

# What is Leadership?

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Leadership, Module One



# Credits



Created By: [James Scouller](#) & [Alan Chapman](#)

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# The Website



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Created By:

 Alan Chapman

## Leadership Styles

Introduction to Leadership

Leadership: Characteristics or Contributions

Four Competencies of Leadership  
– Bennis

Level 5 Leadership – Collins

> What is Leadership?

> Leadership Roles

> Leadership Tips

## Leadership Development Methods and Tips

Explaining and understanding the nature of good leadership is probably easier than practising it. Good leadership requires deep human qualities, beyond conventional notions of authority.

- **In the modern age**, good leaders are an **enabling** force, helping people and organisations to perform and develop, which implies that a sophisticated alignment is achieved - of people's needs, and the aims of the organisation.
- **The traditional concept** of a leader being the directing chief at the top of a hierarchy is nowadays a very incomplete appreciation of what true leadership must be.

Effective leadership does not necessarily require great technical or intellectual capacity. These attributes might help, but they are not pivotal.

1. Good leadership in the modern age, more importantly, requires **attitudes** and **behaviours** which characterise and relate to **humanity**.
2. The concept of **servicing** is fundamental to the role. Good leadership involves **servicing** the organisation or group and the people within it.
3. Ineffective leaders tend to invert this principle and consider merely that they must be served by the people. This faulty idea fosters the notion that leadership is as an opportunity to take: to acquire personal status, advantage, gain, etc., at the expense of others, which is grossly wrong. **It is instead an opportunity to give; to serve the organisation, and crucially the people too.** The modern notions of 'servant leader' and '**servant leadership**' are attributed to Robert K Greenleaf (in his 1970 essay "*The Servant as Leader*"). However, the philosophy and concept of leadership being a serving function rather than one that is served is very old indeed and found in ancient civilisations and religious writings.
4. Leadership is centrally concerned with people. Of course, it involves decisions and actions relating to all sorts of other things, but **leadership is special compared to any other role because of its unique responsibility for people** - i.e., the followers - in

# How to Successfully Pin-Point Leadership Roles



Looking at what has traditionally worked in the past, **Jack Welch**, a respected business leader & writer proposes a few fundamental leadership principles that can help a leader successfully pin-point their roles.



# Welch's 10 Fundamental Leadership Principles



1. There is only one way - the **straightway**. It sets the tone of the organisation.
2. Be **open** to the best of what everyone, everywhere, has to offer; **transfer learning** across your organisation.
3. Get the **right people in the right jobs** - it is more important than developing a strategy.
4. An **informal atmosphere** is a competitive advantage.
5. Make sure **everybody counts** and everybody knows they count.



# Welch's 10 Fundamental Leadership Principles



6. Legitimate **self-confidence** is a winner - the true test of self-confidence is the courage to be open.
7. The business has to be **fun**.
8. **Never underestimate** the other guy.
9. Understand where the **real value** is added and put your **best people** there.
10. Know when to meddle and when to let go - this is pure instinct.



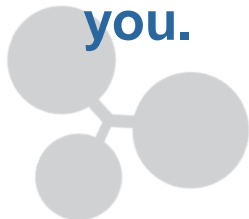
# Welch's 10 Fundamental Leadership Principles



Jack Welch also proposes that as a leader, your main priority is to get the job done, whatever the job is. He suggests that leaders make things happen by:

- Knowing your objectives and having a plan of how to achieve them
- Building a team committed to achieving the objectives
- Helping each team member to give their best efforts

To be a great leader and successfully know how to direct a team, you must know yourself. **Identify your own strengths and weaknesses, so that you can build the best team around you.**



# Leadership: Definitions, Descriptions, Terminology



**Leadership** is a vast & important subject, yet full of confusing ideas & terminology, open to widely different interpretations. Definitions & descriptions also vary enormously, & examples can be extremely diverse too.

## Examples of leading include:

1. We lead when we manage a football team or teach a classroom of children. We lead our own children when we are parents, & when we organise anything.
2. We certainly lead when we manage projects or develop new business. We lead the moment we take the first supervisory responsibility at work, & maybe even before we assume official responsibility to do anything.
3. A vicar or preacher leads a congregation.



# Leadership: Definitions, Descriptions, Terminology



4. A writer or visionary may lead when he or she puts pen to paper & creates a book or poem, or article which inspires & moves others to new thoughts & actions.
5. A monarch & a president are both leaders. So is a local councillor, & so can be a community fund-raiser. A ruthless dictator is a leader. So was Mother Theresa, & so was Mahatma Gandhi.

**We can find leadership in every sort of work & play, & in every sort of adventure & project, regardless of scale, & regardless of financial or official authority.**

And so, given the many ways in which leadership operates, it is no surprise that it is so difficult to define and describe.



# Leadership: Definitions, Descriptions, Terminology



- So what is leadership? Is it a technical model? A behaviour? Or is leadership more a matter of style, or philosophy?

In fact, it's impossible to limit descriptions merely to being a technical model, or a process, or a style or philosophy. **It's all of these things, & much more besides.**

## This article aims:

1. To help **clarify what leadership is**
2. To offer a **comprehensive summary of the main ways to understand and explain what leadership means**

As you will see, leadership can, necessarily should, be approached from a variety of standpoints.

A helpful way to understand leadership is by exploring the thinking & theories using these **three main conceptual viewpoints:**

**Models**

**Philosophies**

**Styles**

# What Is Leadership?



Writers & experts in leadership use many different terms when trying to describe or categorise it - usually as a prefix or a suffix to the word leadership.

Consider how many different single or two-word terms are used with the word 'Leadership'.

Also, consider that many of these terms are rarely used with the word 'Management'.



# What Is Leadership?



- We would not normally refer to 'management character' or 'management traits', or to 'management behaviour' or to a 'natural born manager', but we see these terms, such as 'character', 'traits', 'behaviour', and 'natural born', appearing very commonly with the word 'Leadership'.
- Similarly terms like 'ethical leadership', 'inspirational leadership', 'charismatic leadership', 'leadership philosophy', 'authentic leadership', & 'servant leadership' include describing words - some generically defining - which tend not to appear commonly in connection with management & other disciplines.



# What Is Leadership?



- We see also some proprietary concepts containing the word 'Leadership', representing significant theories & internationally recognised personal & organisational development 'brands', most notably for example: **Action-Centred Leadership**®, & **Situational Leadership**®.

This reflects the serious depth & variety of this terminology. The richness of terminology points to the huge variety of interpretations of leadership as a subject & further indicates it's potency to operate in very many different ways and directions and at a fundamentally important level for people and society - even civilisations.



# Models vs. Philosophies vs. Styles of Leadership



Of the many major terms which refer to concepts or theories about leadership, **three terms** together offer a useful structure by which to categorise and explore the wide range of theories within the subject. **They are:**

1. Leadership Models
2. Leadership Philosophies
3. Leadership Styles

These three categories are different ways of looking at it. **We could say instead: different aspects of leadership.**

- Different aspects can cause confusion when we try to understand what leadership is - especially if we use only one aspect to consider the subject.

# Models vs. Philosophies vs. Styles of Leadership



- For example, one person may be looking from a 'style' standpoint while another may be thinking about the 'philosophy'. The two people might hold similar or overlapping views, and yet because the standpoints are different (and usually, therefore, the terminology & reference points are different too), it can seem that there is conflict about what leadership is, when actually there may be close agreement.
- Therefore, two people may disagree about something purely because they are approaching it from a different standpoint, when actually they may be seeing the same thing or two things which substantially overlap.
- So, in addition to providing a helpful theory structure, using the three stated categories also helps to show that **lots of thinking is overlapping and compatible**, when it might otherwise seem conflicting and wildly diverse.



# Leadership Development Methods and Tips



Explaining & understanding the nature of good leadership is probably easier than practising it. Good leadership requires deep human qualities, beyond conventional notions of authority.

- **In the modern age**, good leaders are an **enabling** force, helping people & organisations to perform & develop, which implies that a sophisticated alignment is achieved - of people's needs, and the aims of the organisation.
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# Leadership Development Methods and Tips



Effective leadership does not necessarily require great technical or intellectual capacity. These attributes might help, but they are not pivotal.

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2. The concept of **servicing** is fundamental to the role. Good leadership involves **servicing** the organisation or group & the people within it.



# Leadership Development Methods and Tips



3. Ineffective leaders tend to invert this principle & consider merely that they must be served by the people. This faulty idea fosters the notion that leadership is as an opportunity to take: to acquire personal status, advantage, gain, etc., at the expense of others, which is grossly wrong. **It is instead an opportunity to give; to serve the organisation, and crucially the people too.** The modern notions of 'servant leader' and '[servant leadership](#)' are attributed to Robert K Greenleaf (in his 1970 essay "*The Servant as Leader*"). However, the philosophy and concept of leadership being a serving function rather than one that is served is very old indeed and found in ancient civilisations and religious writings.



# Leadership Development Methods and Tips



4. Leadership is centrally concerned with people. Of course, it involves decisions and actions relating to all sorts of other things, but **leadership is special compared to any other role because of its unique responsibility for people** - i.e., the followers - in whatever context leadership is seen to operate.



# Principles of Leadership



- Many capabilities in life are a matter of acquiring skills & knowledge and then applying them in a reliable way. Leadership is quite different. Good leadership demands **emotional strengths and behavioural characteristics** which can draw deeply on a leader's mental & spiritual reserves.
- The leadership role is an inevitable reflection of people's needs and challenges in modern life. It, therefore, is a profound concept, with increasingly complex implications, **driven by an increasingly complex and fast-changing world**



# Principles of Leadership



- Leadership & management are commonly seen as the same thing, but they are not. Leadership is also misunderstood to mean directing and instructing people and making important decisions on behalf of an organisation. **Doing it effectively is much more than these.**
- Good leaders are followed chiefly because people **trust & respect** them, rather than the skills they possess. Leadership is about behaviour first, skills second.



# The Difference between Leadership and Management



- This is a simple way to see how leadership is different to management:
- **Management** is mostly about **processes**.
- **Leadership** is mostly about **behaviour**.

We could extend this to say:



# The Difference between Leadership and Management



- **Management** relies heavily on tangible and measurable capabilities such as effective planning; the use of organisational systems; & the use of appropriate communication methods.
- **Leadership** involves many management skills, but generally as a secondary or background function of true leadership. It instead relies most strongly on less tangible and less measurable things like trust, inspiration, attitude, decision-making, and personal character. These are not processes or skills or even necessarily the result of experience. They are facets of humanity and are enabled mainly by the leader's character and especially his/her emotional reserves.



# The Difference between Leadership and Management



- Another way to see leadership compared with management is that the former does not crucially depend on **the type** of management methods and processes a leader uses; leadership instead primarily depends on **the ways** in which the leader uses management methods and processes.
- Good leadership depends on attitudinal qualities, not management processes.
- Humanity is a way to describe these qualities because this reflects the leader's vital relationship with people.
- Qualities critical for a leader's relationship with his/her people are quite different from conventional skills and processes, which are outlined in more detail below.





# Significant Leadership Behaviours and Attitudes



Integrity

Humility

Commitment

Passion

Positivity

Determination

Sensitivity

Honesty

Courage

Sincerity

Confidence

Wisdom

Compassion



# Significant Leadership Behaviours and Attitudes



**People with these sort of behaviours and attitudes tend to attract followers.** Followers are naturally drawn to people who exhibit strength and can inspire belief in others.

- These qualities tend to produce a charismatic effect. Charisma tends to result from effective leadership and the qualities which enable that. Charisma is by itself no guarantee of effective leadership.
- Some people are born more naturally to leadership than others. Most people don't seek to be a leader, but many more people are able to do it, in one way or another & in one situation or another, than they realise.



# Significant Leadership Behaviours and Attitudes

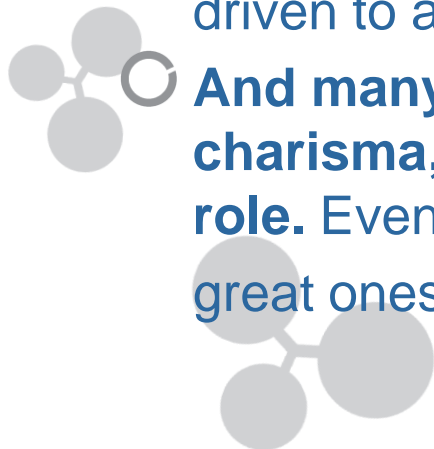


**People who want to be a leader can develop their ability. Leadership is not the exclusive preserve of the wealthy & educated.**

Leadership is a matter of personal conviction & believing strongly in a cause or aim, whatever it is.

○ Sometimes it comes to people later in life, & this is no bad thing. Humanity tends to be a generational characteristic. There is no real obstacle to people who seek to become leaders if it is approached with proper integrity. Anyone can be a leader if he/she is suitably driven to a particular cause.

○ **And many qualities of effective leadership, like confidence & charisma, continue to grow from experience in the leadership role.** Even initially surprised modest leaders can become great ones, & sometimes the greatest ones.



# Significant Leadership Behaviours and Attitudes



Leadership can be performed with different styles. Some people only have one style, which is right for certain situations & wrong for others. Sometimes they can adapt & use different styles for given situations.

**The adaptability of leadership style is an increasingly significant aspect of leadership because the world is increasingly complex and dynamic.** Adaptability stems from objectivity, which in turn stems from emotional security and emotional maturity. Again these strengths are not dependent on wealth or education, or skills or processes.



# Important Aspects of Good Leadership



**Good leaders typically have a keen understanding of relationships within quite large & complex systems & networks.** This may be from an intuitive angle, or a technical/learned angle, or both.

- A very useful way to explore this crucial aspect of leadership with respect to wider relationships & systems is offered by the **Psychological Contract** & how that theory relates to organisations & leadership.
- **Nudge theory** is a powerful change-management methodology that emerged in the 2000s. It is very helpful in understanding how & why groups of people think the way they do, & how & why they behave & make decisions, which can be baffling to leaders. Nudge theory also offers some very clever ways to alter group behaviour, which are generally not taught or understood in the conventional leadership field.



# Important Aspects of Good Leadership



**People new to leadership (& supervision & management) often feel under pressure to work in a particularly dominant way.** Sometimes this pressure to impose their authority on the team comes from above. Dominant leadership is rarely appropriate, however, especially for mature teams. Misreading this situation, & attempting to be overly dominant, can then cause problems. Resistance from the team becomes a problem, & a cycle of negative behaviours & reducing performance begins.



# Important Aspects of Good Leadership



As discussed in [What Is Leadership](#), much of leadership is counter-intuitive & is often more about serving.

○ **People tend to respond well to thanks, encouragement, recognition, inclusiveness, etc.** Tough, overly dominant leadership gives teams a lot to push against & resist. It also **prevents a sense of ownership & self-control among the people being led.** It inhibits the positive rewards & incentives (thanks, recognition, encouragement, etc.) vital for teams & individuals to cope with change, & to enjoy themselves.

○ Leaders, of course, need to be able to make tough decisions when required, but most importantly they should concentrate on enabling the team to thrive, which is actually a 'serving' role, not the dominant 'leading' role commonly associated with leadership.



# The Relevance of Leadership Philosophies and Ethical Leadership



Today ethical leadership is more important than ever. The world is more transparent & connected than it has ever been. The actions & philosophies of organisations are scrutinised by the media & the general public as never before.

This coincides with massively increased awareness & interest among people everywhere in corporate responsibility & the many related concepts, such as social & community responsibility. **The modern leader needs to understand & aspire to lead people & achieve greatness in all these areas.**





# The Relevance of Leadership Philosophies and Ethical Leadership




- **Philosophy** (you could call it 'fundamental purpose') is the foundation on which to build strategy, management, operational activities, and pretty well everything else that happens in an organisation.
- Whatever the size of the organisation, operational activities need to be reconcilable with a single congruent (fitting, harmonious) philosophy



# Having a Conflicting Organisational/Leadership Philosophy



Executives, managers, staff, customers, suppliers, stakeholders, etc., need solid philosophical principles (another term would be a 'frame of reference') on which to base their expectations, decisions and actions. In a vast complex organisation, leadership will be very challenging at the best of times due to reasons of size, diversity, political & public interest, etc. **Having a conflicting philosophy dramatically increases these difficulties for everyone, not least the leader, because the frame of reference is confusing.**



**For leadership to work well, people (employees & interested outsiders) must be able to connect their expectations, aims & activities to a basic purpose or philosophy of the organisation.**

# Having a Conflicting Organisational/Leadership Philosophy



- This foundational philosophy should provide vital reference points for employees' decisions and actions - an increasingly significant factor in modern 'empowered' organisations.
- Seeing a clear philosophy & purpose is also essential for staff, customers & outsiders in assessing crucial organisational characteristics such as integrity, ethics, fairness, quality & performance.
- A clear philosophy is vital to the 'psychological contract' - whether stated or unstated (almost always unstated) - on which people (employees, customers or observers) **tend to judge their relationships & transactions.**



# Having a Conflicting Organisational/Leadership Philosophy



## Example:

The BBC is an example (it's not the only one) of an organisation that has a confusing organisational philosophy. At times it is inherently conflicting. For example: Who are its owners? Who are its customers? What are its priorities and obligations? Are its commercial operations a means to an end, or an end in themselves? Is its main aim to provide commercial mainstream entertainment, or non-commercial education and information? Is it a public service, or is it a commercial provider? Will it one day be privatised in part or whole? If so will this threaten me or benefit me? As an employee am I sharing in something or being exploited? As a customer (if the description is apt) am I also an owner? Or am I finding somebody else's gravy train? What are the organisation's obligations to the state and to the government?



# Having a Conflicting Organisational/Leadership Philosophy



Given such uncertainties, not only is there a very unclear basic philosophy & purpose but also, **it's very difficult to achieve consistency for leadership messages to staff & customers.** Also, how can staff & customers align their efforts & expectations with such confusing aims & principles?

- The BBC is just an example. There are many organisations, large and small, with conflicting & confusing fundamental aims.



# Having a Conflicting Organisational/Leadership Philosophy



**The lesson is that philosophy - or underpinning purpose - is the foundation on which leadership (for strategy, management, motivation, everything) is built.**

○ If the foundation is not solid & viable & is not totally congruent with what follows, then everything built onto it is prone to wobble, & at times can fall over completely.

Get the philosophy right – solid & in harmony with the activities - & the foundation is strong.



# Having a Conflicting Organisational/Leadership Philosophy



Again, the Psychological Contract provides a helpful perspective for aligning people & organisational philosophy.

This, of course, gives rise to the question of what to do if you find yourself in charge of a team or organisation which lacks the clarity of fundamental philosophy & purpose, & here lies an inescapable difference between managing & leading:

**As a leader, your responsibility extends beyond leading the people. True leadership also includes - as far as your situation allows - the responsibility to protect or refine fundamental purpose & philosophy.**



# Allegiance and Leadership



Different leaders have different ideas about leadership.

- For example, [Jack Welch's perspective](#), which even though quite modern compared to most, is nevertheless based on quite traditional principles.

First here is a deeper more philosophical view of effective modern leadership which **addresses the foundations of effective leadership, rather than the styles and methods built on top, which are explained later.**





# Allegiance and Leadership



- A British government initiative surfaced in March 2008, which suggested that young people should swear an oath of allegiance to 'Queen and Country', seemingly as a means of improving national loyalty, identity, & allegiance.
- While packaged as a suggestion to address 'disaffection' among young people, the idea was essentially concerned with leadership - or more precisely because it was failing.



# Important Principles of Leadership



The above idea was rightly and unanimously dismissed by all sensible commentators as foolhardy nonsense, but it does provide a wonderful perspective by which to examine & illustrate the actual important principles of leadership:

1. Always, when leaders say that the people are not following, it's the leaders who are lost, not the people.
2. Leaders get lost because of isolation, delusion or arrogance, etc., but above all, because they become obsessed with imposing their authority, instead of truly leading.



# Important Principles of Leadership



3. Incidentally, leading is helping people achieve a shared vision, not telling people what to do.
4. It is not possible for a leader to understand and lead people when their head is high in the clouds.
5. That is to say - loyalty to leadership relies on the leader having a connection with and understanding of people's needs and wishes and possibilities. Solutions to challenges do not lie in the leader's needs and wishes. Solutions lie in the needs and wishes of the followers.
6. The suggestion that loyalty and a following can be built by simply asking or forcing people to be loyal is not any basis for effective leadership.



# Important Principles of Leadership



7. Prior to expecting anyone to follow, a leader first needs to demonstrate a vision and values worthy of a following.
8. A given type of leadership inevitably attracts the same type of followers. Put another way, a leader cannot behave in any way that it asks its people not to.
9. In other words, for people to embrace and follow modern compassionate, honest, ethical, peaceful, and fair principles, they must see these qualities demonstrated by their leadership.
10. People are a lot cleverer than most leaders think.



# Important Principles of Leadership



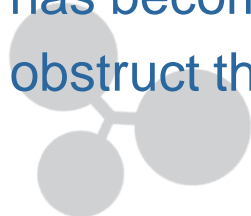
11. People have a much keener sense of truth than most leaders think.
12. People quickly lose faith in a leader who behaves as if points 10 and 11 do not exist.
13. People generally have the answers which elude the leaders - they just have better things to do than help the leader to do their job - like getting on with their own lives.



# Important Principles of Leadership



14. A leadership that screws up in a big way should come clean & admit their errors. People will generally forgive mistakes but they do not tolerate being treated like idiots by leaders.
  
15. And on the question of mistakes, a mistake is an opportunity to be better, & to show remorse & a lesson learned. This is how civilisation progresses.
  
16. A leader should be brave enough to talk when lesser people want to fight. Anyone can resort to threats & aggression. Being aggressive is not leading. It might have been a couple of thousand years ago, but it's not now. The nature of humankind & civilisation has become more 'civilised'. They should enable & not obstruct this process.



# Important Principles of Leadership



**However - always remember the philosophical platform - this ethical platform is not a technique or a process - it's the foundation on which all the techniques & methodologies are based.**

- Plan carefully, with your people where appropriate, how you will achieve your aims.
- You may have to redefine or develop your own new aims and priorities. Leadership can be daunting for many people simply because no one else is issuing the aims.
- Leadership often means you have to create your own form of a blank sheet of paper, set & agree on clear standards, & keep the right balance between 'doing' yourself & managing others 'to do'.



# Important Principles of Leadership



**Build teams:** Ensure you look after people & that communications & relationships are good. Select good people & help them to develop. Develop people via training & experience, particularly by agreeing on objectives & responsibilities that will interest & stretch them, & always support people while they strive to improve & take on extra tasks.

**Follow the rules about delegation closely** - this process is crucial. Ensure that your managers are applying the same principles. Good leadership principles must cascade down through the whole organisation. This means that if you are leading a large organisation you must check that the processes for managing, communicating & developing people are in place and working properly.





# Important Principles of Leadership



**Communication is critical.** Listen, consult, involve, explain why as well as what needs to be done.

**Some leaders lead by example & are very 'hands-on'; others are more distanced & let their people do it.** Whatever - your example is paramount - the way you work & conduct yourself will be the most you can possibly expect from your people. If you set low standards you are to blame for low standards in your people.



# Important Principles of Leadership



"... *Praise loudly, blame softly.*" (Catherine the Great). Follow this maxim.

If you seek the single most important behaviour that will rapidly earn you respect & trust among your people, this is it: **Always give your people the credit for your achievements & successes.** Never take the credit yourself - even if it's all down to you, which would be unlikely anyway.

You must, however, take the blame & accept responsibility for any failings or mistakes that your people make. Never publicly blame another person for failing. Their failing is your responsibility - true leadership means there is no hiding place.



# Important Principles of Leadership



**Take time to listen to & really understand people.** Walk the job. Ask & learn about what people do & think, & how they think improvements can be made.

**Accentuate the positive.** Express things in terms of what should be done, not what should not be done. If you accentuate the negative, people are more likely to veer towards it. Like the mother who left her five-year-old for a minute unsupervised in the kitchen, saying as she left the room, "*...don't you go putting those beans up your nose...*"



# Important Principles of Leadership

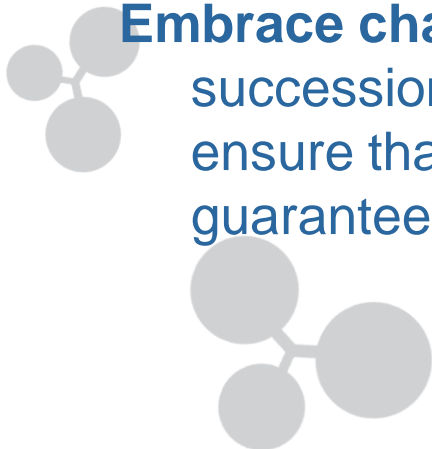


**Have faith in people to do great things** - given space & air & time, everyone can achieve more than they hope for. Provide people with relevant interesting opportunities, with proper measures & rewards & they will more than repay your faith.

**Take difficult decisions bravely**, & be truthful & sensitive when you implement them.

**Constantly seek to learn from the people around you** - they will teach you more about yourself than anything else. They will also tell you 90% of what you need to know to achieve your business goals.

**Embrace change, but not for change's sake.** Begin to plan your own succession as soon as you take up your new post, & in this regard, ensure that the only promises you ever make are those that you can guarantee to deliver.



# Leadership Behaviours and Development of Leadership Style and Skills



**Leadership skills are based on behaviour. Skills alone do not make leaders - style & behaviour do.** If you are interested in leadership training & development - start with leadership behaviour.

The growing awareness and demand for idealist principles in leadership are increasing the emphasis (in terms of leadership characteristics) on business ethics, corporate responsibility, emotional maturity, personal integrity, & what is popularly now known as the 'triple bottom line' (abbreviated to TBL or 3BL, representing 'profit, people, planet').

For many people (staff, customers, suppliers, investors, commentators, visionaries, etc.) these are becoming the most significant areas of attitude/behaviour/appreciation required in modern business & organisational leaders.



# Leadership Behaviours and Development of Leadership Style and Skills



- **3BL** (triple bottom line - profit, people, planet) also provides an excellent **multi-dimensional framework** for explaining, developing & assessing leadership potential & capability, & also links strongly with psychology aspects, for instance psychometric (personality testing) features in leadership selection & development methods. Each of us is more naturally inclined to one or the other (profit, people, planet) by virtue of our personality.
- Much debate persists as to the validity of 'triple bottom line accounting' since standards & measures are some way from being clearly defined & agreed.
- This does not reduce the relevance of the concept, nor the growing public awareness of it, which effectively & continuously re-shapes markets & therefore corporate behaviour.



# Leadership Behaviours and Development of Leadership Style and Skills



- Accordingly, leaders need to understand & respond to such huge attitudinal trends, whether they can be reliably accounted for or not at the moment
- **Adaptability and vision** - as might be demonstrated via project development scenarios or tasks - especially involving modern communications & knowledge technologies - are also critical for certain leadership roles, & provide unlimited scope for development processes, methods & activities.
- **Cultural diversity** is another topical & very relevant area requiring leadership involvement, if not mastery. Large organisations particularly must recognise that the marketplace, in terms of staff, customers & suppliers, is truly global now, & leaders must be able to function & appreciate & adapt to all aspects of cultural diversification.



# Leadership Behaviours and Development of Leadership Style and Skills



A leader who fails to relate culturally well & widely & openly inevitably condemns the entire organisation to adopt the same narrow focus & bias.

Bear in mind that different leadership jobs (and chairman) require different types of leaders - Churchill was fine for war but not good for peacetime re-building. There's a big difference between the short-term return on investment versus long-term change. Each warrants a different type of leadership style, & very few leaders are actually able to adapt from one to the other.

If it's not clear already, leadership is without doubt mostly about behaviour, especially towards others. People who strive for these things generally come to be regarded and respected by their people:





# Leadership Behaviours and Development of Leadership Style and Skills



1. Integrity - the most important requirement; without it, everything else is for nothing.
2. Having an effective appreciation & approach towards corporate responsibility, (Triple Bottom Line, Fair Trade, etc.), so that the need to make a profit is balanced with wider social & environmental responsibilities.
3. Being mature - never getting emotionally negative with people - no shouting or ranting, even if you feel very upset or angry.
4. Leading by example - always be seen to be working harder & more determinedly than anyone else.
5. Helping alongside your people when they need it.



# Leadership Behaviours and Development of Leadership Style and Skills



6. Fairness - treating everyone equally and on merit.
7. Being firm & clear in dealing with bad or unethical behaviour.
8. Listening to & really understanding people, & showing them that you understand (this doesn't mean you have to agree with everyone - understanding is different from agreeing).
9. Always take responsibility & blame for your people's mistakes.
10. Always give your people the credit for your successes.
11. Never self-promoting.
12. Backing up and supporting your people.
13. Being decisive - even if the decision is to delegate or do nothing if appropriate - but be seen to be making fair and balanced decisions.



# Leadership Behaviours and Development of Leadership Style and Skills



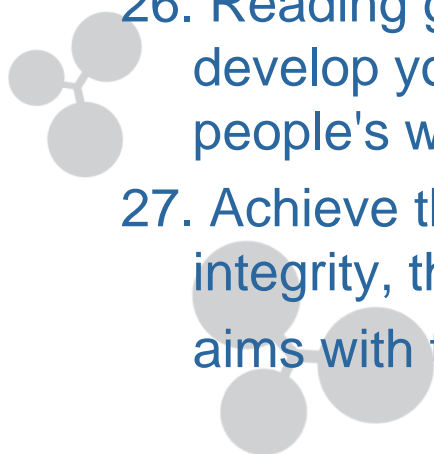
14. Asking for people's views, but remain neutral and objective.
15. Being honest but sensitive in the way that you give bad news or criticism.
16. Always doing what you say you will do - keeping your promises.
17. Working hard to become expert at what you do technically, & at understanding your people's technical abilities & challenges.
18. Encouraging your people to grow, to learn & to take on as much as they want to, at a pace they can handle.
19. Always accentuating the positive (say 'do it like this', not 'don't do it like that').
20. Smiling & encouraging others to be happy & enjoy themselves



# Leadership Behaviours and Development of Leadership Style and Skills



21. Relaxing - breaking down the barriers and the leadership awe - & giving your people and yourself time to get to know and respect each other.
22. Taking notes & keeping good records.
23. Planning & prioritising.
24. Managing your time well & helping others to do so too.
25. Involving your people in your thinking & especially in managing change.
26. Reading good books, & taking advice from good people, to help develop your own understanding of yourself, & particularly of other people's weaknesses.
27. Achieve the company tasks & objectives, while maintaining your integrity, the trust of your people, & balancing the corporate aims with the needs of the world beyond.



# Informing Yourself - Leadership Articles and Leadership Development Justification



Many articles appear in the press and trade journals about leadership; look out for them, they can teach you a lot.

- **Newspaper articles** - particularly those that appear in the serious press - about leadership & management, organizational & business culture, are an excellent source of ideas, examples & references for developing leadership.
- A journalist could have spent a week researching the subject, talking to leading business leaders, academics and writers, & preparing useful statistics. This is valuable material. Learn from it, use it and keep it, because finding specific detail like this is usually quite difficult.



# Leadership Behaviours and Development of Leadership Style and Skills



Serious relevant articles in the newspapers, trade press, or online equivalent, cost little or nothing, & yet they can be invaluable in developing your own ideas about leadership, & in providing compelling justification to organizations & managers for the need to adopt new ideas & different approaches to leadership development.

**Particularly powerful are articles which describe corporate failings, many with huge liabilities, arising from poor leadership behaviour & decisions, & which appear in the news virtually every week.** Recent history is also littered with all sorts of corporate disasters & scandals, & while these high-profile examples are of a grander scale than usually applies in typical organisations, the same principles apply - an organisation is only as good as its leadership - at all levels.



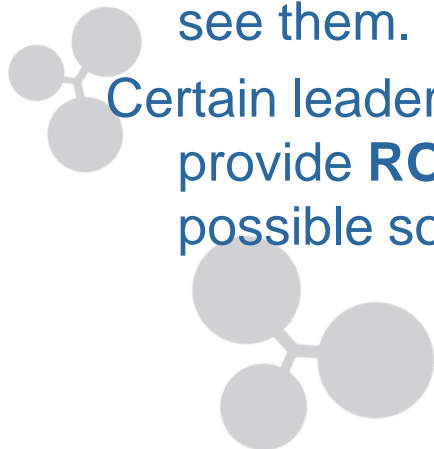
# Leadership Behaviours and Development of Leadership Style and Skills



- **Business disasters & failures** - be their natural environmental, financial, safety, commercial or people-related - are invariably traceable back to a failure in leadership, & so any boardroom that says "*That sort of thing wouldn't happen to us..*" or "*Our managers all know how to lead without being taught..*" is probably riding for a fall.

Finding specific examples of cost & return on investment relating to leadership development is not easy (measuring leadership 'cause and effect' is not as simple as more tangible business elements), which is why it's useful to keep any such articles when you happen to see them.

Certain leadership development organisations are sometimes able to provide **ROI justification and/or case studies**, which is another possible source of evidence for reports & justification studies.





# Other Resources



## Leadership Styles

100%

Home / Courses / Leadership Styles

### Most Liked Resources




**Transformational and Transactional Leadership**

★★★★★ 5.0 (1)

34K

### Most Viewed Resources



**Leadership vs. Management**

★★★★★ 5.0 (1)

73.5K



**Four I's of Transformational Leadership**

★★★★★ 4.8 (4)


58.7K



**Transformational and Transactional Leadership**

★★★★★ 5.0 (1)

34K



**Leadership Tips**

★★★★★ 5.0 (1)

29.5K





# End of module one



Thank you for your time.



# A Leader



- Has volunteer followers
- Creates an inspiring vision of the future.
- Motivates and inspires people to engage with that vision.
- Manages delivery of the vision.
- Coaches and builds a team, so that it is more effective at achieving the vision.



# HOW DO LEADERS LEARN?



## 20% DEVELOPMENTAL RELATIONSHIPS

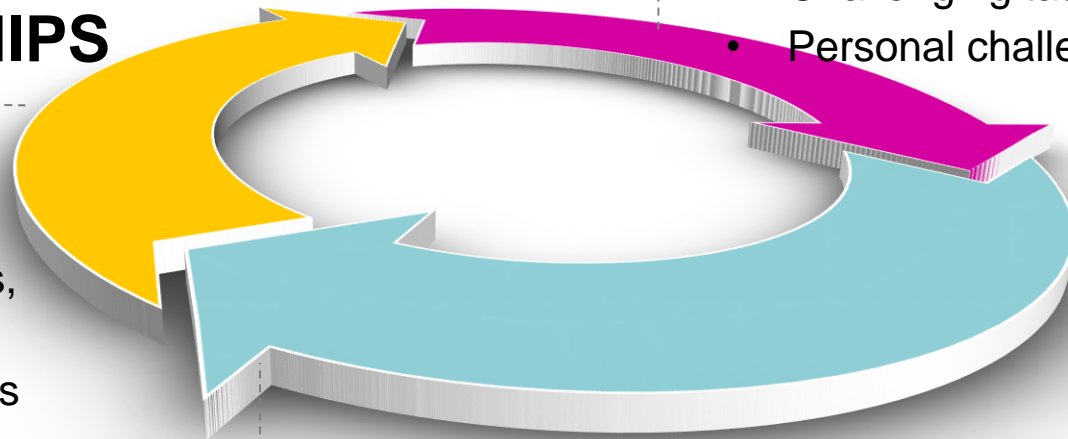
- Feedback, criticism, advices, opinions,
- mentors, coaches
- Role models

## 70% CHALLENGING EXPERIENCES

- Crucibles –deeply intensive tryouts
- Challenging tasks
- Personal challenges

## 10% EDUCATION

- Crucial for new knowledge, understanding concepts



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# Important Leadership Skills



- **Emotional intelligence** is the ability to communicate with others at an emotional level, to use emotions to help guide decision making, to be able to regulate emotions, & possessing knowledge about emotions and emotional processes.
- **Social Intelligence** is the ability to understand social situations, to play social roles, and to influence others. It involves being able to see others' perspectives and to understand the complex and abstract social norms, or informal "rules" that govern all types of social situations.
- **Self-Awareness** is to understand yourself.



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Thank You  
Dean Hogan

