

# Understanding leadership

## Contents

Introduction .....	2
What sort of leader are you? .....	2
Traditional ideas about leadership .....	3
Trait theory .....	5
Functional/group approach .....	5
Leadership styles.....	6
Contingency approaches.....	8
Contemporary ideas about leadership .....	10
Transformational versus transactional .....	10
Transformational leadership.....	11
The 4 'I's of transformational leadership.....	12
Applying transformational leadership .....	13
Emotional intelligence .....	13
Modern leadership ideas .....	15
Level 5 leadership .....	16
Servant leadership .....	17
Distributed leadership .....	18
Spiritual leadership .....	18
Authentic leadership.....	19
Leadership summary.....	20
Activity answers .....	21
Activity - Test your learning .....	21

## Introduction

This topic will look at Leadership, and, in particular, the recommendations made by various people on the ingredients of good leadership and whether leadership can be learned or is something innate - that people are born with.

Traditional ideas of leadership tend to take the view that leadership is a task to be performed, and that a good leader is able to look at a situation and adapt accordingly. More modern views of leadership tend to explain leadership in terms of feelings and having an empathy - an understanding of people, and also of themselves - sometimes referred to as Emotional Intelligence.

This topic will provide you with an opportunity to review some of the ideas surrounding leadership in order to help you become a better leader.

Watch this inspirational short video clip on '[Imagine leadership](#)' by XPLANE (Youtube - 6m:6s)

## What sort of leader are you?

In most walks of life a good skill to have is the ability to lead people. Whether it is as a parent with children; a Coach or player in a local football team; a manager/owner/employee in a small business; a member of a team within a larger business; a member/organiser of a book club; a member/organiser of a rambling group etc...

### Daft (2005) states that:

*Leadership has been a topic of interest to historians and philosophers since ancient times, but scientific studies began only in the twentieth century. Scholars and other writers have offered more than 350 definitions of the term leadership, and one authority on the subject has concluded that leadership is "one of the most observed and least understood phenomena on Earth."*

(Daft, 2005, 4)

Some definitions by famous business people also suggest there are many ways in which it can be characterised:

*A good leader is not necessarily the most popular person in their business, but the best ones are liked because they are respected for their clarity and vision... Effective leadership is about earning respect, and it's also about personality and charisma*

(Alan Sugar)

*The people who are doing the work are the moving force behind the Macintosh. My job is to create a space for them, to clear out the rest of the organization and keep it at bay*

*(Steve Jobs)*

#### Audio transcript: **Defining leadership**

"Defining leadership is not easy. In fact there are over 300 definitions of the term (according to Richard Daft), and as a result it has grown arms and legs and is moving to something so complex and unwieldy as to be completely meaningless.

But we can all provide examples of great leaders, can't we? People who through their personality, their good timing, and their sheer will have achieved great things with their followers. But leadership does not have to be so grandiose. In fact in modern times, although heroic leaders have their place, increasingly there is a recognition of the non-heroic leader - someone who inspires and motivates people to move forward and achieve without taking any glory for themselves.

An awareness of yourself and others is crucial to becoming an effective leader. Having emotional intelligence, which we will explore later in the topic, is a key factor in successful leadership, and leaders with good EI are able to motivate and inspire their workforce - helping them to develop"

So it is not easily definable and means different things to different people. But, over the years, some interesting ideas about how to be a good leader have been written and you can take them on board and decide on what sort of leader you are going to be.

## Traditional ideas about leadership

### **Leaders are born.....**

When people first started to think about leadership as something which could be important within the business context, they started to come up with ideas about what makes a good leader. These approaches started in the 1920s and continued until the 1970s and 1980s. After that people started to come up with new ways of defining and understanding leadership.

*Leadership is of the utmost importance. Indeed there is no substitute for it. But leadership cannot be created or promoted. It cannot be taught or learned*

*(Drucker, 1955: 7)*

Audio transcript: **Traditional ideas about leadership**

"Years ago, as Hughes et al (2007) describe, physical characteristics such as "leader taller than follower" were considered as a distinguished uniform trait that meant it was easy to spot a leader from a follower. However, this has been heavily disproved,. For example, Gandhi was short, so was Admiral Nelson. I went to see HMS Victory in Portsmouth years ago, and the bed he slept in was miniscule! Hitler wasn't that tall either. Lord Sugar is hardly a giant. It sounds like a way to exclude women from being great leaders, possibly?? However, it still remains that leadership researchers continue to look for ways to categorise a good leader - some set of traits that all leaders seem to have, such as intelligence, good physique, more active etc. While there are certain traits which many good leaders may have, there will be plenty who don't have these".

Sometimes known as the 'great man' theory of leadership, this early approach to leadership focussed on the specific characteristics and physical attributes a leader has - as being something one is born with rather than something which can be learnt. The nature versus nurture debate rears its head. There is a whole psychological argument which rages concerning how much of what we are is learned and how much of it is innate to us - we were born with it.

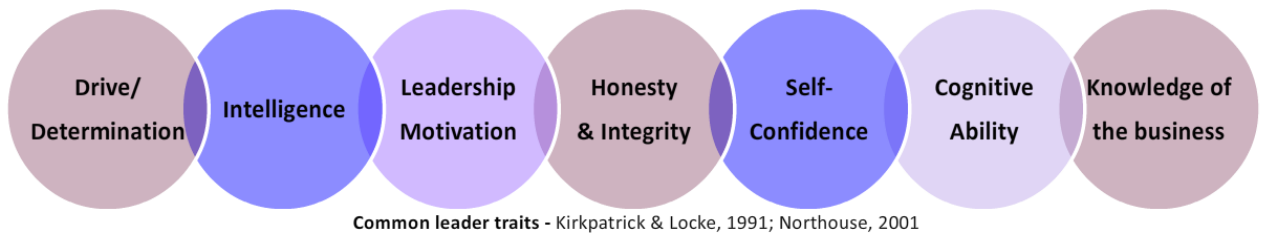
Whilst the physical attributes of a good leader have been dismissed largely, research has indicated that there are certain personality traits that are consistently determinants of leadership success. These are:

- **Emotional stability and composure** - Remaining calm, confident and predictable, particularly when under stress.
- **Willingness to admit errors** - Owning the mistakes rather than covering up.
- **Interpersonal skills** - The ability to communicate and motivate others without resorting to negative tactics.
- **Intellectual breadth** - Ability to understand a wide range of areas rather than having narrow expertise.

But this does not mean you have to be BORN with them. More recently inherited traits have been dismissed and learned and situational factors are now considered to be a far more useful way of understanding how people become leaders. Which means that you do not need to have been born a leader, but can become one.

## Trait theory

The **trait theory** examines specific attributes that are apparently common to all successful leaders. Writers who endorsed this view argued that all great leaders had a universal set of characteristics, skills and possessed a particular personality type.

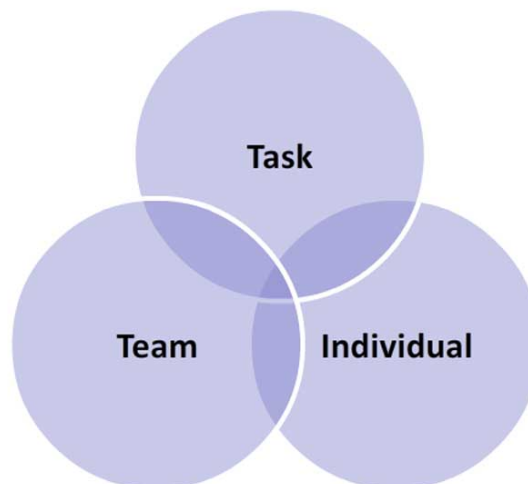


The next idea works on the basis that a good leader is one that is able to 'read' a certain situation and act appropriately, rather than a good leader always behaving the same way.

## Functional/group approach

This idea focuses on the functions of leadership. What this means is that a leader has responsibilities for key functions within a business and must be able to know how to juggle these effectively.

### Action-Centred Leadership, John Adair (1973)



The overlapping three-circle Action-Centred Leadership is a trademark belonging to John Adair and is used with permission.

Audio transcript: **Functional/group approach**

"What I like about Adair's model is the recognition that the three are interlinked and a good leader must recognise this. A leader must be able to meet the needs of all three, and know when one must take precedent. For example, if there is a tight deadline to get a job completed then the task must come first and the other two must take a back seat. But at other times when there is not the same task pressure then the leader must focus on the team and/or the individual members"

In Action-Centred Leadership, John Adair (1973) argues that there are three areas within the working environment in which a leader must concentrate in order to be successful:

- **Task** - The job that needs done at a particular time.
- **Team** - The group of people that the leader is responsible for that must work together in order to achieve the task.
- **Individual** - The individual people that make up the team. Each person will have different personalities, motivations and skills.

The effectiveness of the leader is dependent upon meeting 3 areas of need within the work group:

- Need to achieve the common task
- Need for team maintenance
- Individual needs of group members

Therefore a good leader needs awareness and understanding. This could turn an ordinary manager into a good leader too. However, this pre-supposes that a leader is able to just look at these three areas and make the best decision at the time. It ignores the personality traits of the leader which will have an impact upon their decision. The next idea attempts to recognise this.

## Leadership styles

Another approach to understanding leadership, and one you may be familiar with, is that of styles: Autocratic, Democratic and Laissez-faire.

Audio transcript: **Leadership styles**

"In the 1930s, Kurt Lewin developed a leadership framework based on a leader's decision-making behaviour. Lewin argued that there are three types of leaders:

Autocratic leaders make decisions on their own - without consulting the team. This works well where something needs to be done quickly and the team consent is not

required, as teams can take longer to reach decisions. The problem with this approach is that the team do not have any ownership over the decision and therefore may not be willing to be just 'told' what to do if they do not understand the reasons.

Democratic leaders allow contributions from the team before a decision is reached. Usually the leader will still make the final decision but this will have been done when all parties have had a chance to contribute. Although this can vary from leader to leader. I have worked for some democratic leaders who have allowed consultation but then still gone a different way, and, in fact, had made a decision before consulting the team - but wanted to be seen as doing the right thing.

Laissez-faire leaders do not make decisions but allow the team to do that. I always thought that this meant that they were lazy and just sat about all day drinking coffee and eating doughnuts. However, a good laissez-faire leader has given the team the confidence and trust to make its own decisions so they have ownership over the problem and its solution and this is a more effective working solution in many cases. Can you think of any leaders you have had who have been any of these styles?"

The Democratic style is more acceptable these days due to: the recognition of efficient use of human resources; broader standards of education & training; pressure for greater social responsibility towards employees; and Government legislation re. employment protection, EU etc. But it is by no means exclusive, and a good leader should be able to adapt their style to suit particular circumstances.

The choice of leadership style needs to take into account the inter-relationships of - the preferred style of the leader, the preferences of the led, the nature of the task and the context of the challenge. The names of these styles have changed over the years, but the principles remain the same. So back to John Adair's idea really, but with an added extra.

### **What style of leader are you?**

Having looked at what 'type' of leader you are, we are now going to look at what 'style' of leader you are. Follow the link below to the questionnaire to find out what style of leader you are. You will need to think of yourself within the context of a working group situation.

- [What's your leadership style?](https://www.verywell.com/whats-your-leadership-style-3866929) <<https://www.verywell.com/whats-your-leadership-style-3866929>>

Reflect on the style of leader you have been identified within the questionnaire. Do you think it is accurate? Or not?



## Contingency approaches

More recent ideas have suggested taking into account ALL the variables involved in the leaders' realm and then the leader adjusts their behaviour, or the nature of the task, and style accordingly, in order to achieve maximum efficiency and effectiveness. The leaders' ability to **read situations** and **make decisions** based upon that accuracy will either ensure success or failure as a leader. It is similar to Adair's model but also takes account of leadership styles.

While some have argued that a good leader should adjust the task to suit the team, others have suggested that the leader must adjust their style to suit the team. Others have suggested that it is all about the ability or 'readiness' of the members of the team that will decide how a leader responds. So a leader would start with an autocratic approach, and move to democratic as the team become more experienced, and then laissez-faire when they can do everything themselves. A bit like being a parent really.

### Audio transcript: **Contingency approaches**

"Basically contingency approaches say that fundamentally a good leader has to be adaptive. Adaptive to the task, the needs and qualities of the team, and to their own personality traits. So - a mixture of every idea that has gone before..."

### Activity - Test your learning

Have a go at the following multiple choice questions to see how well you have understood traditional approaches to leadership. Answers are provided at the end of this document

**Question 1:** What are the main functions of a good manager? (tick all that apply)

- |                                      |                                      |  |
|--------------------------------------|--------------------------------------|--|
| <input type="checkbox"/> Organising  | <input type="checkbox"/> Motivating  | <input type="checkbox"/> Communicating |
| <input type="checkbox"/> Controlling | <input type="checkbox"/> Negotiating | <input type="checkbox"/> Planning      |
| <input type="checkbox"/> Influencing |                                      |  |

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**Question 2:** What are the main attributes of a 'great man' leader? (tick all that apply)

- |  |                                      |  |
|--|--------------------------------------|--|
| <input type="checkbox"/> Physically inactive | <input type="checkbox"/> Male        | <input type="checkbox"/> Female              |
| <input type="checkbox"/> Healthy             | <input type="checkbox"/> Intelligent | <input type="checkbox"/> Taller than average |
| <input type="checkbox"/> Working class       |                                      |  |

---

**Question 3:** Which of the below statements best describes a laissez-faire leader?

- ☐ Someone who is lazy and lets the team make their own decisions because the leader can't be bothered.
  - ☐ Someone who is too busy doing other things and just leaves the team to their own devices.
  - ☐ Someone who has built confidence and trust into their team so the team knows they are capable of making their own decisions with the leader's help and support when required.
- 

**Question 4:** Which of these statements best describes the functional/group leader approach?

- ☐ The leader must focus on getting the job done and make sure the team and the individuals do this in whatever way necessary.
  - ☐ The leader needs to consider what is most important in each situation and adapt their behaviour accordingly.
  - ☐ The leader must be team focussed at all times - even at the expense of getting the task done.
- 

**Question 5:** Which statement best describes a contingency approach to leadership?

- ☐ The leader needs to consider their personality, the needs of the task and the needs of the team when making decisions.
- ☐ There is always a best and one way to make decisions and one should always stick to this.
- ☐ A leader should think about themselves first when making a decision.
- ☐ A good leader should ignore their own personality characteristics and focus on the task and the group needs.

Next we are going to look at some more recent developments in the understanding of how to be an effective leader.

## Contemporary ideas about leadership

Having explored some of the more traditional approaches to leadership, we are now going to look at the more modern approaches. Basically, more recent ideas about leadership have addressed the need for leaders to be adaptive and responsive to what are essentially constantly turbulent times. Whereas the more traditional ideas were constructed when the world was a far less complex place, nowadays there are so many things that a leader needs to be able to think about, and our leadership skills must adapt accordingly. It is a continuation of the contingency approach really, but with some added extras and recognition of the need to transfer far more responsibility to one's employees as leaders cannot do it all themselves.

The leader's work is focused now on coping with a "*multiplicity of adaptive challenges*" (Heifetz & Laurie, 1997, 24).

The late Anita Roddick (1991, 214) stated:

*You have to look at leadership through the eyes of the followers & you have to live the message. What I have learned is that people become motivated when you guide them to the source of their own power and when you make heroes out of employees who personify what you want to see in the organisation*

*Anita Roddick (1991, 214)*

Audio transcript: **Contemporary ideas about leadership**

"Basically this means that modern leaders have to be jugglers. Juggling resources, time, staff, internal and external pressures, tasks etc. And the research appears to indicate that a good leader is someone who invests in their followers and gets them to be all they can be - back to motivation which you will have looked at in another topic. Leaders lead from the rear!"

## Transformational versus transactional

The latest attempts to define and explain leadership in this new turbulent environment we work in, have included the terms 'transactional' and 'transformational' leadership. Basically transactional leadership is just a new term for describing old style management, and transformational is describing new-style leader/manager.

### Audio transcript

"Basically a transactional leader is a traditional manager, and a transformational leader is what we would consider to be a modern leader/manager. But a good leader/manager needs to know how to do both!"

The following table is adapted from Steven Covey (1992) and explains the differences between the two:

Transformational	Transactional
Aligns internal structures and systems to reinforce overarching values and goals.	Follows and fulfils role expectations by striving to work effectively within current systems.
Separates causes and symptoms and works at prevention and is concerned with treatment.	Builds on need to get the job done and make a living.
Focuses more on missions and strategies for achieving them.	Relies on human relations to oil human interactions.
Makes full use of available resources (human).	Supports structures and systems that reinforce the bottom line.
Oriented towards long-term goals without compromising human values and principles.	Swamped in daily affairs.
Transcends daily affairs.	Oriented to short-term goals and hard data.
Designs and re-designs jobs to make them meaningful and challenging, realises human potential.	Pre-occupied with power and position, politics and perks.
Builds on the need for meaning.	Confuses causes and symptoms
Pre-occupied with purposes, values, morals and ethics.	Focuses on tactical issues.

## Transformational leadership

So if we accept that transformational leadership is now the way to go, but by this we mean that we need to have aspects of transactional leadership too, then let's explore this in more detail.

*In the simplest terms, transformational leadership is a process that changes and transforms individuals. In other words, transformational leadership is the ability to get people to want to change, to improve, and to be led. It involves assessing employees' motives, satisfying their needs, and valuing them. Therefore, a transformational leader could make the company more successful by valuing its employees*

(Northouse, 2001: 7)

## Understanding leadership

One such example is Sam Walton, founder of Wal-Mart, who often visited Wal-Mart stores across the country to meet with employees to show his appreciation for what they did for the company. Sam Walton gave "rules for success" in his autobiography, one of which was to appreciate 'associates' (employees) with praise (Walton, 1996).

Interestingly though, Wal-Mart has a particularly poor reputation these days in terms of how it treats its employees.

Michael Moore, the American comedian and film writer and director, and political activist, is a HUGE fan of Wal-Mart (she said sarcastically ;-)). Check out his website at:

<http://www.michaelmoore.com/>

## The 4 'I's of transformational leadership

Bass & Avolio (1994) have split the idea of transformational leadership into 4 parts, which they call the 4 'I's. This will help you see the four main areas that you need to think about in terms of being a good leader:

**Idealised influence** - Idealised influence describes managers that are exemplary role models for associates. Managers with idealised influence can be trusted and respected by associates to make good decisions for the organisation.

**Inspirational motivation** - Inspirational motivation describes managers that motivate associates to commit to the vision of the organisation. Managers with inspirational motivation encourage team spirit to reach goals of increased revenue and market growth for the organisation.

**Intellectual stimulation** - Intellectual stimulation describes managers that encourage innovation and creativity through challenging the normal beliefs or views of a group. Managers with intellectual stimulation promote critical thinking and problem solving to make the organisation better.

**Individualised consideration** - Individual consideration describes managers that act as coaches and advisors to their associates. Managers with individual consideration encourage associates to reach goals that help both the associate and the organisation.

### Audio transcript: **The Importance of Transformational Leadership**

"Northouse, a writer on leadership, states that in 39 studies of transformational literature, individuals who exhibited transformational leadership were more effective leaders with better work outcomes. This was true for both high- and low-level leaders in the public and private sectors. Therefore, it can be very advantageous for managers to apply the transformational approach in the workplace".

## Applying transformational leadership

As transformational leadership covers a wide range of aspects within leadership, there are no specific steps for a manager to follow. Becoming an effective transformational leader is a process. This means that conscious effort must be made to adopt a transformational style. Understanding the basics of transformational leadership and the four I's can help a manager apply this approach. According to Northouse (2001), have the following qualities:

**Empowers** - Empowers followers to do what is best for the organisation

**Strong** - Is a strong role model with high values.

**Listens** - Listens to all viewpoints to develop a spirit of cooperation.

**Creates** - Creates a vision, using people in the organisation.

**Acts** - Acts as a change agent within the organisation by setting an example of how to initiate and implement change.

**Helps** - Helps the organisation by helping others contribute to the organisation.

### Audio transcript: **Applying transformational leadership**

"Transformational leadership is a vital role for effective managers because there does appear to be a direct correlation between an effective leader and organisational success. According to **Hesselbein and Cohen, writing in 1999, p.263**, "organisations that take the time to teach leadership are far ahead of the competition". Transformational leadership can make any organisation more productive and efficient"

**A crucial element in terms of becoming a transformational leader, is the ability to have and utilise emotional intelligence.**

## Emotional intelligence

Emotional Intelligence is one of a range of 'quotient' based instruments - probably the most established being the intelligence quotient (IQ).

*...abilities such as being able to motivate oneself and persist in the face of frustrations; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; to empathise and to hope*

*(Goleman, 1996, 34)*

Audio transcript: **What is emotional intelligence?**

"Intelligence is not an easy concept to define. While it should mean that a person with high intelligence should be able to perform a number of mental processes to a high standard, in reality someone may be very good at writing stories and problem-solving but terrible at doing maths. Some who goes to a top class University may be very good at passing exams, but does that make them intelligent or just skilled at passing exams?

The measurement of a person's intelligence is commonly expressed as an Intelligence Quotient (IQ) which is determined through a series of 'mental tests' to determine an individual's "mental age". The ratio between this age and their actual (chronological) age produces an IQ rating. This gives you a score. Over 150 and you qualify for membership of MENSA. But just having a high score doesn't mean that you are able to socialise well with others or can buy a pint of milk... This view of intelligence is just too narrow.

**Goleman (in 1996)** also agreed that the classic view of intelligence was too narrow. He argued that the emotional qualities of individuals should also be considered.

Emotional Intelligence (or EI) has received considerable attention in recent years.

**Goleman (in 1998)** suggests that EI predicts top performance and accounts for more than 85% of outstanding performance in top leaders - so intelligence is emotional as well as intellectual...and lots more besides...".

Test your EI with a [free online test](https://testyourself.psychtests.com/testid/3979) <<https://testyourself.psychtests.com/testid/3979>>.

Please note that you will only get a summary of the findings for free.

Boyatzis, R. E., Goleman, D., & Rhee, K. (1999) have identified 21 specific competencies that make up the four components of EI and have produced an inventory designed to measure Emotional Competence:

	Self	Others
Awareness	Self-confidence Self-awareness Accurate self-assessment Emotional self-awareness	Social-awareness Empathy Service-orientation Organisational-awareness
Behaviour	Conscientiousness Optimism Initiate Trustworthiness Achievement-orientation Self-management Emotional self-control	Influence Development of others Conflict management Communication Relationship management Bond building Inspirational leadership Change catalyst Teamwork & collaboration

The recognition of Emotional Intelligence as a very necessary feature of a good leader, has spawned a number of off-shoots to the leadership literature. All variations on the theme of transformational leadership but with emphasis on certain aspects.

## Modern leadership ideas

We are briefly going to look at:

- **Level 5 leadership** - a combination of skills which involve having no ego.
- **Servant leadership** - putting your employees first and foremost.
- **Distributed leadership** - there is no one leader but leadership is moved about the organisation depending on the tasks required and expertise needed.
- **Spiritual leadership** - This is where moral fibre provides the basis for good leadership and being a good person is crucial.
- **Authentic leadership** - being honest and having integrity (practicing what you preach).



### Thinking about leadership

The following few pages explain the above concepts in more detail. Read through each, keeping the following questions in your mind:

- In what ways is each idea similar to each other?
- In what ways is each idea different?
- How easy would it be to apply each one to your working environment?
- What ones do you agree with and why?
- What ones do you disagree with and why?

### Level 5 leadership

This approach to leadership is one created by Jim Collins.

Collins (2001) describes leadership as having five levels:

- Individual ability;
- team skills;
- managerial capability;
- heroism/celebrity;
- blend of 'personal humility' & 'professional will' (the opposite of a narcissistic leader).

#### Audio transcript: Level 5 leadership

"According to **Collins**, "**Level 5 Leadership** maintains that good leaders seem to possess contradictory characteristics including modesty, shyness, personal humility, and timidity, on the one hand, and professional will, unwavering resolve, ferociousness, and fearlessness, on the other.

According to **Collins**, "the level 5 Leader is altruistic and looks at creating something beyond themselves". They are selfless and not looking for fame and glory but just to serve the organisational good. Apparently these leaders throw away their egos and serve a higher purpose. Well this is all very well in principle, but how many leaders do you know that can leave their egos behind?? Do you know any leaders like this? Having said that, though, I do like this because the 5 key skills are those which we have already talked about, and combined make a very good leader indeed"

### Defining narcissistic leadership

For a full and very informative analysis of the narcissistic leader, please visit: [Narcissistic Leaders: The Incredible Pros, the Inevitable Cons](http://www.maccoby.com/Articles/NarLeaders.shtml)  
<<http://www.maccoby.com/Articles/NarLeaders.shtml>>

### Servant leadership

Another adaptation of the transformational leadership approach, and takes the whole notion of putting one's followers first, is that of servant leadership.

#### Defining servant leadership

The phrase "Servant Leadership" was coined by Robert K. Greenleaf in The Servant as Leader, an essay that he first published in 1970. In that essay, he said:

*"The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature."*

*"The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?"*

*([Greenleaf.org](http://Greenleaf.org))*

#### Audio transcript: **Servant leadership**

"A sort of adaptation of the Leadership 5 idea, but on a more extreme scale. Servant leaders put themselves last and ensure the team and individuals are put first. Whilst a nice idea - and there are some examples of this in history, in a day-to-day business I am not sure how successful or practical this would be. For me, a leader that just 'serves' is not giving me the guidance and leadership I need. I do like to know who is in charge. Do you?"

## Distributed leadership

Audio transcript: **Distributed leadership**

"This leadership theory works on understanding effective leadership within schools and colleges, and therefore you might question the relevance of this to private organisations. However, there are many aspects of distributed leadership which are conducive to all contemporary leadership situations. The idea is that there is no ONE leader. The leadership is spread according to skills and abilities and the requirements of the time. Leadership is 'distributed' amongst staff. I like this idea because I think it can work well in a variety of work situations, but, again, where does the buck stop? Who is ultimately responsible? It reminds me of a story:

There was an important job to be done and Everybody was asked to do it.

Everybody was sure Somebody would do it.

Anybody could have done it, but Nobody did it.

Somebody got angry about that because it was Everybody's job.

Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn't do it.

It ended up that Everybody blamed Somebody when actually Nobody asked Anybody".

John Diamond (in Spillane & Diamond, 2007, 5) explains:

*It helps us understand leadership practice and how leadership practices might work more effectively in the context of schools.....A distributed perspective, is thinking about the situation as an integral part of the leadership context; it is an integrated view of leaders' thinking, their activity and behaviours, and the situation.*

*(Fayol, 1949: 6)*

## Spiritual leadership

### Defining spiritual leadership

Another adaptation is Spiritual Leadership which has come about as result of more recent developments which have looked at workplace ethics and positive psychology and the move towards striving for changed attitudes to work that will result in a more positive experience both within and out of work. Spiritual leadership attempts to address some of the stress-related issues which are costing companies a fortune every year. Apparently if we try to connect to our spiritual side then we will be happier and healthier and encourage this in our workforce.

## Understanding leadership

In order for this to work properly in a business then the company must provide altruistic love - which basically means giving trust, respect and being honest with its workforce and then this will be returned. While not a bad idea - is it practical? This is not that dissimilar to Authentic leadership....which is our final destination...

## Authentic leadership

### Audio transcript: **Authentic leadership**

"This basically means being honest and having integrity. That leadership is driven by the need to practice what you preach. This doesn't mean that you are liked by everyone, but you are respected by them. The Colonel Hal Moore I think is an example of an authentic leader. Depicted in the film, *We Were Soldiers*, by Mel Gibson, Moore demonstrates a strength of character and integrity that turns his troops into authentic followers. I recommend you trying to see this film if you have not already done so. Please be advised that it does contain violent scenes".

Shamir and Eilam (2005) present a framework for defining authentic leadership stating that authentic leaders:

1. do not fake their leadership;
2. do not lead for status, honour, or other personal rewards;
3. are not copies but are original; and
4. are leaders whose actions are based on values and convictions.

Basically this means being honest and open.

## Leadership summary

So - there you have it. Leadership is a complex issue but from all the information you have gathered from working your way through this topic, I hope that you can see that there are certain key behaviours that appear to be the essence of being a good leader.

### Key points

- **Transactional leadership:** Someone that is task-orientated and focussing on deadlines and 'getting the job done'.
- **Transformational leadership:** Someone that influences, motivates, stimulates and considers their workforce.
- **Level 5 leadership:** Someone that combines individual capability, humility, team management skills, managerial capabilities and heroism.
- **Spiritual leadership:** Someone that is concerned with being a good person and uses 'love' to bring out the best in people.
- **Distributed leadership:** Someone that is only the leader when the situation and their expertise require it.
- **Authentic leadership:** Someone who is honest, open and always 'practices what they preach'.
- **Narcissistic leadership:** Someone that is ruled by their personality and ego, usually charismatic individuals.
- **Servant leadership:** Someone that is focussed on people and always puts people first before themselves.

## Activity answers

### Activity - Test your learning

**Question 1:** What are the main functions of a good manager?

Organising; Motivating; Communicating; Controlling; Negotiating; Planning; Influencing. A good manager takes in all of these attributes. A good manager also needs to be a good leader and possess both hard and soft skills.

**Question 2:** What are the main attributes of a 'great man' leader?

The main attributes of a 'great man' leader are being taller than average, intelligent, male, and healthy.

**Question 3:** Which of the below statements best describes a laissez-faire leader?

A laissez-faire leader is one who has built confidence and trust into their team so the team knows they are capable of making their own decisions with the leader's help and support when required.

**Question 4:** Which of these statements best describes the functional/group leader approach?

In the functional/group leader approach the leader needs to consider what is most important in each situation and adapt their behaviour accordingly.

**Question 5:** Which statement best describes a contingency approach to leadership?

In the contingency approach to leadership the leader needs to consider their personality, the needs of the task and the needs of the team when making decisions.