LEADERSHIP:
Theory, Application, Skills Training for
NCONGO-MAUN-NGAMILAND
10/09/2012 to 14/09/ 2012

LEAD TRAINER
NEWMAN HABANGANA
Learning Outcomes

- Briefly describe meaning and importance of leadership in organization.
- Distinction between management and leadership.
- Understand Leadership Managerial roles.
- Underpinning assumptions of leadership theories and styles and how they relate to the work place.
- Characteristics of effective leadership Skills.
- What makes good leaders (Profile of Good Leaders)
- The role of a leadership in team building
- Effective teams in organisation
Who is a leader?

What do you know about yourself as a leader?
Defining Leadership

- No universal definition
- Leadership is complex and thus hard to define
- Many different definitions
- Leadership is the influencing process of leaders and followers to achieve organizational objectives through change
Leadership at work is a dynamic process where by one individual in a group is not only responsible for the groups results, but actively seeks the collaboration and commitment of the group members in achieving group goals in a particular context and again the background of a particular national culture.
Who is a leader?

Defining leadership:

“the influencing process of leaders and followers to achieve organisational objectives through change”
Leaders-Followers

Definition of follower: a person being influenced by a leader.

However a leader and a follower influence one another. Followers give input and leaders need to listen and consider implementation to be effective.

Influence
“The process of a leader communicating ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through change”.

Influencing includes: power, politics, negotiation and relationships between leaders and followers. Managers may coerce subordinates to influence their behaviour but leaders gain the commitment and enthusiasm of followers.

Organisational objectives
Leaders influence followers to think not only of their interests but also what is best for the organisation and to do what is ethical and beneficial for the organisation and themselves.
Who is a leader? (cont…)

Change

Influencing and setting objectives is about change.

Organisations need to constantly change to stay competitive and up to date with the changing global environment.

People

People skills are extremely important as an effective leader and followers enjoy working with people and helping them succeed.

Are leaders born or made?

Effective leaders are not just born or made, they are born with some natural ability that they in turn develop.
Why Leadership is Important

- For individual career success and organizational performance: the success of individual careers and the fate of organizations are determined by the effectiveness of leaders’ behavior.
- For employee recruitment and retention: the organization’s leaders must foster a leadership mentality throughout the organization.
- The past few years well-publicized corporate failures have pointed to the critical role that leadership plays in the success or failure of organizations.
The essence of leadership is service to others

- On a basic level, as a leader, you exist to:
  - Inspire others to strive for excellence
  - Ensure the work environment is safe, challenging, and fair
  - Teach, mentor, provide guidance

- True leaders put the welfare of the group ahead of their own self-interest

- “Selfless” does not mean “hands-off”

- Great leaders enhance institutional capability by driving the actions of others to achieve greatness

- Leadership is all about helping others to succeed.
### Distinction between Leadership and Management

<table>
<thead>
<tr>
<th>Leader</th>
<th>Manager</th>
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<tr>
<td>Innovates</td>
<td>Administers</td>
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<tr>
<td>Develops</td>
<td>Maintains</td>
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<tr>
<td>Focuses on people</td>
<td>Focuses on systems and structures</td>
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<tr>
<td>Inspires trust</td>
<td>Relies on control</td>
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<td>Has eye on horizon</td>
<td>Keeps an eye on bottom line</td>
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<td>Does the right thing</td>
<td>Does things right</td>
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<td>Leadership is essential</td>
<td>Management is important</td>
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It is on the basis of the last distinction that management has coined the term leader manager to demonstrate the complementarity and interrelationship of leadership and management.
LEADERSHIP vs MANAGEMENT

• Every leader has to manage and every manager has to lead (Judith Leary-Joyce, 2007)

• Management task – responsible for day-to-day running of organisation; helping direct reports and teams deliver

• Leadership task – pay attention to big picture (vision), strategise and inspire trust

• “Management is doing things right, leadership is doing the right things” (Warren Bennis and Peter Drucker)
Leadership vs Management (cont.)

**LEADER**
- Innovates
- Develops
- Originates
- Inspires trust
- Investigates reality
- Challenges status quo
- Asks what, why
- Longer range perspective

**MANAGER**
- Administer
- Maintain
- Control
- Accept reality/status quo
- Asks how, when,
- Focus on systems
- Short range view
Leadership Managerial Roles

• What do managers do?
• Managerial roles are specific categories of managerial behaviour
• Henry Mintzberg (1973) categorised these into 10 roles under the following groups
  – Interpersonal relationships
  – Transfer of information
  – Decision-making
Leadership Managerial Roles

1. Figurehead
2. Leader
3. Liaison

4. Monitor
5. Disseminator
6. Spokesperson

7. Entrepreneur
8. Disturbance-handler
9. Resource-allocator
10. Negotiator
Interpersonal: Figurehead Role

- Represent the organization or department in legal, social, ceremonial, or symbolic activities
- Generally considered a top management function
- However, leaders throughout the organization can perform this role
- Includes:
  - Signing official documents
  - Entertaining clients and official visitors
  - Speaking engagements (formal and informal)
  - Presiding at meetings and ceremonies
Interpersonal: Leader Role

- Pervades all managerial behavior
- Influences how leaders perform other roles
- Includes:
  - Hiring and training
  - Giving instructions and coaching
  - Evaluating performance
Interpersonal: Liaison Role

- Interacting with people outside the organizational unit
- Includes:
  - Networking
  - Developing relationships
  - Gaining information and favors
  - Serving on committees
  - Attending professional meetings
  - Keeping in touch with other people and organizations
Gathers information

Analyzes the information to discover problems and opportunities

Includes:
- Reading memos, reports, and publications
- Talking to others
- Attending meetings
- Observing competitors
Informational: Disseminator Role

- Sends information to others
- Information passed via:
  - **Oral means**
    - Telephone or voice mail
    - One-on-one discussions
    - Meetings
  - **Written media**
    - E-mail
    - Printed documents
    - Handwritten notes
Informational: Spokesperson Role

- Provides information to people outside the organizational unit

- Examples:
  - Meeting with the boss to discuss performance
  - Meeting with the budget officer to discuss the unit budget
  - Answering letters
  - Reporting information to the government
Decisional: Entrepreneur Role

- Innovative
- Initiation of improvements
- Examples:
  - Developing new or improved products and services
  - Developing new ways to process products and services
  - Purchasing new equipment
Decisional: Disturbance-Handler Role

- Takes corrective action during crisis or conflict situations
- Involves reactions to unexpected events
- Leaders typically give this role priority
- Examples:
  - A union strike
  - Equipment breakdown
  - Needed material not arriving on time
  - Tight schedules
Decisional: Resource-Allocator Role

- Involves scheduling, requesting authorization, and performing budgeting activities

- Examples:
  - Deciding what is done now, later, or not at all
  - Setting priorities and time management
  - Allocating raises, overtime, and bonuses
  - Scheduling employee, equipment, and material use
Decisional: Negotiator Role

- Represents their organizational unit in transactions without set boundaries

- Examples:
  - Setting pay and benefits for a new professional employee or manager
  - Reaching agreement on a labor union contract
  - Contracting with customers or suppliers
Some people say the hard skills (finance, quantitative analysis) are more important for Leader Managers than soft skills (developing relationships, leadership), and some say the opposite is true. What do you think?
LEADERSHIP TRAINING WORKSHOP

LEADERS AS CHANGE AGENTS
Change is an organisation’s reality

Handling change is an integral part of every leader’s job

“Change is an alteration of an organisation’s environment, structure, technology or people” – Robbins & DeCenzo (2005)

Change can come about as a result of internal or external forces
Categories of Change

- **Evolutionary change** is change that is gradual, incremental, and narrowly focused.

- **Revolutionary change** is change that is rapid, dramatic, and broadly focused.
Organizational Change

- Organizational change is the **movement** of an organization away from its **present state** and toward some **desired future state** to increase its effectiveness
  - Reengineering
  - TQM
  - Innovation
  - Restructuring

- So, change is good for organisations but why resistance?
Why People Resist Change

1. Direct costs
   • Losing something of value due to change

2. Saving face
   • Accepting change acknowledges own imperfection, past wrongdoing

3. Fear of the unknown
   • Risk of personal loss
   • Concern about being unable to adjust
Why People Resist Change

(con’t)

4. Breaking routines
   - Organizational unlearning is part of change process
   - But past practices/habits are valued by employees due to comfort, low cognitive effort

5. Incongruent organizational systems
   - Systems/structures reinforce status quo
   - Career, reward, power, communication systems

6. Incongruent team dynamics
   - Norms contrary to desired change
Minimizing Resistance to Change

- Paramount – reduces uncertainty
- Equips employees for change
- Employees participate in the change process
- Counseling, team-building etc.
- Bargain to influence change
- Radical, assertive influence when all fails
CHANGE AGENT

- Anyone who possesses enough knowledge and power to guide and facilitate the change effort
- Acts as catalyst
- Initiates and assumes the responsibility for managing change within an organisation
- Can be anyone (including manager)
Change Agents

- Engage in transformational leadership
  - Develop the change vision –
  - Communicate the vision
  - Act consistently with the vision
  - Build commitment to the vision
Creating an Urgency for Change

- Inform employees about driving forces
- Most difficult when organization is doing well
- Customer-driven change
  - Adverse consequences for firm
  - Human element energizes employees
- Sometimes need to create urgency to change without external drivers
  - Requires persuasive influence
  - Use positive vision rather than threats
LEADERS AS CHANGE AGENTS

- Have compelling vision for the department/organisation
- Have high profile and visibility – ‘walk-about’; open forums;
- Be a warrior; act; take calculated risks
- Create powerful alliances with other leaders and organisations
- Assertive, balanced, energetic
- Able to inspire

Adapted from: David Taylor’s “The Naked Leader” (2002)
AN ARMY OF SHEEP LED BY A LION WOULD DEFEAT AN ARMY OF LIONS LED BY A SHEEP

What are the actions and attributes of a leader? What is it that makes him different from others?

1. A leader is always full of praise.
2. A leader learns to use the phrases “thank you” and “please” on his way to the top.
3. A leader is always growing.
4. A leader is possessed with his dreams.
5. A leader launches forth before success is certain.
6. A leader is not afraid of confrontation.
7. A leader talks about his own mistakes before talking about someone else’s.
8. A leader is a person of honesty and integrity.
9. A leader has a good name.
10. A leader makes others better.
11. A leader is quicker to praise and encourage the smallest amount of improvement.
12. A leader is genuinely interested in others.
13. A leader looks for opportunities to find someone doing something right.
14. A leader takes others up with him.
15. A leader responds to his own failures and acknowledges them before others have to discover and reveal them.
16. A leader never allows murmuring – from him or others.
17. A leader is specific in what he expects.
18. A leader holds accountable those who work with him.
19. A leader does what is right rather than what is popular.
20. A leader is a servant.

A LEADER IS A LION, NOT A SHEEP.

EXTRACTED FROM JOHN L. MASON’S BOOK “YOU’RE BORN AN ORIGINAL DON’T DIE A COPY”
Introduction to Leadership Theories

- Are explanations of some aspects of leadership
- Have practical value because they are used to better understand, predict, and control successful leadership
The four leadership theory classifications include:

- Trait
- Behavioral
- Contingency
- Integrative
Leadership Trait Theories

- Attempt to explain distinctive characteristics accounting for leadership effectiveness to identify a set of physical and psychological traits that all successful leaders possess

- Examples:
  - High energy level
  - Appearance
  - Aggressiveness
  - Persuasiveness
  - Dominance
  - Self-reliance
Behavioral Leadership Theories

- Attempt to explain distinctive styles used by effective leaders, or to define the nature of their work
- What the leader actually does on the job (behavior)
Contingency Leadership Theories

- Attempt to explain the appropriate leadership style based on the leader, followers, and situation
- Are called “universal theories”
- Try to predict which traits and/or behaviors will result in leadership success given the situational variables
Integrative Leadership Theories

- Attempt to combine the trait, behavioral, and contingency theories to explain successful, influencing leader–follower relationships
Leadership Style

- **Authoritarian** (Autocratic) is where the focus of power is with the manager. All interaction move towards the manager who exercises decision making: Policy, Procedures, work tasks, rewards and punishment.

- **Democratic** – the focus of power is more with the group as a whole. Readership functions is shared within the group and the manager is within the group.

- **Laissez-faire** – Manager passes the power to members to allow them freedom of action to do as they think best, and not to interfere, but is readily available if help is needed.
Leadership Style (Cont.)

- Transformational – a process of engendering higher levels of motivation and commitment to organizational vision, mission, values, and strategic goals by creating a feeling of justice, royalty and trust in transforming the performance or fortunes of a business.
Levels of Analysis of Leadership Theory

Levels Of Leadership Analysis

Group Organizational

Individual
Individual Level

- Focuses on the individual leader and the relationship with individual followers
- Called the “dyadic process”
- Reciprocal influence
Group Level

- Focuses on the relationship between the individual leader and the collective group of followers
- Called the “group process”
- How the leader contributes to group effectiveness
- An important part is meetings
Organizational Level

- Focuses on how top management influences organizational performance
- Called the “organizational process”
- Deals with organizational adaptability and transformation
Interrelationships among the Levels of Analysis

- Group and organizational performance are based on individual performance
  - If individual performance is low, then group and organizational performance will be low as well

- Organizational performance is also based on group performance
  - If groups are not effective, organizational performance will be low

- Both group and organizational performance also affect the performance of the individual
  - If both the group members and the group are highly motivated and productive, chances are the individual will be productive as well
Personality profile of effective leaders

Achievement motivation theory

Explain and predict behaviour based on a person’s need for achievement power and affiliation.

Need for achievement (n Ach)
Unconscious concern for excellence in accomplishments through individual efforts. Tend to have internal locus of control, self confidence and high energy traits. Conscientiousness dimension.

Need for power (n Pow)
Unconscious concern for influencing others and seeking positions of authority. Have strong dominance, self confident and high energy. Surgency dimension.

Need for affiliation (n Aff)
Unconscious concern for developing, maintaining and restoring close relationships. Sensitive to others. Agreeableness dimension.
Leader motive profile (LMP) theory

Explain and predict leadership success based on a person’s need for achievement, power and affiliation motive profile.

The leader motive profile includes a high need for power, which is socialised; that is greater than the need for affiliation and with a moderate need for achievement. The achievement score normally between power and affiliation scores.

**Power**
Means of influencing followers. Need to want to be in charge and enjoy it.

**Socialised power**
Used to help oneself and others. Personal gain at the expense of others is personalised power. Socialised power includes the traits of sensitivity and stability.

**Affiliation**
A moderate need for achievement required to be effective. Moderate need for achievement better than high need as people with high need tend to seek individual achievement. There is a chance of personalised power and derailment. Effective leaders have a lower need for affiliation than power so that relationships do not get in the way of influencing others.
There is not one list of traits that are accepted by researchers and not all effective leaders have these traits.

1. Dominance
   Successful leaders want to take charge but do not use a bullying style and not overly bossy. Surgency dimension.

2. High energy
   Leaders have stamina and drive, work hard and handle stress well and deal with issues and have a high tolerance for frustration. Not pushy and obnoxious. Conscientiousness dimension.
3. **Self confidence**
   On a continuum from strong to weak. Indicates self assurances in judgement, decisions, ideas and capabilities. Influences goals, efforts and persistence. Positively related to effectiveness and predictor of advancement to higher levels. Adjustment dimension.

4. **Locus of control**
   Continuum between external and internal belief in control over one’s destiny.

   **Externalizers:** believe they have no control over fate and that behaviour has little to do with performance. Generally they have lower levels of performance.

   **Internalizers:** Believe they control their fate and behaviour directly affects performance. Set objectives and plan. Openness to experience dimension.

5. **Stability**
   Managerial effectiveness and advancement. Emotionally in control, secure and positive. Good understanding of own strengths and weaknesses and oriented to self improvement. Adjustment dimension.
6. **Integrity**
   Behaviour that is honest and ethical, trustworthy. Ability to influence based on integrity as followers must trust the leader. Conscientiousness dimension.

7. **Intelligence**
   Cognitive ability to think critically, solve problems and make decisions. Openness to experience dimension.

   **Emotional intelligence**
   EQ is an offshoot of IQ. Adjustment dimension. Ability to work well with people. Four components of EQ:
   1. **Self-awareness**: relates to being conscious of emotions and how they affect you personally and professionally.
   2. **Social awareness**: ability to understand others. Empathy. Ability to develop networks.
   3. **Self-management**: ability to control disruptive emotions.
   4. **Relationship management**: ability to work well with others.
   Dependent on the other three EQ components.

8. **Flexibility**
   Ability to adjust to different situations. Openness to experience dimension.

9. **Sensitivity to others**
   Understanding group members as individuals, how best to communicate and influence them. Requires empathy. Lack of sensitivity a reason for executive derailment. Agreeableness dimension.
Leadership attitudes

Attitudes are positive or negative feelings about people, things and issues.

Theory X and Theory Y

“Attempt to explain and predict leadership behaviour and performance based on the leader’s attitude about followers”.

Theory X: employees dislike work and must be closely supervised.
Theory Y: employees like work and do not need to be closely supervised.

Managers with a Theory X attitude tend to be negative and pessimistic and are more autocratic.

Managers with a Theory Y attitude tend to be positive and optimistic and are more participative.
Pygmalion effect

“Leaders’ attitudes toward and expectations of followers, and their treatment of them, explain and predict followers’ behaviour and performance”.

Effective leaders set clear standards and expect the best from their followers.

Self-concept

“The positive or negative attitudes people have about themselves”.

Self-efficacy is the belief in your own capabilities. Self-efficacy is based on self-concept and is closely related to self-confidence.

Successful leaders have positive attitudes and strong self-concepts.
Developing a more positive attitude and self-concept

Some ideas to change attitudes and develop a positive self-concept:

1. Consciously try to have and maintain a positive, optimistic attitude.
2. Realise that there are few, if any, benefits to negative, pessimistic attitudes.
3. Cultivate optimistic thoughts.
4. If you find yourself complaining or being negative, stop and change to a positive attitude.
5. Avoid negative people, especially those that make you feel negative about yourself.
6. Set and achieve goals.
7. Focus on your success, don’t dwell on failure.
8. Accept compliments.
9. Don’t belittle accomplishments or compare yourself to others.
10. Think for yourself.
11. Be a positive role model.
12. When things go wrong and you are feeling down, do something to help someone who is worse off than you.
Influencing: Power, Politics, Networking and Negotiation

**Power:** “the leader’s potential influence over followers”.

**Sources of power:**
1. **Position power:** derived from top management and delegated down the chain of command. Someone in a management position has more potential influence, power, than someone that is not. Managers rely on position power to get the job done.
2. **Personal power:** derived from the follower based on the leader’s behaviour. Charismatic leaders have personal power. Followers and leaders can both have personal power.
Types of power and influencing tactics and ways to increase your power

1. **Legitimate power**
   Based on the user’s position power, given by the organisation. AKA legitimizing influencing tactic.
   
   **Appropriate use of legitimate power**
   Requesting employees to perform tasks within their job scope. Also helpful to use consultation influencing tactic, also known as participative management. It may also be helpful to use the rational persuasion influencing tactic which includes logical arguments with factual evidence to persuade others.

   **Using rational persuasion**
   1. Explain why the objective needs to be met.
   2. Explain how the other party will benefit by meeting the objective.
   3. Provide evidence that the objective can be met.
   4. Explain how potential problems and concerns will be handled.
   5. If there are competing plans to meet the objective, explain why your proposal is better than the competing ones.
Types of power and influencing tactics and ways to increase your power (Cont…)

Increasing legitimate power
1. Management experience.
2. Exercise your authority regularly.
3. Follow the guidelines for using rational persuasion.
4. Back up authority with rewards and punishment.

2. Reward power
Based on the user’s ability to influence others with something of value to them.

Appropriate use of reward power
Employees should be rewarded for doing a good job. Exchange influencing tactic.
It may also be helpful to use the rational persuasion influencing tactic which includes logical arguments with factual evidence to persuade others.
Types of power and influencing tactics and ways to increase your power (Cont…)

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   **Appropriate use of reward power**
   Employees should be rewarded for doing a good job. Exchange influencing tactic.
3. **Increasing reward power**
   1. Gain and maintain control over evaluating employees’ performance and determining rewards.
   2. Find out what people value and try to reward them that way.
   3. Let people know you control rewards, and state your criteria for giving rewards.

3. **Coercive power**
   Involves punishment and withholding of rewards to influence compliance.

   **Appropriate use of coercive power**
   Maintain discipline and enforce rules. Effective when applied to a small percentage of followers under legitimate conditions.

   **Increasing coercive power**
   1. Gain authority to use punishment and withhold rewards. (Make sure employees know rules, etc.)
   2. Don’t make rash threats.
   3. Be persistent.
Types of power and influencing tactics and ways to increase your power (Cont…)

4. Referent power
   Based on the user’s personal relationships with others.
   **Appropriate use of referent power**
   Peers and in self-managed teams.

**Increasing referent power**
   1. Develop people skills.
   2. Work at relationships with managers and peers.

5. Expert power
   Based on the user’s skill and knowledge. Being an expert makes other people dependent.

   **Appropriate use of expert power**
   Managers are often, not always, experts. New managers generally rely on the employees who have expertise in how the organisation runs and know how to get things done.
Types of power and influencing tactics and ways to increase your power (Cont…)

Increasing expert power
1. Take all training and educational programs the organisation provides.
2. Attend meetings of professional or trade associations and read publications.
3. Keep up with the latest technology.
4. Project a positive self-concept. Develop a reputation.

Information power
Based on the user’s data desired by others. Involves access and control over distribution of information.

Appropriate use of information power
Used when making rational persuasion.

Increasing information power
1. Have information flow through you.
2. Know what is going on in the organisation.
3. Develop a network of information sources and gather information from them.
Types of power and influencing tactics and ways to increase your power (Cont…)

7. **Connection power**
   Based on the user’s relationships with influential people. Coalition influencing tactic uses influential people to help persuade others to meet your objective. Have a number of supporters.

   **Appropriate use of connection power**
   Assist in obtaining resources required, increased business or a promotion.

   **Increasing connection power**
   1. Expand your network of contacts with important managers who have power.
   2. Join the “in” crowd and the “right” associations and clubs.
   3. Follow the guidelines for using the coalition influencing tactic.
   4. Get people to know your name.
Organisational politics

Politics is the process of gaining and using power.

Politics is a medium of exchange.

Political behaviours:
1. Networking
2. Reciprocity
3. Coalitions

Guidelines for developing political skills:
1. Learn the organisational culture and power players.
2. Develop good working relationships, especially with management.
3. Be a loyal, honest team player.
Networking

The networking process:

1. Perform a self-assessment and set goals
   - Accomplishments
   - Set networking goals

2. Create your one minute self-sell
   - History: career summary, highlights of career.
   - Plans: Target career.
   - Question: Ask a question to encourage two way communication.

3. Develop your network

4. Conduct networking interviews
   - Establish rapport
   - Deliver one minute self-sell
   - Ask prepared questions
   - Get additional contacts for your network
   - Ask your contacts how you might help them
   - Follow up with a thank you note and status report

5. Maintain your network
Negotiation

**Negotiation**: “Process in which two or more parties are in conflict and attempt to come to an agreement”.

Negotiation skills can be developed and all parties should believe they got a good deal.

**The negotiation process:**

1. **Plan:**
   - Research the other parties.
   - Set objectives.
   - Try to develop options and trade-offs.
   - Anticipate questions and objections, and prepare answers.

2. **Negotiations:**
   - Develop rapport and focus on obstacles, not the person.
   - Let the other party make the first offer.
   - Listen and ask questions to focus on meeting the other party’s needs.
   - Don’t be too quick to give in, and ask for something in return.
3. Negotiation (Cont…)

Postponement:
- The other party is postponing, you may create urgency
  - Be honest, trust is very important.
  - Set a follow up date.
  - Remove the pressure.
  - Read between the lines.
- You want to postpone, the other party may create urgency
  - If you need time to think, say so.
  - Ensure that it is urgent.
  - Give the other party a specific time that you will get back to them.

4. Agreement/No agreement
- Agreement
  - Once agreement has been made, restate it and/or put it in writing
  - Send a thank you note
  - Once the deal is made, stop selling it.
- No Agreement
  - Keep trying
  - Analyse the situation for mistakes for future improvement
Ethical Leadership
What is the difference between ethics and morals?

- Ethics point to standards or codes of behaviour expected by the group to which the individual belongs e.g. professional ethics, company ethics, social ethics, family ethics
- Morals define personal character and is usually unchanging
- Ethics stress a social system in which those morals are applied
- Ethics
Example: criminal defense lawyer’s personal moral code may likely find murder immoral and reprehensible, but his professional ethics demand that the accused be defended as vigorously as possible, even when the lawyer knows the party is guilty. In this case legal ethics must override personal morals for the greater good of upholding our justice system in which the accused is given a fair trial and the prosecution must prove guilt beyond a reasonable doubt.
What is ethical leadership?

- Ethical leadership involves both acting and leading ethically over time all the time.
Why practice ethical leadership?

- Ethical leadership models ethical behavior to the organization and the community.
- Ethical leadership builds trust.
- Ethical leadership brings credibility and respect, both for you and for the organization.
- Ethical leadership can lead to collaboration.
- Ethical leadership creates a good climate within the organization.
- If you have opposition, or are strongly supporting a position, ethical leadership allows you to occupy the moral high ground.
- Ethical leadership is simply the right way to go.
- Ethical leadership affords self-respect.
When and by whom should ethical leadership be practiced?

- Ethical leadership should be practiced all the time by anyone in a formal or informal leadership position.
How do you practice ethical leadership?

General guidelines:

- Ethical leadership requires a clear and coherent ethical framework on which the leader can draw in making decisions and taking action.
- Your ethical framework should agree with the ethical framework, vision, and mission of the organization or initiative.
- Ethics should be a topic of discussion.
- Ethics should be out in the open.
- Ethical thought must be connected to action.
- Ethical leadership is a shared process.
Specific components of ethical leadership:

- Put the good of the organization and the general good before your own interests and ego.
- Encourage the discussion of ethics in general and of the ethical choices involved in specific situations and decisions as an ongoing feature of the organizational culture.
- Institutionalize ways for people to question your authority.
- Don’t take yourself too seriously.
- Consider the consequences to others of your decisions, and look for ways to minimize harm.
- Treat everyone with fairness, honesty, and respect all the time.
- Treat other organizations in the same way you treat other people – with fairness, honesty, and respect.
Cont’

- Collaborate inside and outside the organization.
- Communicate.
- Work to become increasingly culturally and interpersonally competent.
- Take cultural sensitivity and cultural competence seriously.
- Work to be inclusive.
- Take your leadership responsibility seriously, and be accountable for fulfilling it.
- Constantly strive to increase your competence.
- Don’t outstay your usefulness.
- Never stop reexamining your ethics and your leadership.
Ethical leadership

Standards of right or wrong that influence behaviour.

Difference between ethical and unethical behaviour can be unclear as there is no set of moral principles. Things that may be considered unethical in one country may be considered ethical in another.

Positive relationship between ethical behaviour and leadership effectiveness.

Integrity is an important trait for leaders and integrity and trust are part of leadership.

How personality traits and attitudes, moral development and the situation affect ethical behaviour.
How personality traits and attitudes, moral development and the situation affect ethical behaviour

Personality traits and attitudes

Ethical behaviour is related to our individual needs and personality traits. For example leaders with surgency personality traits can choose to use power for personal benefit or socialised power.
Moral development

Understanding right from wrong and the choice to do the right thing. There are 3 levels of personal moral development:

1. **Preconventional**: Self-interest motivates behaviour, follow rules and obedience to authority to avoid punishment. Leadership style is autocratic towards others and using one’s position for personal gain.

2. **Conventional**: Acceptable behaviour, fulfill duties and obligations. Followers often copy the behaviour of the leaders and group, if unethical behaviour is not accepted in the group it is likely the individual will not do them either.

3. **Postconventional**: Behaviour motivated by universal principles of right and wrong, regardless of the leaders or groups expectations.

The situation

Situations that are highly competitive and unsupervised may increase the chances of unethical behaviour. Where there are no ethics policies and unethical behaviour is not reported/punished then there is a greater likelihood of unethical behaviour.
How people justify unethical behaviour

Moral justification: process of interpreting immoral behaviour in terms of a higher purpose.

Post conventional and lower levels may use moral justification. People at the preconventional and conventional level generally use the following:

1. **Displacement of responsibility**: blaming it on others
2. **Diffusion of responsibility**: group using unethical behaviour with no individual held responsible.
3. **Advantageous comparison**: comparison of oneself to others that are worse.
4. **Disregard or distortion of consequences**: minimising the harm caused by the unethical behaviour.
5. **Attribution of blame**: claiming unethical behaviour caused by someone else’s behaviour.
6. **Euphemistic labelling**: using “cosmetic” words to make the behaviour sound acceptable.

The Golden Rule: “do unto others as you want them to do unto you”
How people justify unethical behaviour (Cont…)

Four way test

• Is it the truth?
• Is it fair to all concerned?
• Will it build goodwill and better friendship?
• Will it be beneficial to all concerned?

Stakeholder approach to ethics

“One creates a win-win situation for relevant parties affected by the decision”.
Leadership and Team Building (Cont...)

- Ability to manage by commitment; focus on results, schedules, and budgets.
- Understand and facilitate team development stages and dynamics (Forming, storming, Norming, Performing and Adjourning).
- Models good behaviors such as working across boundaries and cultures
- Networks; gains support of customers and other stakeholders.
- Strives for continuous improvement of their leadership skills.

And, most important:
Can identify early signs of team dysfunction and take corrective action
The effectiveness of a team is influenced by the tasks to be undertaken, the nature of technology, and the organizational environment. This demands that the leader manager must pay attention to a number of interrelated factors such as:

- Clarification of objectives and available resources
- Organizational process and clarification of roles
- Empowerment, decision making, and channels of Communication
Characteristics of effective team work cont..

- Patterns of interaction, attention to both tasks and maintenance of functions
- Social processes and informal organization
- Management system and style of leadership