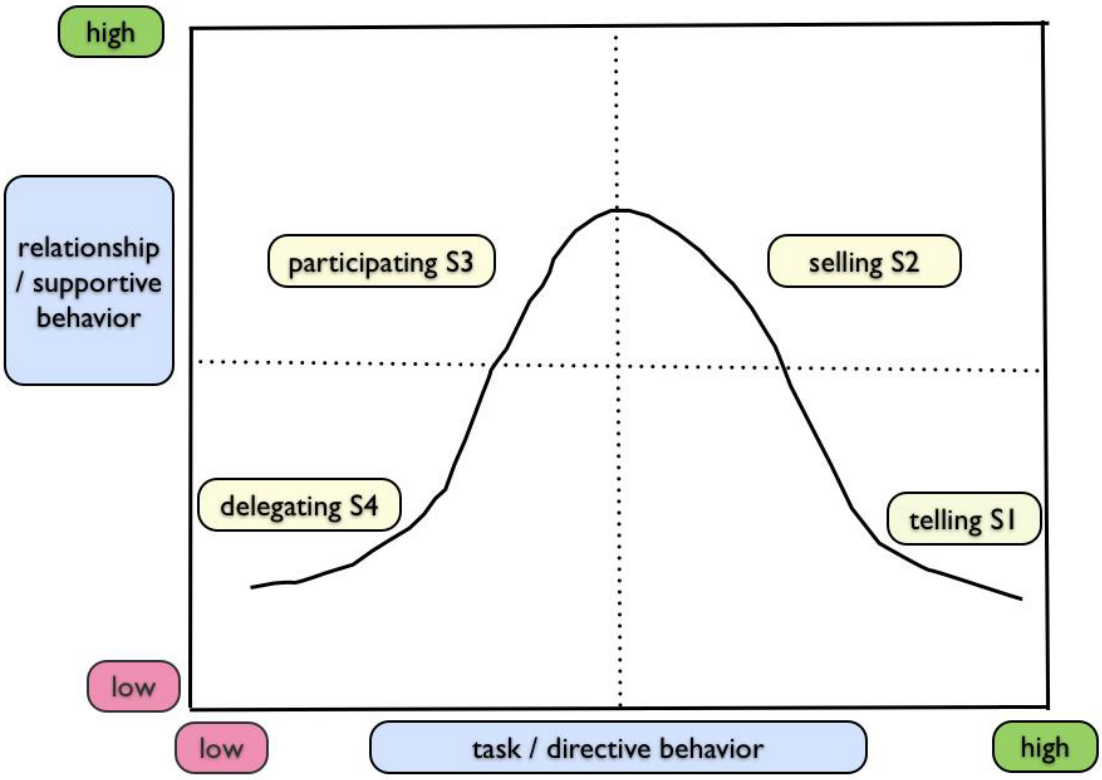

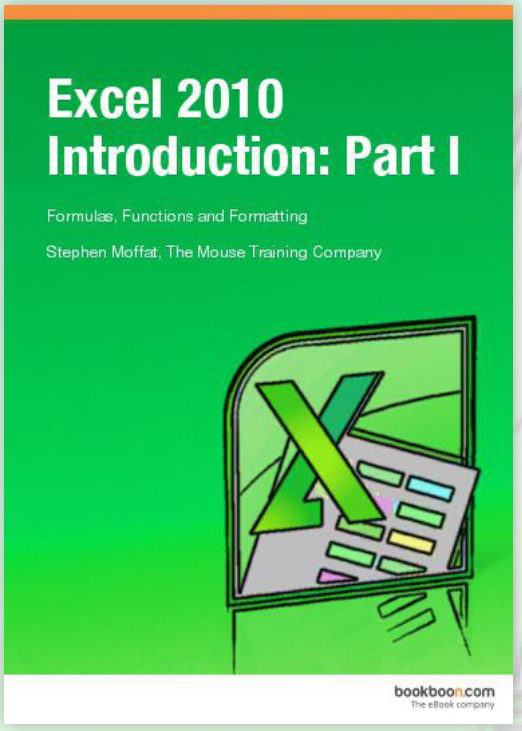

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Behavior S1–S4	Description
Telling (S1)	The leader defines roles One way communication Leader is prescriptive in telling; how, what, why, when and how
Selling (S2)	Two way communication Leader still provides direction Leader provides emotional support and people are influenced into 'buying in'
Participating (S3)	Shared decision making Leader provides less task behavior instruction
Delegating (S4)	Leader is still involved and monitors progress Individuals and groups now have responsibility for processes

Maturity level – 'M'

Knowing what leadership style to use is influenced by the maturity of the person or group you are leading.

Maturity M1–M4	Maturity level	Description
M1	Low	Unable & insecure Lacking in skills Unable to take responsibility Unwilling to take responsibility
M2	Moderate	Unable to take responsibility Willing to work on tasks Enthusiastic novice
M3	Moderate	Experienced and able to do the task Lack confidence to take on responsibility Unwilling to take on responsibility
M4	High	Task experienced Comfortable in the knowledge they can do it well Able & willing to do the task Can take responsibility for the task

Development level – 'D'

This looks at the commitment and competence of the people being led. A highly motivated leader with high but realistic expectations of their team produces staff with high levels of personal performance.

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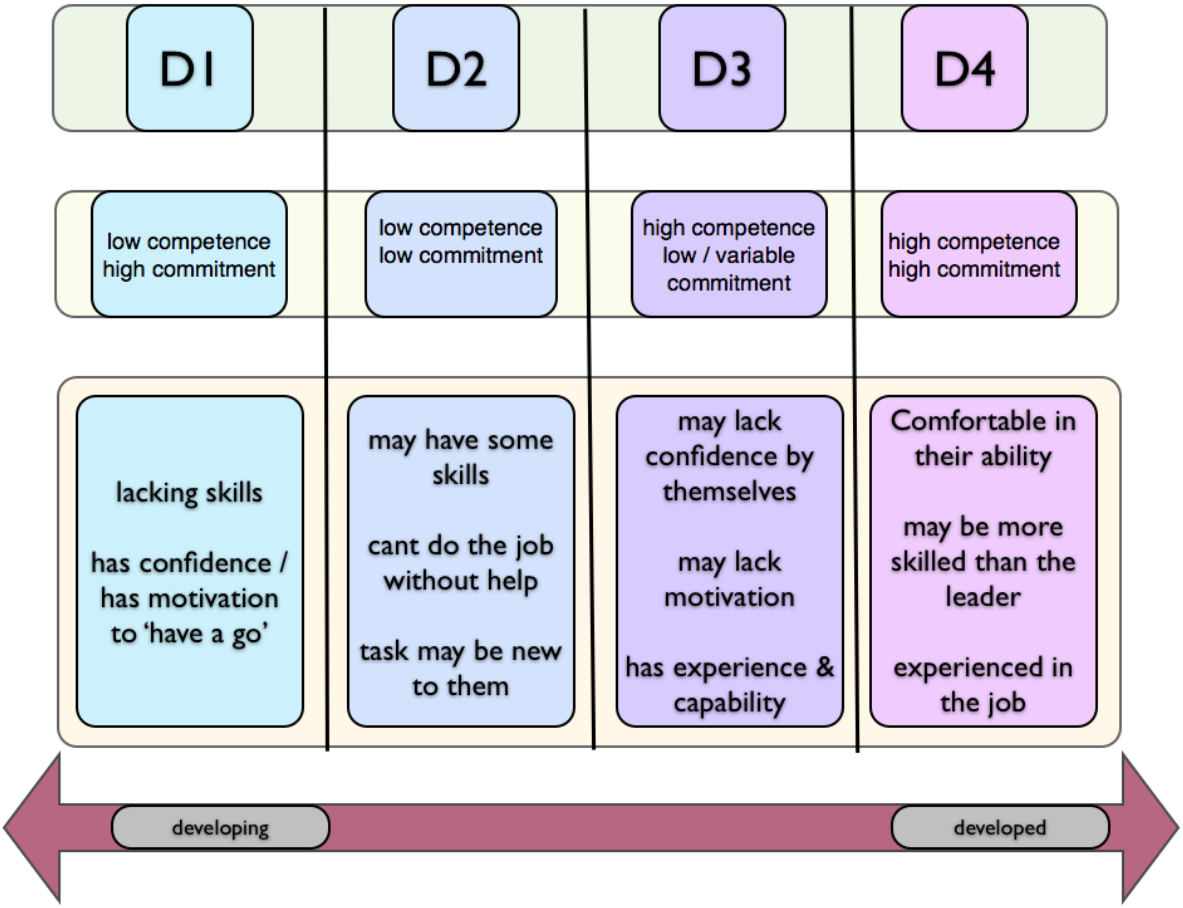

4.4.3 Kurt Lewin's 3 Styles Model

Kurt Lewin identified three styles of leading back in 1939:

- Authoritarian (autocratic)
- Participative (democratic)
- Delegate (laissez – faire)

Authoritarian (autocratic)

- Sets out clear instructions for what and how things need doing
- There is clear demarkation between the leader and their staff
- Leaders make decisions by themselves with little or no input from the group
- People who exhibit this style can be viewed as controlling and dictorial
- Communication is one way
- Leaders can be powerful and controlling
- Decisions are made quickly

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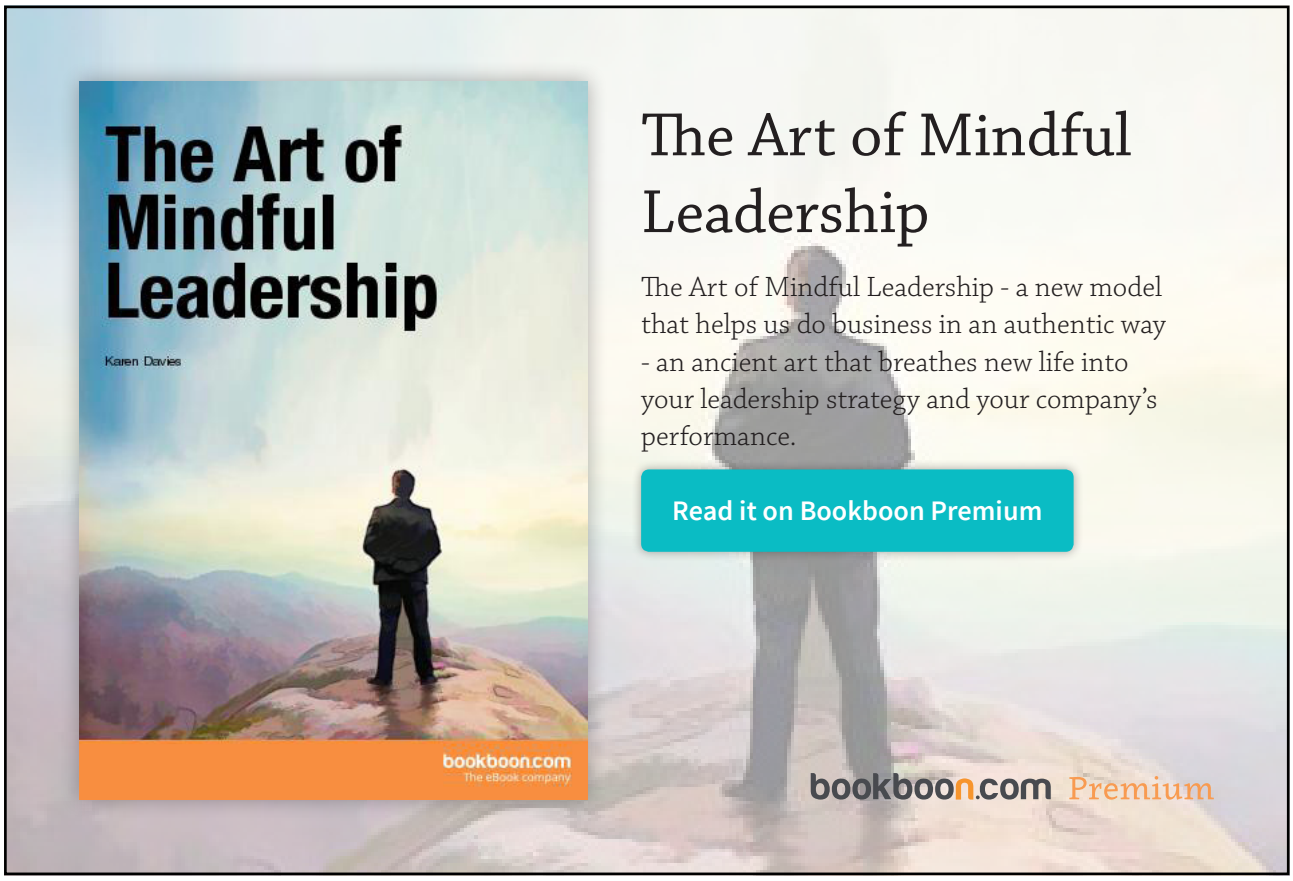
Participative (democratic)

- This style of leadership is considered to be the most effective
- These leaders offer guidance, participate in the group and seek input from the team
- This style works particularly well when a decision is enhanced by having everyone involved
- The leader retains the final vote
- Team members are motivated and feel part of a creative process
- The decision making process can be slow and consenus hard to reach

Delegate (laissez – faire)

- This style can be viewed as 'non-leadership'
- Leader gives little or no guidance to the team – hands off approach
- Roles and expectations are poorly defined
- Staff set their own goals, work, methodology and pace
- It can work well in highly skilled and motivated environments but can led to a lack of direction, output, motivation and moral



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4.4.4 Path-Goal Theory

This model was developed by Robert House in 1971, with a revision in 1996. House suggested that the main role of a leader was to motivate his team by:

- Clarifying / increasing the teams personal benefit in striving for and reaching their **goals**
- Clearing and clarifying the **path** that would achieve their goals

Path-goal theory is led by both follower and workplace characteristics

4 leadership styles were identified:

1. Directive
2. Supportive
3. Participative
4. Achievement Orientated

style	description	workplace characteristic	follower characteristic
directive	gives clear guidance & direction no emphasis on personal needs descriptive in nature team experience is often lacking the team accept control	group cohesion tasks are unstructured & interesting team wants authoritative leadership	team is inexperienced they want the leader to direct they don't think they have power
supportive	friendly & helpful working environment the team doesn't need close supervision but needs protecting from stress leader looks after psychological welfare of team	predictable & easy tasks authority is weak / unclear team cohesion is poor team has high ability	the team is experienced & confident they don't like to be closely controlled they think they have power
participative	team consultation opinion of team is genuinely considered team has autonomy team has motivation to achieve	the team wants to be involved team is very capable tasks are complex and unstructured can have effective or un-effective cohesion	the team is experienced & confident they think they have power they don't like close control they want to have control over their own work
achievement orientated	emphasis on outstanding personal achievement leader sets ambitious & welcomed goals trust, respect and mutual belief	authority is clear tasks are unpredictable or complicated authoritative leadership is welcomed	the team is experienced & confident they think that they may lack some power they respect their leader they don't mind the leader setting the goals

Path goal theory works on the assumption that leaders can and should vary their attitude and behavior according to the situation they and their team find themselves in.

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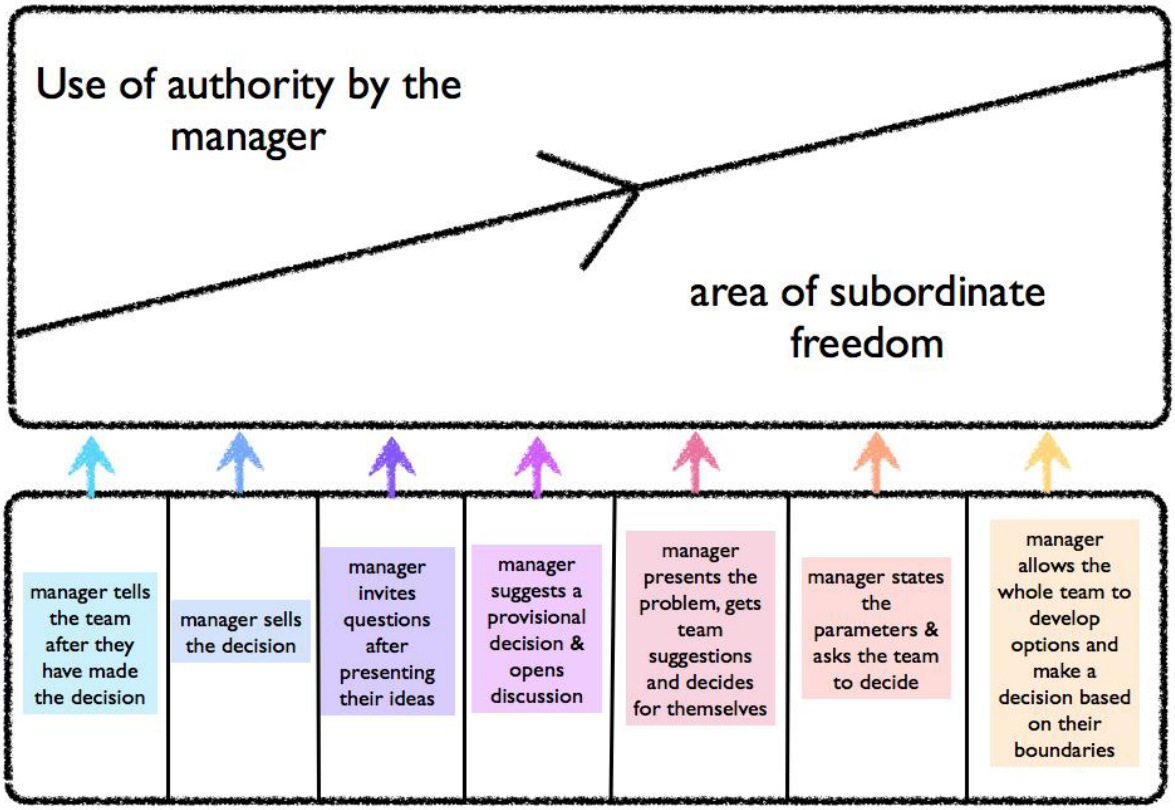
4.4.5 Tannenbaum & Schmidt's Leadership Behavior Continuum Model

Robert Tannenbaum and Warren Schmidt published a paper entitled 'How to Choose a Leadership Pattern' in 1958. They believed that leaders have a choice of seven decision making options and that a range of pressures are associated with each.



As the leader moves from left to right they give up their autonomy in the decision making process and involve the team until it becomes self managing.

This model concentrates on the decision making element of leadership.

4.4.6 The Fiedler Contingency Model

This model was first seen in 1967 and it is based on the premise that the effectiveness of a leader is based on two forces:

- Leadership style
- Situational favorableness

These two forces were collectively called by Fiedler **'Situational Contingency'**.

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Leadership style

Fiedler said that leader style was fixed and could be measured using the LPC scale – Least Preferred Co-worker. By considering someone who was your least favorite person to work with you can rate this person on his LPC scale. He believed that if your total score was high you were likely to be an relationship orientated leader, who is adapt at managing and avoiding conflict and places an emphasis on establishing personal connections. On the other hand if your total score was low you are more likely to be task orientated who are effective task completers but see building relationships as a low priority.

Characteristic	Scale	Characteristic
Unfriendly	1 2 3 4 5 6 7 8	Friendly
Unpleasant	1 2 3 4 5 6 7 8	Pleasant
Rejecting	1 2 3 4 5 6 7 8	Accepting
Tense	1 2 3 4 5 6 7 8	Relaxed
Cold	1 2 3 4 5 6 7 8	Warm
Boring	1 2 3 4 5 6 7 8	Interesting
Backbiting	1 2 3 4 5 6 7 8	Loyal
Uncooperative	1 2 3 4 5 6 7 8	Cooperative
Hostile	1 2 3 4 5 6 7 8	Supportive
Guarded	1 2 3 4 5 6 7 8	Open
Insincere	1 2 3 4 5 6 7 8	Sincere
Unkind	1 2 3 4 5 6 7 8	Kind
Inconsiderate	1 2 3 4 5 6 7 8	Considerate
Untrustworthy	1 2 3 4 5 6 7 8	Trustworthy
Gloomy	1 2 3 4 5 6 7 8	Cheerful
Quarrelsome	1 2 3 4 5 6 7 8	Harmonious

Situational favorableness

Fiedler identified three situational components that would determine the favorableness of situational control:

- Leader – member relations = the level of trust and confidence the team has in its leader
- Task structure = how well does the team and leader understand their task
- Leader position power = how much influence does the leader have

This model has been criticized due to its lack of flexibility and assumption that a leaders style is static and unable to be adapted. People are expected to fall in either the task or relationship orientated end of the spectrum.

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4.4.7 Vroom-Yetton Leadership Model

Developed by Victor Vroom and Phillip Yetton in 1973 this model states that the best style of leadership is one which is contingent to the situation. They identified 5 leadership styles for group decision making.

Style	Description
Autocratic type 1 (AI)	Leaders make the decision based on the information they have at the time
Autocratic type 2 (AII)	Information is sought from the team but the end decision is down to the leader The decision or any problems may not be communicated to the team
Consultative type 1 (CI)	Team members are individually asked by the leader for their ideas and input The leader shares the problem individually Team members may not be influenced by the opinions of others The leader makes the final decision
Consultative type 2 (CII)	Ideas and suggestions are shared as a group Through group discussion the whole team understands what alternatives are open to them The leader makes the final decision
Group based type 2 (GII)	Ideas and suggestions are shared as a group and problems and situations are examined using brainstorming techniques The leader does not force his decision through but rather they accept the decision of the group

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4.5 Trait based

Traits are described as 'a distinguishing quality or characteristic'.

Traits are part of a leaders profile and there is yet to be a definitive list. There are however distinctive qualities that arise in effective leaders which some would call leadership presence.

Leaders with 'good' traits are sometime said 'to be born and not made'.

There are 3 main trait based leadership theories:

1. Carlyle and Galton
2. Kouzes and Posner – trait theory
3. Ralph Stogdill – trait theory

4.5.1 Carlyle and Galton

Carlyle first suggested the idea of "great man theory" back in 1849. He belived that history was shaped by extraordinary leadership and this theory was developed further by Galton who said that leadership traits were unique to extrordinary individuals and could not be developed.

4.5.2 Kouzes and Posner – trait theory

James Kouzes and Barry Posner surveyed 630 managers about their experiences of positive leadership and in dong so developed 10 key leadership qualities that staff sought – these are qualities staff want not what they actually experienced!

1. Honest
2. Forward looking
3. Inspirational
4. Competent
5. Fair minded
6. Supportive
7. Broad minded
8. Intelligent
9. Straightforward
10. Dependable

From these 10 qualities they developed the Leadership Challenge Model described in section 4.2.1 above.

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4.5.3 Ralph Stogdill – trait theory

Unlike Kouzes and Posner Ralph Stogdill's research found that there was in fact no agreement on the traits that staff wanted their leader(s) to posses. This may be because you are trying to measure something which cannot be easily defined and that just because someone has a given skill it doesnt mean they are adept at using it.

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5 Leadership Philosophy

Philosophies differ from the leadership models and styles we have discussed earlier. To recap leadership style relates to a specific behavior and will be impacted on by the leaders aims and personality as well as their relationship and interaction with the team. Leadership models on the other hand gives you a framework or process in which you can apply your learning and highlight how you can adapt to changing situations, organizations or staff.

The 5 main leadership philosophies are:

1. Authentic Leadership
2. Ethical Leadership
3. French and Raven – Sources of Power
4. Servant Leadership
5. Value-based leadership

5.1 Authentic Leadership

The idea of being authentic dates back to the ancient Greeks and the notion of being true to one's self.

Craig and George in their book 'Defining Your True North' describe the 4 qualities of authentic leadership as:

1. Being true to yourself in the way you work
2. Being motivated not by your ego but by a bigger purpose
3. Making decisions not because you want to be liked or it will help you 'get on' but because they fit your value system and feel right
4. Concentrating on long term sustainability

5.2 Ethical Leadership

The main elements in ethical leadership involve:

- Corporate Social Responsibility (CSR)
- Fair Trade'
- Work life balance and the psychological contract
- 4 P approach – Purpose, Planet, People, Principles

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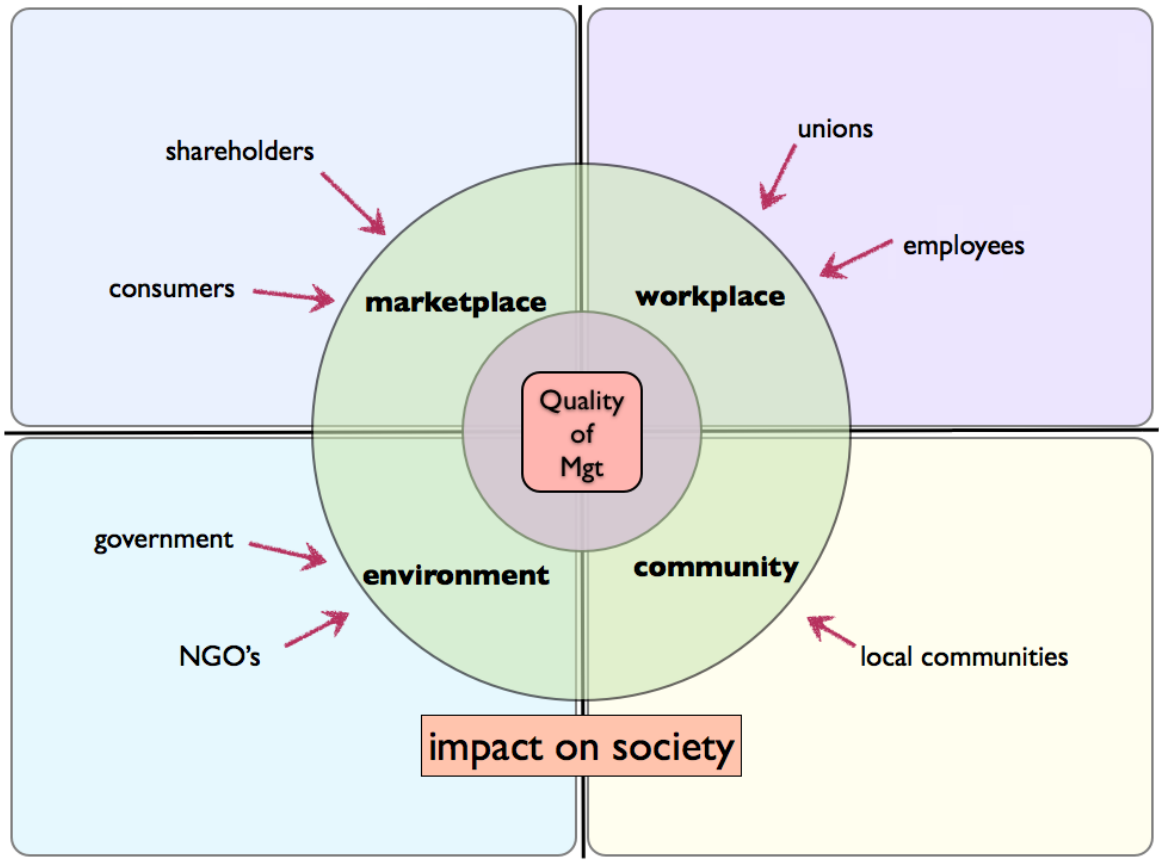
5.2.1 Corporate Social Responsibility (CSR)

CSR is a type of self regulation in which an organization monitors and complies with ethical standards, international 'norms' and the spirit of law.

It is not however a new concept an the notion of having business transparency was suggested in 1916 by J.M. Clark.

There are thought to be two main aspects to CSR namely:

- The quality of management and leadership in terms of process and people and
- The quality and nature that they have on the wider society



Part of ethical practice covers stakeholder analysis which must take a much wider view in defining who these people, groups, organizations and sectors are. You can then establish their needs and access their impact on the organization.

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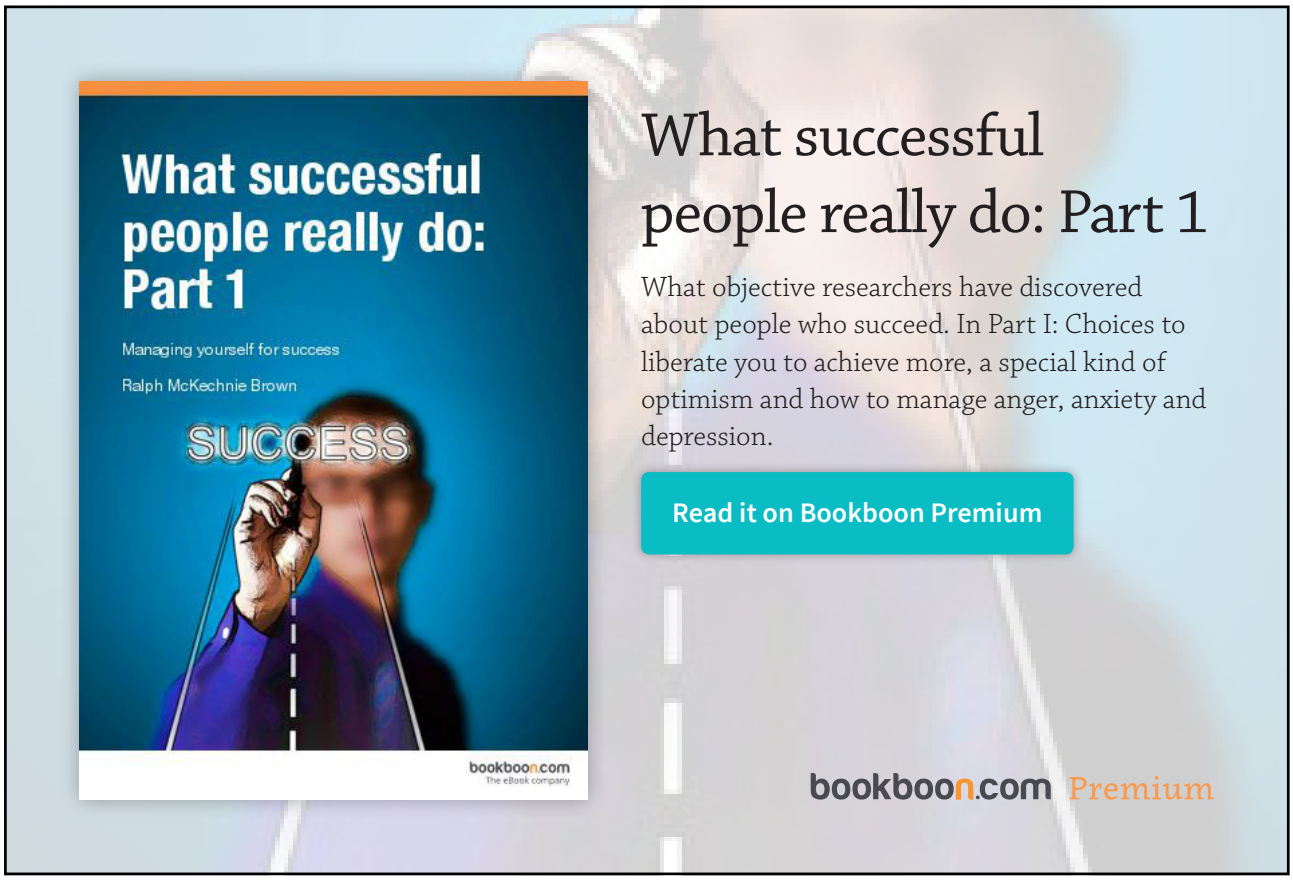
Wider stakeholder analysis

5.2.2 Fair Trade

Fair trade is described as "a strategy for sustainable development and poverty alleviation" fairtrade.org.uk.



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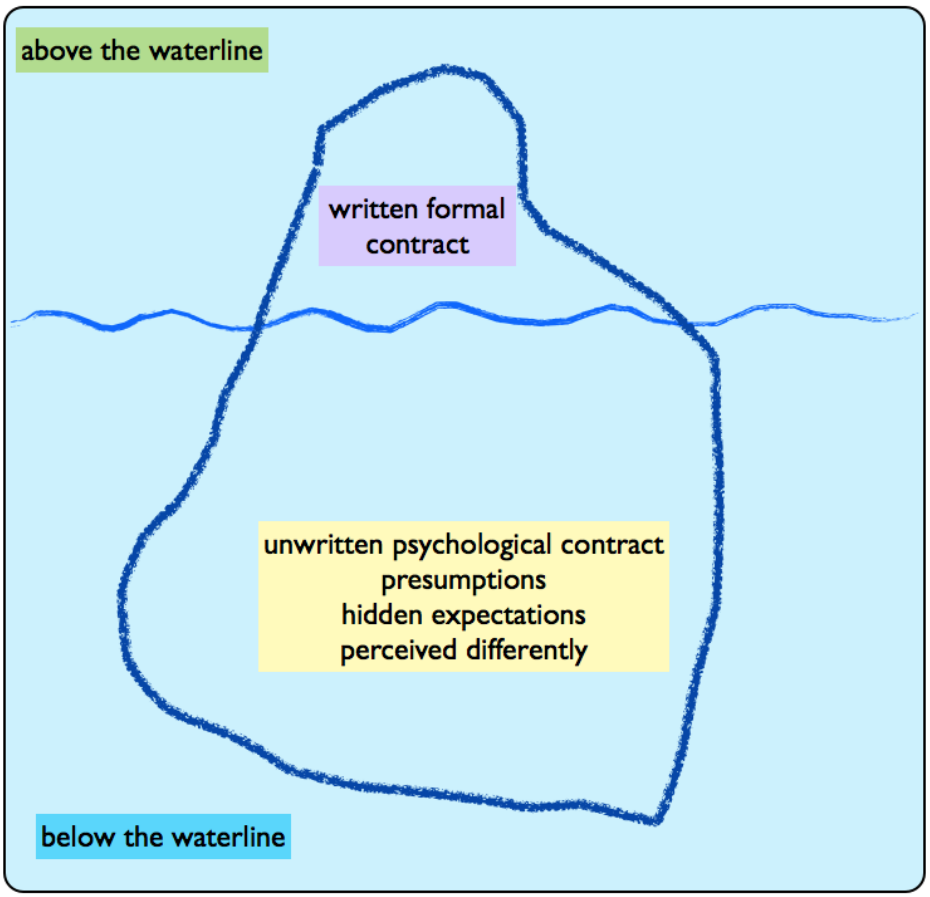
5.2.3 Work life balance and the psychological contract

We will all have probably used the phrase 'I need a better work life balance' or 'I live to work not work to live'.

A psychological contract covers that which is not defined in a formal written contract of employment. It covers beliefs, perceptions and informal elements of your role and is usually not enforceable.

It is often represented by an iceberg in which written contractual elements e.g. work and pay is above the waterline and that which is hidden, not agreed or may be seen differently by parties is below the waterline.



Organizations and leaders should be looking to ensure the iceberg rises out of the water as misconceptions and misinterpretations are clarified.

5.2.4 4 P Approach – Purpose, Planet, People, Principles

This aim as far as this model goes is to balance the organizational purpose with the personal needs of people whilst giving due consideration to the world we live in. Organizations that face inwards can no longer maintain success and growth and leaders must now act with global accountability.

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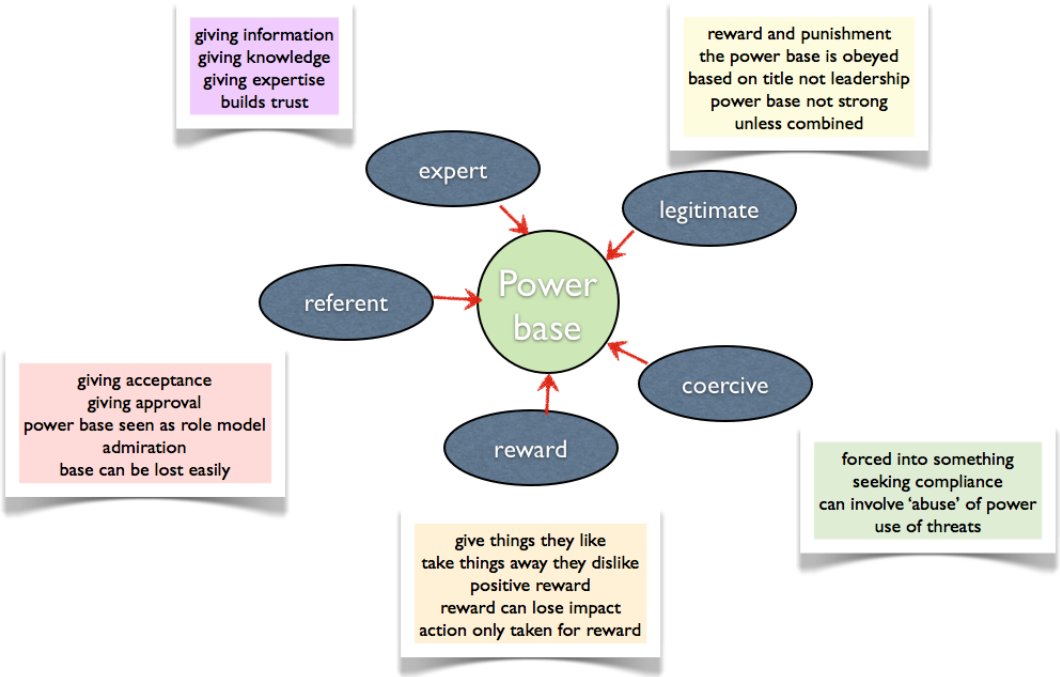
P'	Description
Purpose	Why does the organization exist? Shareholder, cost effective public services
Planet	Our world Environment Fairtrade Resources Sustainability Wildlife
People	Stakeholders see 5.2.1 above
Principles	Integrity Honesty Truth

5.3 French and Raven – Sources of Power

According to John French and Bertram Raven (1959) power can be divided into 5 bases:

1. Coercive power
2. Reward power
3. Legitimate power
4. Referent power
5. Expert power



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5.4 Servant Leadership

Servant leadership was described by Robert Greenleaf. These leaders give attention and priority to their colleagues and the organization. They ensure engage in personal development and they solve their problems.

Larry Spears developed 10 characteristics of the servant leader:

Characteristic	Description
Listening	Communication skills Is motivated to actively listen Can hear what is not said
Empathy	Employees are seen as needing appreciation and respect Personal development is recognized
Healing	Problem solver Manages conflict Fear free environment
Awareness	Self and general awareness Can take a birds eye view Holistic
Persuasion	Convince not coerce Doesn't abuse position
Conceptualization	Can think outside the here and now Personal vision Implements goals and strategy
Foresight	Can see what could happen Learns and reflects on the past and can use this in the future
Stewardship	Organizations should be maintained for societal greater good Openess and persuasion Obliged to help and serve
Commitment to growth	People have value beyond what they can contribute Everyone involved in decisions Personal, professional and spiritual growth
Community building	Community building within the organization Community building between organizations

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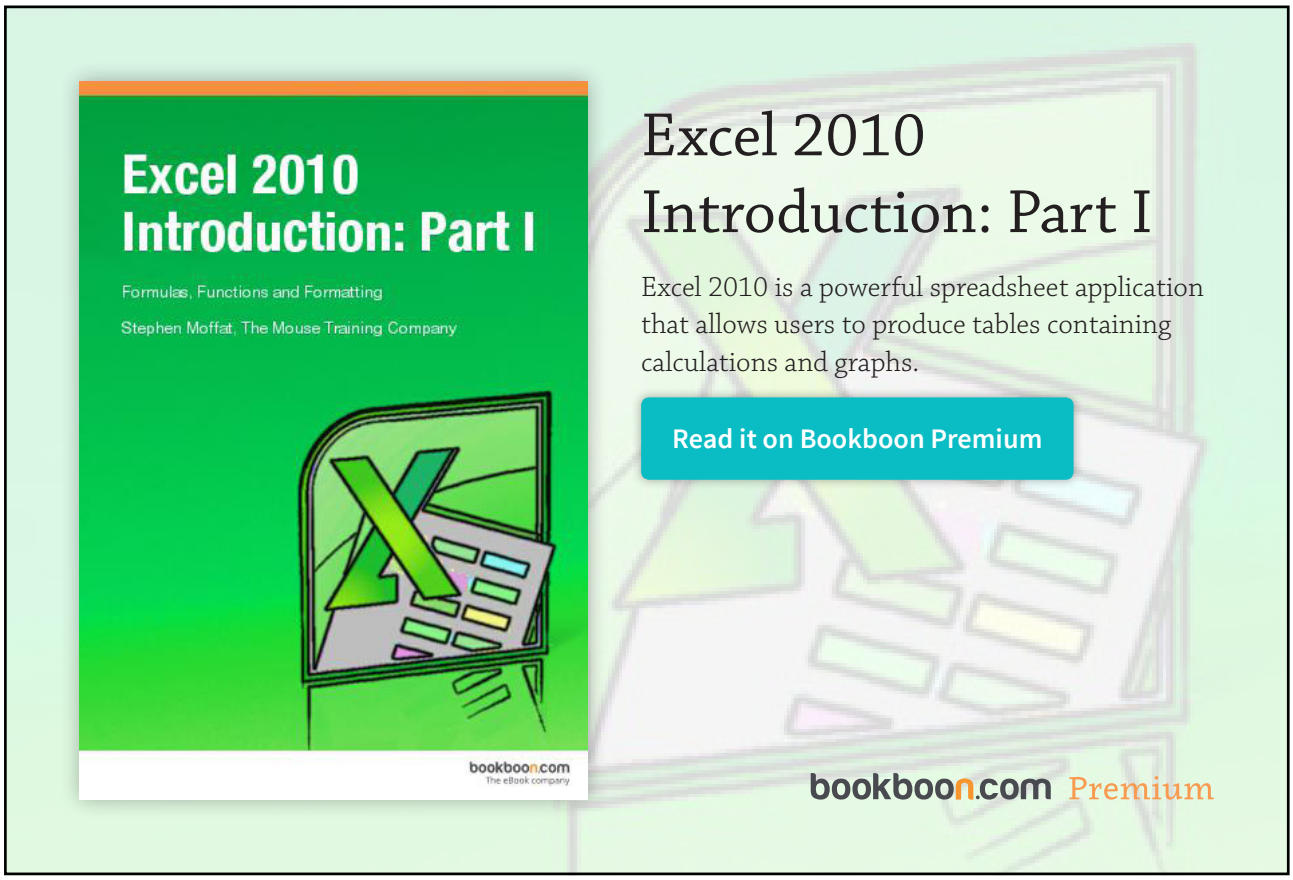
5.5 Value-based leadership

This leadership style is based on the notion that people are motivated by their values and live by them. Therefore leaders underpin their decisions and vision with their value motivators. It consists of four core processes:

- Challenging, developing and understanding:
- Values and beliefs
- Capabilities and behaviors
- Embedding success

Value based leadership is more likely to be successful if values come all the way from the top as opposed to being started half way down. This changes the whole organization culture.



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6 Conclusions

Put simply leadership is about getting a group of people to reach a common goal or aim.

"It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership".

Nelson Mandela

Theories and models can help us examine the leadership process and can give you a framework in which to operate. They can not by themselves ensure enduring leadership success. Leadership is about being able to adapt your style to the:

- Environment
- Organization
- Team
- Individuals
- Task
- Wider environment

Whilst possessing the characteristics of:

- Honesty
- Truthfullness
- Trust
- Personal, group and individual development
- Concern
- Inclusivity
- Values
- Ethics
- Humility
- Adaptability

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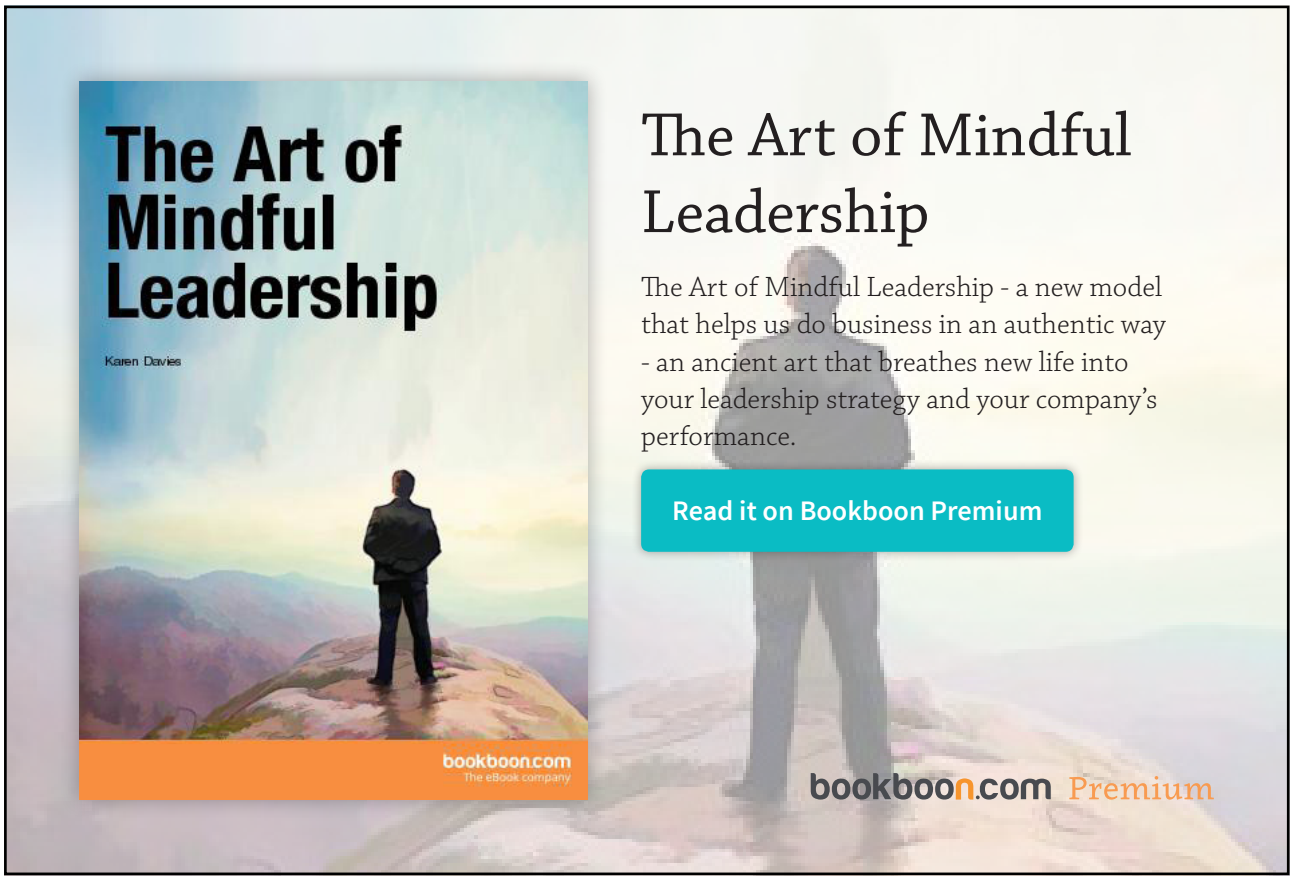

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