

Prifysgol Cymru
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Leadership: between the past and present

Course name: Leadership and Management
Theory and Practice (LCBB6003)

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What is leadership?

Ability to understand people's motivations and to influence them to achieve a common goal



(Western, Simon, 2007)

Qualities of a leader:

- Inspiration
- Vision and being visionary
- Strategic and critical thinking
- Communication skills and active listening
- Courage and flexibility
- Responsibility
- Empathy and respect
- Creativity, open-mindedness
- Humility

Leadership is a term with diverse meanings, subjective to individual interpretation.

It encompasses social interactions and refers to individuals or groups who have influence over others. It also describes personality traits, behaviours, and the roles of individuals and collectives.
(Western, Simon, 2007)



Martin Luther King Jr. (January 15, 1929 – April 4, 1968)

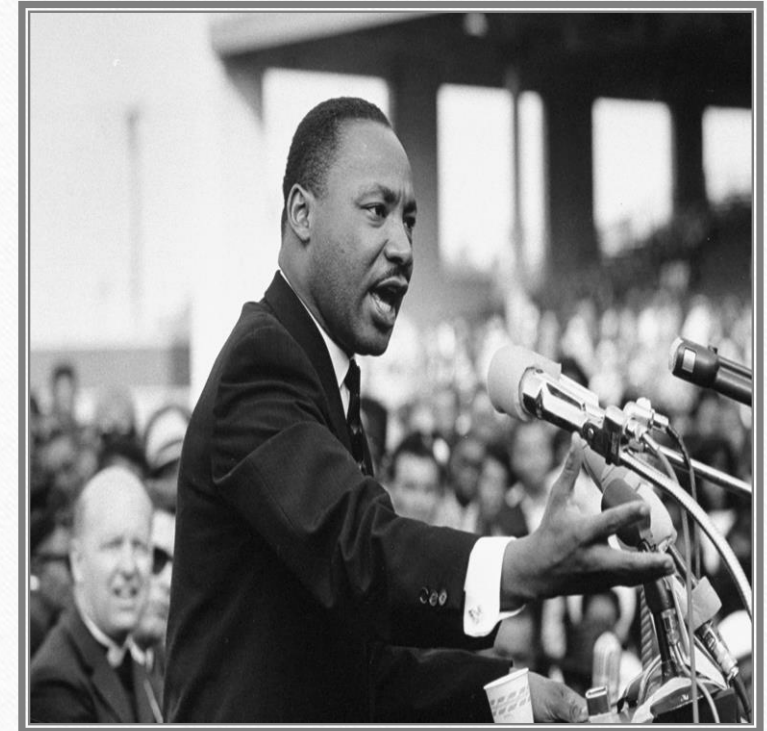
American Baptist minister, activist, and political philosopher. One of the most famous leaders in the civil rights movement for people of colour in U.S.

Has won the Nobel Peace Prize for combating racial inequality in 1964. Focusing on opposition towards capitalism, poverty and the Vietnam War.

Personal characteristics: Expressing compelling vision for racial equality and justice.

Leadership style and behaviour: Transformational. Leader focused on vision, motivation (Kumar, 2021), intellectual stimulation (Baldwin and Crawford, eds., 2019) and tailored consideration. Riveting speeches, defying conventions through personalised concern and addressing varied needs.

Followers appeal and impact: Dramatically affected civil rights, producing transformational change (Sovacool, 2022). His impact, anchored on transformational leadership ideas, catalysed cultural change. Perspective remains important in tackling modern difficulties and his legacy teaches enduring lessons for leadership across generations.



John Francis Welch Jr. (November 19, 1935 – March 1, 2020)

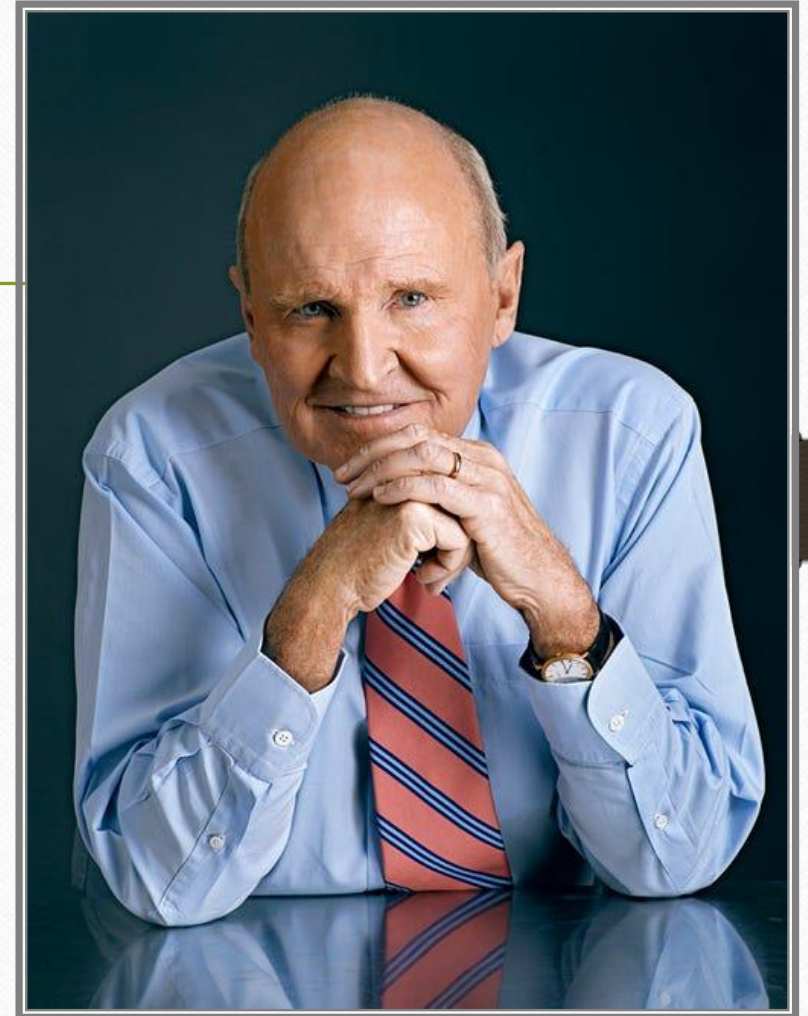
American business executive. Chairman and CEO of General Electric (GE) between 1981 and 2001. Born in Peabody, Massachusetts, U.S.

Adopted Motorola's and Six Sigma quality programs in 1995. Transformed GE into multinational corporation with market value of \$12 bn - \$410 bn.

Called as "the most celebrated American boss of recent decades".

Personal characteristics: extrovert, dominant, charismatic. Strong intellectual traits and creativity. Vision and high sense of purpose.

Leadership behaviour: Conducted regular performance evaluations. Demanding leadership. Employee empowerment with emphasis on outcomes.

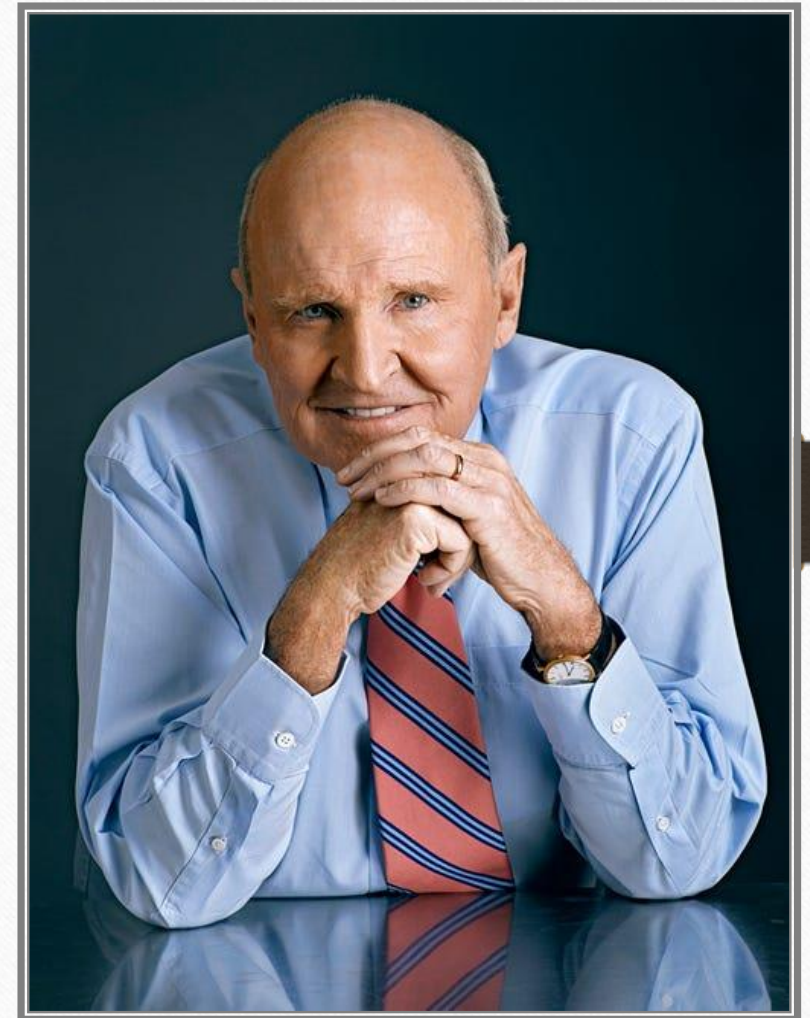


John Francis Welch Jr. (November 19, 1935 – March 1, 2020)

Leadership style:

- Autocratic/Authoritative – Mobilize people when new direction is needed; Strategic corporate decision making, hiring decisions;
- Situational – Has modified leadership style to fit demands of situations (Fernandez-Araoz, 2020);
- Transactional – Set targets, rewards and consequences, monitor progress;
- Transformational - Motivate and encourage people to strive for higher-level goals; Clear roles, responsibilities, assistance and tools to accomplish objectives (GE, 2020);

Followers appeal and impact: Widely admired, studied and imitated. Inspired staff through high-risk-tasking persona, approaches to innovation. Enriched GE's shareholders and companies around the world.



Steve Jobs (February 24, 1955 – October 5, 2011)

Co-founder of Apple brand. American business magnate, chairman and majority holder of Pixar.

Born in San Francisco, California, being adopted shortly after his birth (Britannica, 2023).

Personal characteristics: Competitive, insisting on perfection, strong-willed. Sometimes rude and abrasive when things did not go well (Behavioral Essentials, 2023). Innovative, original thinker, attention to details. Critical, high-self confident.

Leadership style: Transformational. Inspired his team to create a vision based on innovation. He encouraged creativity by introducing the industry with groundbreaking products. Emphasizing intellectual stimulation, inspiration and individualised consideration.

Follower appeal and impact: Credited with changing the way people live, view technology, listen to music, think about art, design and invention. Proved that excellence comes at a cost. Apple – a niche brand.



Michelle Obama

First lady of the United States from 2009 to 2017, American attorney and author, wife of the former president Barack Obama (The white house, 2014)

Personal characteristics: empathy, compassion, courage, authenticity, communication skills, charisma (Western, Simon, 2007).

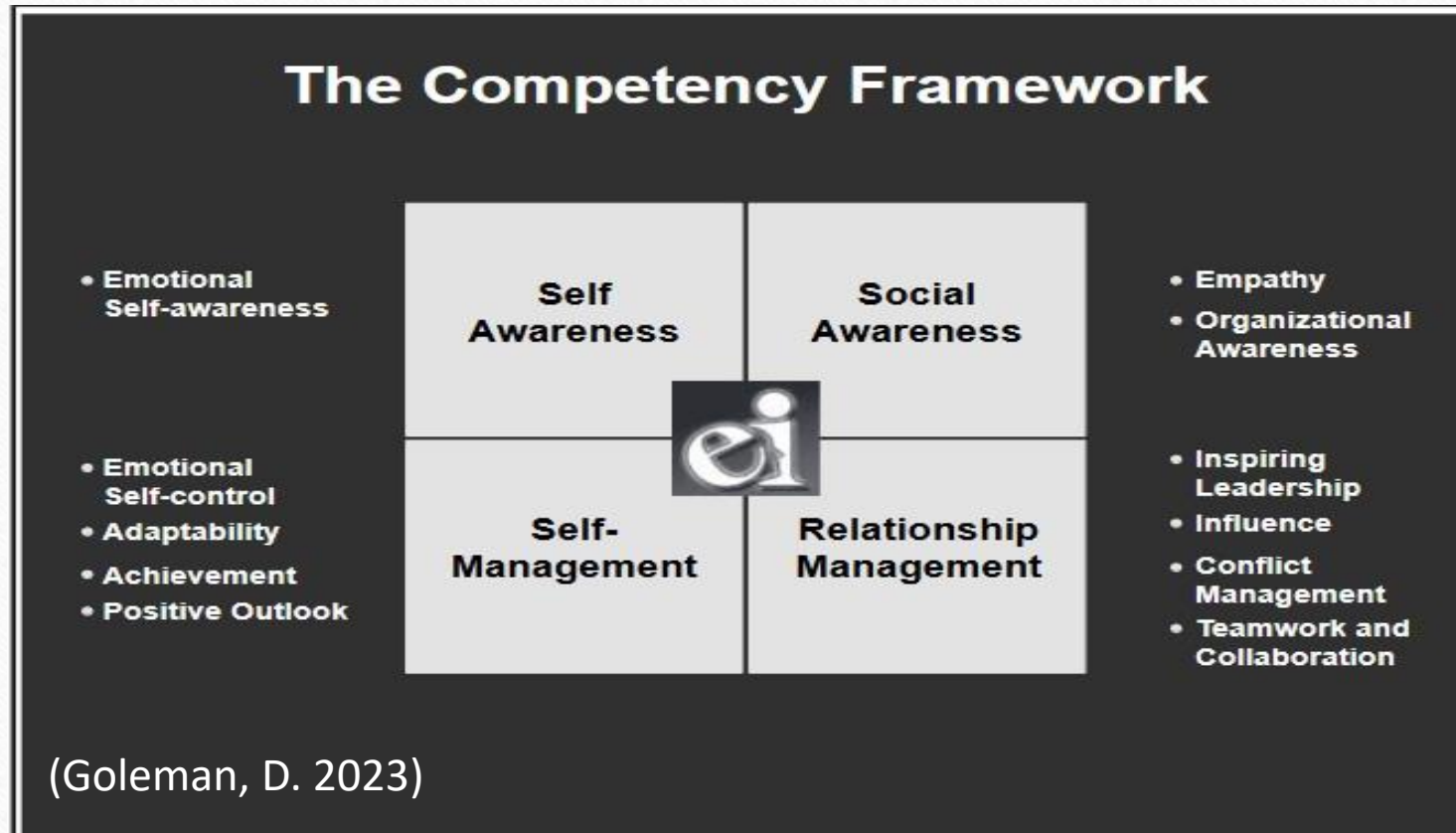
Leadership style: Transformational leader, writer and community activist.

Charismatic and authoritative leader (Goleman, D. 2023)

Followers appeal and impact: Distinctive capabilities as trust and credibility. Initiatives: “Reach higher”, “Let’s girl learn”, “When we all vote”. Collaboration with non-profit organisations and government agencies. (The White house, 2014)



Successful leader distinction

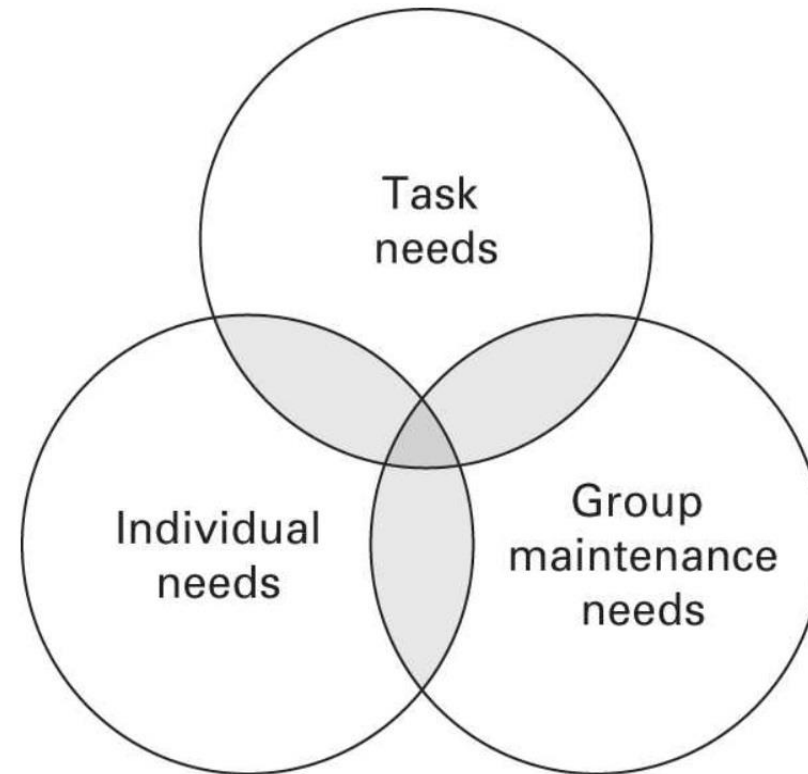


John Adair's model of leadership

According to Adair (1973), leaders have three crucial responsibilities: clarifying the task, accomplishing the task, and fostering positive relationships. It is essential for leaders to address the interconnected needs of the task, individuals, and the group as a whole in order to be effective.

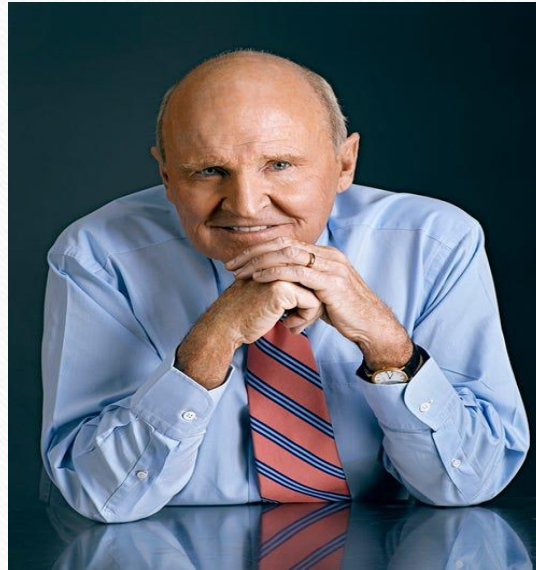
(Armstrong, 2016)

Figure 1: John Adair's Model of Leadership



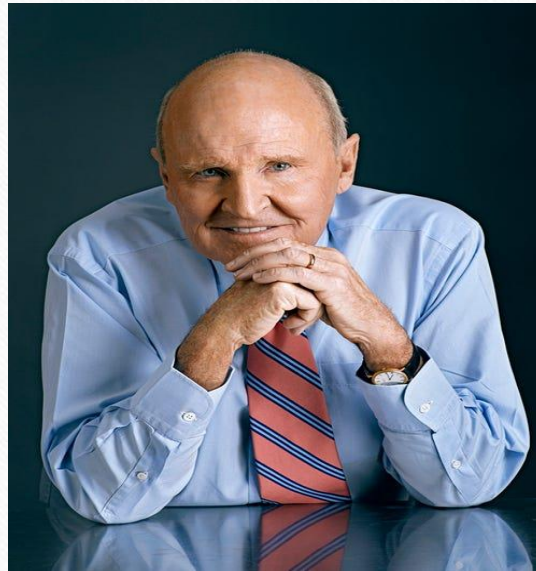
Common characteristics of leaders

- Leadership traits, such as vision, communication skills, charisma;
- Focus on innovation;
- Performance management: allowing people more freedom and inspiring them.



Differences

- Different leadership style: either transformational, charismatic (Martin Luther King Jr., Michelle Obama) or autocratic (Steve Jobs);
- Focused more on creativity and innovation (Steve Jobs, Jack Welch) or on promoting human rights (Martin Luther King Jr., Michelle Obama).



Conclusion and recommendations

- *Research concluded that approximately 50 percent of the variation between the success and failure of change can be attributed to leadership behaviour (Higgs, 2006)*
- Vision, empathy, courage, and the ability to inspire and empower others are the distinctive characteristics of a genuine leader
- People can be motivated to achieve the goals when being inspired by leaders who are flexible, motivated, ethically responsible and into continuing education.



THANK YOU !
FOR YOUR ATTENTION.



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