

PORTFOLIO

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PORTFOLIO



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INTRODUCTION

In the society some of us think that great leaders are oppressor managers who run over everyone in front of them, but know that these stereotypes are in the past and hide the fact that leading well is an art. The ability to lead a company and lead it to achieve increasingly better results goes beyond leadership, business judgement and the will to lead. For this reason, this report will deal with the importance of developing the right skills to lead, what is needed for this and the main qualities of a leader.

LEADERSHIP IN THE WORKPLACE CONTEXT.

Leadership as an approach.

Much is said about leadership at work and how a leader should act to achieve the best results with their teams. But what many forget is that there are types of leadership that are innate to each person. Yes, of course it is possible to adapt and try to control your strengths and learn the weaknesses of your style. However, if your leadership style at work is ideal for your company's environment, perhaps the best alternative is to enhance these characteristics even more.

Leadership competencies are skills and personality traits that allow a leader to inspire and guide his or her team to achieve goals. These skills include effective communication, the ability to make decisions, the ability to motivate and influence people, and leadership by example. Developing these skills is essential because an effective leader directly impacts the success of a team or organization.

A strong leader can increase productivity, improve employee satisfaction and achieve challenging goals, for example.

In other words, leadership can be a way of fulfilling the need for security, which means having safe working conditions, remuneration, job stability; in the area of social needs, having friendship, relationships; in the estimation layer, having responsibility for results, pride, recognition and promotions.

LEADERSHIP AS A THEORY OR MODEL.

Trait Approach;

Great men can be divided into five categories: hero-deities; the prophet-heroes; the religious heroes; the literate heroes; and the hero-kings. For example, Odin, Mohammed, Shakespeare, Martin Luther, among others, the common relationship between them was the change they caused in their means, which transcended the other areas of human life at the time.

The three major leader attributes researched under this perspective are physical traits, specific skills, and personality aspects.

From the point of view of physical traits, height, weight, appearance and age are taken into account. Regarding specific skills, the level of intelligence, verbal fluency, education and

knowledge are observed. Personality aspects include moderation, introspection, self-confidence, dominance, interpersonal sensitivity and emotional control.

That is, the trait approach assumes that some people have a special combination of personal traits that influence others.

Behaviour Approach:

Behavioural leadership is how a leader acts in the workplace. In short, it is about the way in which the leader guides the team, varying in each company and in each situation. There is no single leader profile, as each situation requires a different skill from the professional who is in the leadership position.

Situational Approach:

The leader identifies which of the situational factors is most important and predicts the leadership style that is most effective at that time. The principle of this theory is that the leader's effectiveness is linked to his responsiveness and adjustment capacity in situations, a healthy adaptation.

It is argued that the characteristics can be improved over time and that there are people who are more likely to exercise a leadership position.

Relational Approach:

Focuses on in what way leaders must help the team to find the way to accomplish the proposed goals, explaining what these ways are, which are the most viable, reduce the number of obstacles and pitfalls and increase the opportunity of these people in time.

This is the theory that connect leader style, group characteristics, and task set.

EFFECTIVE LEADERSHIP SKILLS.

Inspire confidence:

If you want to be a great leader, whether in your family, in your company or in your own life, start acting with confidence. No one follows a person who is not confident. This is a key factor in people who lead, as they naturally demonstrate self-confidence.

This confidence will be fundamental in the long term for the most different situations. Either to convince an employee that one path is better than the other, or to show them that you can help them develop in different ways.

Empathy:

One of the fundamental skills to be a leader is the ability to deal with your professionals, even managing to put yourself in their shoes and get the best out of each one. And one of the ways this happens is by being empathetic: a closer relationship will be essential for the future of work, as a bond of respect and trust will be built between the leader and the person being led. The issue of empathy becomes even more important for the company when it seeks to value diversity, making this skill even more urgent and necessary.

Good communication:

A good leader is able to guide his team in achieving their demands. Therefore, it is necessary to be clear when delegating activities and pass on the necessary information. However, at the same time, you need to awaken sympathy in your team members. Communication is a fundamental quality for anyone who will assume or is already in a leadership position, not letting misunderstandings happen in your team, or ignoring conflicts — being able to deal with them using tools such as non-violent communication, for example — and also maintaining proximity to employees.

Proactivity:

Every leader is, par excellence, proactive, that is, he has his own initiative, not needing someone to guide him, as he himself can assess the situation and anticipate the necessary actions. It is worth mentioning that this does not mean that the leader does not dialogue with the team, but that it is easy to propose ideas.

Ability to engage the team:

It is not enough just to be proactive, given that the leader acts within a group with the purpose of guiding it. Therefore, he must be able to involve the entire team and encourage proactivity among each member, so that everyone feels motivated with the work, capable of developing good ideas and comfortable sharing and improving them with others. the support of the group.

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Ambition:

It doesn't matter if the wish is to increase the company's presence or conquer global markets, what separates the good leaders from the best leaders is ambition. The great winners of the business world share this ability to develop bold strategies, as well as the ethics to set them into practice.

Effective leaders also inspire their teams to go beyond day-to-day reality and contribute their best to business growth.

EFFECTIVE LEADERSHIP STYLES

Autocratic:

⁴ The leader sets the guidelines, without any participation from the group.
The leader determines the arrangements for the execution of the tasks, each one at a time, as they become necessary and in an unpredictable way for the group.
The leader determines which task each one should perform and who his work partner.
The leader is domineering and is "personal" in praising and criticizing each member's work.

Democratic:

The guidelines are debated and decided by the group, stimulated and assisted by the leader.
The group outlines steps to reach the target and is advised by the leader who suggests alternatives for the group to choose from. The tasks gain new perspectives with the debates.
The division of tasks is up to the group to choose their workmates.
¹⁰ The leader tries to be a normal member of the group in spirit. The leader is "objective" and sticks to the "facts" in criticism and praise.

Liberal (laissez-faire):

²¹ Liberal leadership, also known as laissez-faire leadership, is a management model in which the leader empowers employees to make the best decisions about their work.

² There is total freedom for group or individual decisions and minimal perception of the leader.
² Presenting only varied materials to the group, clarifying that he could offer information as long as they asked for it.
The division of tasks and choice of colleagues is entirely up to the group. Absolute lack of leader participation.
²² The leader does not evaluate the group, nor does he control events. You only comment on activities when asked.

The first context is a people-centred leadership style. This path emphasizes interpersonal relationships and the expression of interest in the group's personal issues, thus accepting existing differences and relationships characterized by mutual trust, respecting ideas and taking care of personal feelings. The second path is a leadership style, focused on production and tasks. This structure guides leaders to focus on procedures, highlight the technical and practical aspects of the work, define standards, structure each one's roles, and focus on the goals set.

DEMOCRATIC VS AUTOCRATIC

Autocratic and democratic leadership are often predicted when it comes to different ways of leading. We live in a period in which the idea of opening more space for employees to participate actively moves the focus away from the idea of the autocratic leader.

Autocratic		Democratic	
Advantages	Disadvantages	Advantages	Disadvantages
More predictable results,	Increased turnover rate,	Encouraging self-management;	Lack of secrecy, overload of leaders, , and possible
More standardized supervision and processes,	Low productivity in teams,	Diversity of opinions;	Slowness in decision-making – since everyone participates
Task delegation goes smoothly,	High generation of conflicts between teams and collaborators	Improvement in the organizational climate;	Disorganization of teams.
There is greater consistency of employees due to strict control of processes:	Increased feeling of demotivation and devaluation on the part of the leader	Feeling of professional appreciation;	
Agility in work development	low creativity and greater dependence to perform tasks	Greater employee engagement.	

Task oriented leadership:

Some leaders are task-oriented, focusing on carrying out activities, worrying about deadlines, costs and quality standards. Generally, they are more effective, achieving the indicators that must be achieved.

People Oriented Leadership:

People-oriented leadership is more democratic and relationship-oriented. In this case, concern for the well-being of the team can be seen, as well as building solid relationships and resolving interpersonal conflicts.

TRANSACTIONAL VS TRANSFORMATIONAL.

There are leadership models, ways to employ different types of leadership in different situations and get the best out of your career, your employees and your company.

A transactional leader is focused on goals, meeting objectives and does not pay much attention to the work environment, satisfaction and the opinion of his team.

It is an older practice, placed in institutions that give employees less freedom. It is often said that it is more like a boss, not a leader. The team is not open enough to talk to the manager.

Transformational leadership, on the other hand, is that the leader is concerned with the work environment, with what the team thinks, focusing on growth over time, not just on results.

In addition, this leader knows that a healthy work environment is fuel to achieve goals more easily.

People feel more open to talking with the manager and greater confidence as well.

ETHICAL LEADERSHIP

The importance of developing certain qualities to become a great leader

In order to promote teamwork, make the group advance towards the proposed objectives and solve problems as soon as they have executed them, it is necessary to have a professional who knows how to lead, otherwise the following situations may arise:

- the team does not have anyone with a proactive and leadership profile;
- the team being led by an inexperienced participant;
- professionals from different areas of knowledge are unable to dialogue with each other;
- dispute between employees from different areas in decision-making;
- each member displayed his share of the work without consulting the others;
- extensive, disorganized meetings that do not advance in a common agreement between the parties;
- delays in the delivery of proposed activities, among other situations.

As you can see, all these circumstances result in low productivity, compromise the quality of work and, consequently, negatively impact business revenue. In this sense, the leader plays a key role in the company, as he ensures that all the problems mentioned are avoided or mitigated.

DIFFERENCE BETWEEN LEADERSHIP AND MANAGEMENT?

1

The main difference between a leader and a manager is the freedom of recognized authority over workers, which is the result of the powers and responsibilities of the position. The leader conquers an authority legitimized by the followers themselves, therefore, the leader is a manager, but not necessarily the manager is a leader.

An interesting concept, in this sense, is informal leadership. In several teams, there are people who take the lead in deliberations on behalf of the group even if they have a position in the same hierarchy as their colleagues. Which proves that leadership is linked to influence, not position.

1

The formal leader, who has a management position, exercises leadership directly, without informalities.

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The management relationship is more transactional: the employee wants wages, benefits and experience, and the manager is the person with the means to meet those expectations. Leadership, on the other hand, is more transformational and seeks productivity through meaning and meaning at work, a relationship of trust, alignment with the company's values, etc.

WHO AM I AS LEADER?

Leaders can emerge in various areas of life, such as the workplace, communities, social, educational groups, sports teams, among others. Furthermore, being a leader is not restricted to a single individual, as a team can have several leaders, each confident with their abilities and influence in different aspects.

Therefore, anyone who has the ability to influence and inspire others, who demonstrates effective communication skills, decision making, empathy, problem solving and who is willing to take responsibility for their team or group, can exercise leadership. Leadership is more about actions, behaviors and impact than a formal position or title.

The skills I have as leader came through my experience as a mother.

As a leader I give "life" to employees in a company I like to give a smile, a pat on the back, or a hug at the right moment because it is a great show of love. I like to motivated them when they are feeling down. I guide, I train, I encourage people to seek new knowledge and seek

the best. I clearly say what I expect from others I let people talk openly with me. As a leader I give directions to delight everyone so they feel loved. I charge for the reports on time, well presented, office organized, desk with the papers in order, client portfolio well attended. As a leader I care about personal appearance and health I don't even need it, but for a small child, mother's care is never too much. The way I think there is no better gift than seeing the result of my effort crowned by the success of my collaborators.

WHY ARE SOME PEOPLE LEADERS WHILE OTHERS ARE NOT?

Some people have the ¹¹fixed mindset that leads to a desire to look smart and therefore a tendency to avoid challenges, give up ²⁰easily in the face of obstacles, view effort as fruitless or a sign of weakness, ignore helpful ¹⁶negative feedback, and feel threatened. for the success of others. As a result, these people can stall early and achieve less than their full potential. All this confirms an unchanging view of the world.

Others ⁷with the growth mindset have a desire to learn and therefore a tendency to embrace challenges, persist in the face of adversity, see effort as the path to mastery, learn from criticism, and find lessons and inspiration in the success of others. Not surprisingly, as a result, these people reach increasing levels of achievement. All of this gives people with this mindset a greater sense of self-will.

therefore, only those who shape their reality to continue learning and developing their skills and put the initially presented concept into practice in their day-to-day life show that they are capable of leading.

For example:

Leader:

Cares about results, but encourages teamwork.

It values and recognizes the abilities of each one.

He is always willing to listen and put into practice the ideas of employees.

It aims at well-being within the work environment.

It is seen as a reference by employees.

Manager:

He is more authoritarian and finds it difficult to share knowledge and tasks.

It is usually overwhelmed, because he cannot trust and involve his team in big projects.

He is not open to dialogue and tends to impose his opinion.

AM I IN-CHARGE TYPE OF A LEADER OR A LAID-BACK ONE?

There is no exact answer to this question. In fact, each situation will match one or more leadership profiles.

I consider myself the affective leader type who values emotions and tries to create a climate of harmony and belonging in the team. Which in return, receives loyalty from employees.

With this type of leadership, it is easier for me to share ideas and take risks, because there is flexibility. Feedback, almost always positive, happens constantly. In short, I'm that type of leader who will create a friendly relationship with each employee.

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
22. Leadership is about how leaders work with people to accomplish goals.	1	2	3	4	5
23. Effective leadership is best explained by the leader-follower relationship.	1	2	3	4	5
24. Leaders influence and are influenced by followers.	1	2	3	4	5

Scoring

- Sum scores on items 1, 7, 13, and 19 (trait emphasis)
- Sum scores on items 2, 8, 14, and 20 (ability emphasis)
- Sum scores on items 3, 9, 15, and 21 (skill emphasis)
- Sum scores on items 4, 10, 16, and 22 (behavior emphasis)
- Sum scores on items 5, 11, 17, and 23 (relationship emphasis)
- Sum scores on items 6, 12, 18, and 24 (process emphasis)

Total Scores

1. Trait emphasis:	17
2. Ability emphasis:	13
3. Skill emphasis:	18
4. Behavior emphasis:	17
5. Relationship emphasis:	16
6. Process emphasis:	18

Scoring Interpretation

The scores you received on this questionnaire provide information about how you define and view leadership. The emphasis you give to the various dimensions of leadership has implications for how you approach the leadership process. For example, if your highest score is for trait emphasis, it suggests that you emphasize the role of the leader and the leader's special gifts in the leadership process. However, if your highest score is for relationship emphasis, it indicates that you think leadership is centered on the communication between leaders and followers, rather than on the unique qualities of the leader. By comparing your scores, you can gain an understanding of the aspects of leadership that you find most important and least important. The way you think about leadership will influence how you practice leadership.

Appendix, 1 Conceptualizing Leadership Questionnaire

But I also consider myself a democratic leader I preferred to make decisions together with my team because I liked listening to my employees and letting them influence the company's decisions. And that generates a feeling of trust, respect and commitment in the team. Collaborators feel free to share visions.

(Continued)

Scoring

To score the questionnaire, sum the number of times you selected each of the items A, B, C, D, E, and F. The sum of A responses represents your preference for Duty Ethics, the sum of B responses represents your preference for Utilitarian Ethics, the sum of C responses represents your preference for Virtue Ethics, the sum of D responses represents your preference for Caring Ethics, the sum of E responses represents your preference for Egoism Ethics, and the sum of F responses represents your preference for Justice Ethics. Place these sums in the Total Scores section that follows.

Total Scores

A. Duty Ethics: 45

B. Utilitarian Ethics: _____

C. Virtue Ethics: _____

D. Caring Ethics: _____

E. Egoism Ethics: _____

F. Justice Ethics: 45

Scoring Interpretation

The scores you received on this questionnaire provide information about your ethical leadership style. They represent your preferred way of addressing ethical dilemmas. Given a situation with an ethical dilemma, this questionnaire points to what ethical perspective is behind the choices you would make to resolve the dilemma. As you look at your total scores, your highest score represents your primary or dominant ethical leadership style, your second highest score is the next most important, and so on. If you scored 0 for a category, it means that you put lower priority on that particular ethical approach to guide your decision making when facing ethical dilemmas.

- If you scored higher on Duty Ethics, it means you follow a set of moral rules and do what is expected of you when facing an ethical dilemma. You focus on fulfilling your moral obligations and doing your duty.
- If you scored higher on Utilitarian Ethics, it means that you try to do what is best for the most people overall when facing an ethical dilemma. You focus on what will result in happiness for the largest number of individuals.
- If you scored higher on Virtue Ethics, it means that you pull from who you are (your character) when facing an ethical dilemma. You act out of integrity, and you are faithful to your own principles.
- If you scored higher on Caring Ethics, it means that you give attention to your relationships when facing an ethical dilemma. You may give special consideration to those with whom you share a personal bond or commitment.

Appendix, 2 Ethical Leadership Questionnaire

CONCLUSION

Leadership is much more than a job title or title it is a skill that can be developed and improved by anyone willing to take on the challenge of becoming an effective leader.

good leadership requires not only technical skills, but also interpersonal and emotional skills. A leader must be able to inspire, motivate and influence others, creating an environment of trust, collaboration and mutual development.

The importance of leadership in the workplace cannot be underestimated. A good leader is able to boost team performance, increase productivity, promote innovation and create a positive and healthy work environment.

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