

# BUSINESS COMMUNICATION



## Leader In you

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# "Leader in you"

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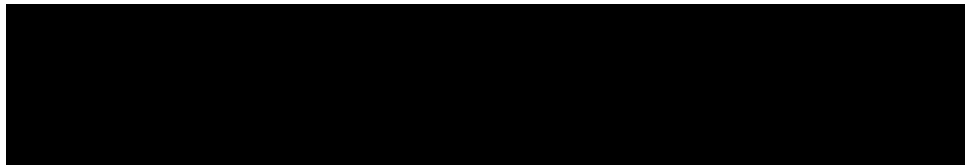
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“WE DEDICATE THIS WORK TO OUR PARENTS,  
TO OUR TEACHERS, TO OUR FRIENDS AND TO  
ALL OF THOSE WHO PRAY FOR US BECAUSE  
DUE TO THESE PEOPLE WE ARE ABLE TO DO  
THIS WORK.”



“WE ARE THANKFUL TO OUR TEACHERS, TO OUR FRIENDS AND TO ALL OF THOSE PEOPLE WHO PROVIDE US HELP IN THIS WORK.”

# Preface

Every human being wants to be a leader but does any one knows what leadership really means and what are its requirements? The answer to this question is generally “no”.

Now lets have a look on what leadership really means. In general sense people believe that leadership is the name of just “motivating people to be high performer”. In literary sense they are quit right, but in more specific sense they are not. In more specific terms leadership is “Leadership means timely, appropriate actions that guide and support your group to set and achieve realistic goals. Great leaders create an environment that inspires individuals and groups to achieve their full potential”.

According to “Chickering, Gamson”

“Time plus energy equals learning. Leadership is learning interpersonal and facilitation skills in a wide variety of arenas (workshops, groups, classroom and work). Experiential learning, reading, listening, or observation can acquire these skills. Leadership is about trying out these various skills to see what will stay in your leadership portfolio and become your own.

“Leadership is being aware of the fact that your presence makes a difference in every situation. You need to be a follower in some situations, the “leader” in others and a peacemaker in yet other situations.”

## Theories

For decades, psychologists and managers tried to answer the question “What makes a good leader?” “Chronologically, the first answer to what makes a good leader was that leaders are not made, they are born” (Fairholm, 1991). It was the first theory of leadership, Great Men theory. It was followed by many other theories. Fairholm divides all them into three groups:

1. Theories based on “*Who the Leader is*”. This group of theories focuses on the leaders’ characteristics.
2. Theories Based on “What the Leader Does”.
3. Theories Based on the “Environment of the Leadership”.

**Psychologist has presented “9” golden rules to become a leader, these are**

1. A leader has willing followers.
2. Leadership is a field of interaction—a relationship between leaders and followers.
3. Leadership occurs as an event.
4. Leaders use influence beyond formal authority.
5. Leaders operate outside the boundaries of organizationally defined procedures.
6. Leadership involves risk and uncertainty.
7. Not everyone will follow a leader's initiative
8. Consciousness—information processing—creates leadership.
9. Leadership is a self-referral process.

### **Types of leaders**

One should know the types of leaders because if he is going to be a leader he should know what kind of leadership suits him\her, or if any one is already a leader he should know in which category he falls. Following are the types of leadership

1. Designated leadership
2. Active Followership
3. Peer Leadership
4. Self-Leadership
5. Instrumental leadership
6. Expressive leadership

### **Leadership in modern era**

A type of leadership style that has been characterized as being effective in post 1980's years is the control and command style. In today's society, Charismatic Leadership and Transformational Leadership are the predominantly researched types. Much of the leadership literature in the period from 1950 to 1980 was concerned with supervisors and middle management.

### **Style of leadership**

Every leader has a unique style of leadership which distinguish him from others, most common leadership styles are following

1. Authoritarian leader
2. Democratic leaders –
3. Laissez-faire leaders –

### **Project management leadership**

**Good and effective leadership** becomes more important in case of project handling, because in project whole team is relying on the shoulders of its leader. So if someone wants to be a good project leader he must know the popular and successful project management leadership styles. These are following

The three types of leadership styles for all Project Managers can be put into three general categories,

- 1) Strong visible Project Manager,
- 2) Strong silent Project Manager and the
- 3) The team member Project Manager

## **Role of leaders**

A person who is leading some team or will lead in the near future must know about the roles, which a person should play as a team leader. These are following

1. Devotions
2. Praying
3. Relating
4. Counseling
5. Evangelizing
6. Discipline
7. Caring

Only a good leader is not a guarantee for team's success, team members or followers should also play their role in the team's success. Role of followers are following

Effective followers "have the vision to see both the forest and the trees, the social capacity to work well with others, the strength of character to flourish without heroic status, the moral and psychological balance to pursue personal and corporate goals at no cost to either, and, above all, the desire to participate in a team effort for the accomplishment of some greater purpose."

### **Characteristics of Followership in High Performing Teams**

1. Cohesion
2. Supporting top leadership
3. Raising issues with top leadership
4. Taking initiative
5. Taking personal responsibility for team performance

## **Two-Dimensional Taxonomy**

## Categorizing Follower Behavior Using a Two-Dimensional Taxonomy

Independent, Critical Thinking ⇒ Dependent, Uncritical Thinking

Active ⇒ Passive

### Five Style of Followers

1. Alienated Followers
2. Conformist Followers
3. Pragmatist Followers
4. Passive Followers
5. Exemplary Followers
6. Partnering

Now the final and most important question that is “how a ordinary person can become a successful leader?”

To be a successful leader and to come in the lime light one must “awaken the leader in himself”.

According to “Mark Twain”

*“The miracle power that elevates the few is to be found in their industry, application, and perseverance, under the promptings of a brave determined spirit.*

***There are ten easy steps to “awaken the leader in you”***

1. Be Humble
2. SWOT Yourself.
3. Follow Your Bliss
4. Dream Big
5. Maintain a Vision
6. Persevere.
7. Honor Your Word.
8. Get a Mentor
9. Be Yourself.
10. Give.

After all this we have only one recommendation that is

**“TRY TO BE DISTINGUISH FROM OTHERS (never become the part of the crowd)”**

**“BELIEVE IN YOURSELF (you can do it man)”**



**All this work concludes that, “Every person is a leader in himself provided that he consider himself”.**

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## **LEADERSHIP**

It is a difficult topic to study because leadership is a “fuzzy” concept. For decades, social scientists and practitioners have been struggling to come up with the ultimate definition of leadership, to explain its mechanisms, and to draw the line between leadership and management. They have produced a number of definitions and theories. This overview/collage does not have an ambitious goal to present all of them. Its task is much more modest – to provide an outline of the topic, and name and briefly explain some of its aspects most relevant to the class’ goals.

### **Definition**

Definitions of leadership are quite numerous. They differ not only in detail, but conceptually as well.

- First group of definitions focus on “the relationship between the leader and followers built around some common interest directed by the leader” (Fairholm, 1991). For example, the definition by Locke (1991): Leadership is the process of inducing others to take action toward a common goal. (Leadership as a process).
- The other group of definitions emphasizes special characteristic of a leader (Leadership as a quality of a person).
- Leadership means timely, appropriate actions that guide and support your group to set and achieve realistic goals. Great leaders create an environment that inspires individuals and groups to achieve their full potential.

### **Leadership**

“Motivate people to be high performer.”

Leadership is the ability to influence and to motivate others to achieve organizational goals.

## **Theodore Roosevelt**

Loyalty, Dependability, Respectfulness, Selfless service Honor, Integrity, and Personal courage are all the things that make me a good leader  
 People ask the difference between a leader and a boss. . . . The leader works in the open, and the boss in covert. The leader leads, and the boss drives.

## **Walter Lippmann**

The genius of a good leader is to leave behind him a situation which common sense, without the grace of genius, can deal with successfully.

## **Gardner**

Any attempt to describe a social process as complex as leadership inevitable makes it seem more orderly than it is. Leadership is not tidy.

## **Chickering, Gamson**

Time plus energy equals learning. Leadership is learning interpersonal and facilitation skills in a wide variety of arenas (workshops, groups, classroom and work). Experiential learning, reading, listening, or observation can acquire these skills. Leadership is about trying out these various skills to see what will stay in your leadership portfolio and become your own.

Leadership is being aware of the fact that your presence makes a difference in every situation. You need to be a follower in some situations, the "leader" in others and a peacemaker in yet other situations.

Leadership is the art of facilitating your own growth as well as others both formally and informally in the game we call life.

"There are riders and there are drivers . . . Drivers Wanted!" If Organizational America ever decided to advertise, they would probably Say, "There are followers and there are leaders . . . Leaders Wanted!"

## **Leadership is...**

Getting others to want to do what you want  
 Getting others to think it is their idea  
 Motivating others to take action and achieve group goals

## **Leadership is a Relationship**

Developing relationships means showing genuine respect, consideration, and caring. Leaders strive to earn trust.

## Leadership is a Process

Acquiring long-term relationships and earning trust requires a process that requires daily attention

Gaining experiences applying special skills of interpersonal relationships, and developing credibility through predictable behavior

## Leadership is Influence

Motivate a group to take action

Provide incentives

Rewards

Expressed appreciation

## Leadership is Service

“A leader becomes a servant to the group.”

Provide structure

Promote positive relationships

“Listen” to member’s concerns

Encourage, follow-up

Do the work along with others

# LEADERSHIP THEORIES.

For decades, psychologists and managers tried to answer the question “ What makes a good leader?” “Chronologically, the first answer to what makes a good leader was that leaders are not made, they are born” (Fairholm, 1991). It was the first theory of leadership, Great Men theory. It was followed by many other theories. Fairholm divides all them into three groups:

## Theories based on “*Who the Leader is*”. This group of theories focuses on the leaders’ characteristics.

1. **Great Man (Person) Theory.** Leaders are born with special qualities, which cannot be learned. Those qualities set the leaders apart from other people (followers).
2. **Trait Theory** focuses on the leaders traits and the possibility to enhance them. Different scientists emphasized different leadership characteristics but they failed to identify traits that would be possessed only by leaders, and never by followers.

3. **Psychological Theories.** Many famous psychologist (Freud, Frank, Fromm, Erikson, Levinson) made attempts to explain leadership. They explained some particular aspects of leadership (Leader as a parent; leaders in crisis; the role of psychological distancing from followers in enhancing the leader's efficiency, etc).

The theories from this group were descriptive ones; they could not be used for predicting the future of leader's behavior. That was the goal of the next group of leadership theories.

### Theories Based on “What the Leader Does”.

4. **Behavior Theory.** It focused on studying leaders' behavior so that it can be reproduced by followers.
5. **Interaction-Expectancy Role Theory.** The theory exists in several versions. Its main idea is the key role of followers' expectations of the leader and leaders' expectations of the followers.
6. **Exchange Theory** presents leader/followers relationships as mutually rewarding social exchange. Rewards can be material (money etc.) or psychological (approval etc.).
7. **Perceptual and Cognitive Theories** focus on specific characteristics of leaders' perception and cognition (cognitive and learning styles).

### Theories Based on the “Environment of the Leadership”.

8. **Situational Theory** emphasizes the characteristics of the situation in which leader has to act. Interestingly, the situational factors include the leader's personality.
9. **Contingency Theory.** Two versions of the theory is more popular (according to Fairholm):
  - i. Path-goal theory concentrates “on follower reactions to leaders behavior;
  - ii. Contingency theory “concerns itself with the cluster of complex forces that affect leader activity” (Fairholm, 1991).

## The 9 Natural Laws of Leadership

What is leadership? Defining leadership is not a simple matter—a leadership strategy that works in one particular situation may not work again at another



time under the same conditions. Instead of providing a simple definition, the philosophers present leadership in terms of nine natural laws that offer an integrated portrait of leadership.

## **A leader has willing followers.**

No leader exists without gaining the support of others. This first natural law recognizes the collegial role of followers.

## **Leadership is a field of interaction—a relationship between leaders and followers.**

Leadership is not a person, a position, or a program but a relationship that develops when the leader and the follower connect to create one, undivided whole.

## **Leadership occurs as an event.**

Leadership exists as relationships between leaders and followers, with these alliances being transitory events. People who are viewed as great leaders generally have had a series of successful leadership events and work at maintaining a core of loyal followers.

## **Leaders use influence beyond formal authority.**

Managers rely on the influence and authority of their position to get things accomplished. The difference between leaders and managers is that leaders rely on the influence gained through the web of interactions they have with their followers. Managers rely on institutional authority.

## **Leaders operate outside the boundaries of organizationally defined procedures.**

Managers provide direction while leaders chart direction beyond that prescribed by existing procedures. Sun Tzu in *The Art of War*: quotes "Don't follow where the pathway goes, lead instead where there is no path and leave a trail."

## **Leadership involves risk and uncertainty.**

The reality of leadership requires that someone accept the risk that is part of the territory when acting outside the prescribed procedures.

## **Not everyone will follow a leader's initiative.**

This is one of the most critical limits of leadership. No leader, even the best known, such as Abraham Lincoln, Ghandi, or Dr. Martin Luther King, will have the support of all their potential followers.

## **Consciousness—information processing—creates leadership.**

Leaders think differently. They perceive opportunities and ways of overcoming obstacles that others do not. Leadership occurs when a person influences others to recognize his or her direction as useful—when they can sell others on their idea.

## **Leadership is a self-referral process.**

Leaders and followers process information from their own subjective, internal frame of reference. Every leader sees the world through his or her specific lenses, and followers identify with a leader because the leader fits the followers' self-referral image of what a leader should be. Compare the non-violent approach of Dr. Martin Luther King with the cruelty of Adolf Hitler—two completely different leaders with completely different types of followers.

## **TYPES OF LEADERSHIP**

One will usually find four types of leadership that are displayed: designated leadership, active followers, peer leadership and self-leadership. When each of these types of leadership is fulfilled, the group often meets its goals with clear direction and as a high performance team.

### **Designated leadership:**

The designated leader is the head architect and guardian of the group process. They can delegate and should collaborate when possible, but can't abdicate responsibility and accountability. Complex, potentially risky or tough activities and decisions are best handled with a designated leader guiding or monitoring the process.

### **Active Followership:**

Expedition members show good leadership by following the leadership of others. They seek clarity, give input, respect the plan, help out, and work for the betterment of the group and its goals.

## **Peer Leadership:**

In peer leadership, each person sees what needs to be done and does it without a hierarchy. All members assure quality completion of group tasks, functions and goals. Peer leadership works better when members clarify who is responsible for what.

## **Self-Leadership:**

A group member is a leader by virtue of who they are and how they influence others, not by the position they hold. This is leadership through character and judgment.

## **Instrumental leadership -**

Goal or task oriented. The underlying purpose of the group is to complete a task or goal.

## **Expressive leadership -**

Provides emotional support for members. This is appropriate when harmony, solidarity and high morale are needed.

## **The types of leadership that have been characterized as effective leadership for the 21st century.**

A type of leadership style that has been characterized as being effective in post 1980's years is the control and command style. In today's society, Charismatic Leadership and Transformational Leadership are the predominantly researched types. Much of the leadership literature in the period from 1950 to 1980 was concerned with supervisors and middle management.

Behavioral theories that were the predominant model to measure effective leadership made way for The New Leadership theories representing the effectiveness of Charismatic and Transformational Leadership.

Theories of transformational and charismatic leadership provide important insights about the nature of effective leadership. Hunt (1999) states that the increasing disillusionment with leadership research's value provided a strong impetus for a paradigm shift to new leadership in the 1980's. This brought into

play an increasing range of topics from other areas and other fields to enlarge and enrich the study of leadership, such as psychology and sociology.

Along with this incorporation of other disciplines to enlarge the understanding of leadership, the remit of leadership within organizations appeared to change. The new leadership approach entails extending the traditional leaders role into that of a manager of meaning (Bryman, 1996; cited by Hunt, 1999). The symbiotic aspect of visionary leadership (Shamir, 1999; cited by Hunt, 1999) held a deeper effect than superficial compliance and the emphasis on supervision. Another aspect is that it emphasizes the importance of emotional reactions of followers in response to a transcendent vision.

As Yukl (1999) states, unlike traditional leadership theories, which emphasized rational processes, theories of transformational and charismatic leadership emphasize emotions and values. The newer theories also acknowledged the importance of symbolic behavior and the role of the leader in making events meaningful for followers. Yukl (1999) states that these theories assisted in our understanding of how a leader can influence followers to make self-sacrifices to commit to difficult objectives, and provided an explanation for the exceptional influence some leaders have on followers.

## **LEADERSHIP STYLES:**

### **Authoritarian leaders -**

Make all group decisions and assign tasks to members.

### **Democratic leaders -**

Encourage group discussion and decision making through consensus building.

### **Laissez-faire leaders -**

Minimally involved in decision-making and encourage group members to make their own decisions.

## **Leadership Style Preferences**

While all leaders engage in all types of leadership, most seem to favor or have a preference for a particular type.

### **Type Four Leader. Type One Leader.**

Seeks alignment  
between what is

Seeks alignment  
between

and what could  
be.  
Exercises  
authority by  
holding up a  
vision of what  
might be.

personal and  
organizational  
values.  
Exercises  
authority with  
trust and  
participation.

## **Type Three Type Two Leader.**

Seeks alignment  
between goals  
and output.  
Exercises  
authority by  
demanding  
bottom-line  
results.

Seeks alignment  
between people  
and procedures.  
Exercises  
authority with  
assertive  
persuasion.

# **Project Management Leadership Styles**

A modern Project Manager needs to be able to display the correct leadership style based upon what the Project Team requires from the Project Manager. **The three types of leadership styles for all Project Managers can be put into three general categories, 1) Strong visible Project Manager, 2) Strong silent Project Manager and the 3) the team member Project Manager.**

The first item a Project Manager needs to do is to interview the members of the Project Team. After meeting all members, the Project Manager must observe the team members' personality styles and how they work or do not work as a team. Some team members enjoy bullying other team members while other team members look for leadership from the Project Manager. Finally, some team members do not like working together, but prefer working alone. The Project Manager must spend a short time to understand the personality of the project team and work to maximize the team's efforts. The Project Manager after a short period of observing the team will have to develop his team Project Management Leadership style.

**A strong visible Project Manager** is required if the team is in a state of confusion or blaming each other. Usually, many non-productive teams are not helping each other but looking for weaknesses in other members and protecting themselves. A strong visible Project Manager takes responsibility for all team members and creates an environment where the team members can work together.

This type of Project Management Leadership style is often the required in

troubled projects, in which costs are high and schedules behind.

**The next Project Management leadership style is the strong but less visible**

**Project Manager**. This is often required when the team is comprised of many strong personalities who need to feel like they are in control and influencing the project team. The Project Manager needs to let other team members lead when they are experts or most knowledgeable on the topics. This type of leadership style is a challenge, because the Project Manager will need to pick when to lead and when to let others lead.

**The final Project Manager leadership style is the team member Project Manager**.

This style of leadership is required when the project team needs simply a project coordinator to set up meetings, record events, schedule meetings, develop project plans, and monitor team's efforts. This leadership style can be needed only when a team is performing well together, projects are within schedule and budget and the team is achieving required milestones. Therefore, this leadership style is really just having a Project Manager role within the team and letting others lead the team.

**In conclusion**, a Project Manager first needs to meet all the team members and understand their personalities and work styles. After the short period of understanding the people involved, the Project Manager must develop the leadership style required to complete projects on time and within budget. Then the Project Manager will use one of the three Project Management Leadership styles: 1) strong visible Project Manager, 2) strong silent Project Manager and finally the 3) team member Project Manager. Project Managers need to change their leadership style to match the needs of the team and the project. And, the correct leadership style for the individual project will produce the most effective project team, which completes milestones, enjoys the project team members and has successful projects.

## **General Roles for Leaders**

The following roles are expected of leaders in ministry among youth. It should be noted that not all leaders would be expected to function at the same depth in each role, but should be in the process of being equipped to function to some degree in each role. The youth pastor is responsible to ensure training is provided in each role and that youth leaders are given opportunities to apply what they are learning within the group.

## Devotions

Each leader should be engaging in spiritual growth habits in their personal devotional life. Each habit is related to one of Jesus' description of a disciple:

- (a) Time with God's Word - a disciple follows God's Word (John 8:31-32)
- (b) Prayer - a disciple prays and bears fruit (John 15:7-8)
- (c) Tithing - a disciple is not possessed by possessions (Luke 14:33)
- (d) Fellowship - a disciple expresses love for other believers (John 13:34-35)

## Praying

While the leader should already be engaged in private prayer they should also be praying for young people within the group, for other leaders and for the group overall ministry. Leaders should be encouraged to engage in private prayer and expected to attend corporate prayer opportunities provided through the youth group's ministry.

## Relating

One of the primary ways in which leaders are involved in the lives of youth is through the developing of facilitating relationships. Relationships in which the leader is able to positively impact the life of youth for Christ and provide help in times of need. Leaders respond to youth who make a self-revealing statement about themselves in one of four ways: (a) *giving advice* (this communicates that the leader has the answer and that the young person must do what they say - with the results that the advice giver is seen to be strong while the youth is weak and inadequate); (b) *reassuring* (this is similar to advice giving and it fails to take what youth say seriously); (c) *understanding* (here leaders express a desire to understand, they ask questions to invite further communication); (d) *self-revealing* while understanding invites youth to come closer, self-revealing takes the leader one step closer to youth by showing that they share similar experiences and feelings about life. There are times when different responses are necessary by youth leaders tend to respond primarily with advice and reassurance which are the least facilitating in terms of relationship building.

## Counseling

As leaders develop relationships with young people they will earn their trust and soon be asked for advice or be called on to intervene in crises youth experience. One of the most important guidelines leaders can learn is to recognize when they are out of their depth and be willing to refer people to people who are equipped to provide the kind of help needed. It is helpful to know different approaches to counseling to at least know how to respond when a young person needs help. There are three main counseling processes: (a) *directive* - here the youth reveals their problem, the leader provides an answer and the youth chooses what they should do; (b) *non-directive* - here the youth reveals their problem, the leader helps them clarify their situation, and the youth determines the answer and chooses what they should do; (c) *identification* - here the youth shares a problem, the leader shares a similar problem and the solution they chose, and the youth

chooses what they should do. There are three goals in counseling: discover problem (self-revealing helps); introduce content and motivate response.

## **Evangelizing**

The groups has a strategy for evangelism (the Rave ministry). Leaders are a vital part of this ministry by bringing young people to Rave events and referring people who are seeking Christ to leaders if they feel out of their depth. They should also engage in personal evangelism by making contact with unchurched friends, building a relationship with them, sharing Christ with them and following them up in the basics of the faith.

## **Discipline**

Leaders must actively be involved in the ministry of discipleship within the youth group and the local church. They should also engage in mentoring at least one young person within the group by meeting together with them on a regular basis to help them grow spiritually. They should encourage Christian youth to be involved in Growth events and attend church services.

## **Caring**

Caring involves leaders in (a) *personal involvement* (where they involve themselves in the lives of young people to build significant relationships with them); (b) *personal sacrifice* (where they are willing to pay the cost of developing such relationships); and (c) *understanding youth* (where they learn how to identify and feel with young people). A ministry of care is developed within the youth group where each leader is given a number of young people to care for. Leaders are expected to establish contact with their care group both inside and outside of group meetings. They should phone those under their care; send them messages of encouragement; be sensitive to struggles they experience and refer them to other who can help where necessary.

## **Followers and Followership(role of followers)**

### **Effective followers**

Effective followers “have the vision to see both the forest and the trees, the social capacity to work well with others, the strength of character to flourish without heroic status, the moral and psychological balance to pursue personal and corporate goals at no cost to either, and, above all, the desire to participate in a team effort for the accomplishment of some greater purpose.”

### **Characteristics of Followership in High Performing Teams**



1. Cohesion
2. Supporting top leadership
3. Raising issues with top leadership
4. Taking initiative
5. Taking personal responsibility for team performance

## Two-Dimensional Taxonomy

Categorizing Follower Behavior Using a Two-Dimensional Taxonomy

Independent, Critical Thinking ⇒ Dependent, Uncritical Thinking

Active ⇒ Passive

## Five Style of Followers

1. Alienated Followers
2. Conformist Followers
3. Pragmatist Followers
4. Passive Followers
5. Exemplary Followers

### Partnering

Partnering deals with the quality of relationships between leaders and followers rather than on characteristics of leaders and followers.

# FINDINGS

## AWAKEN THE LEADER IN YOU

Ten easy steps to developing your leadership skills

***“The miracle power that elevates the few is to be found in their industry, application, and perseverance, under the promptings of a brave determined spirit.”—Mark Twain***

Many motivational experts like to say that leaders are made, not born. I would argue the exact opposite: we are all natural born leaders, but have been deprogrammed along the way. As children, we were natural leaders—curious and humble, always hungry and thirsty for knowledge, with an incredibly vivid imagination; we knew exactly what we wanted, were persistent and determined in getting what we wanted, and could motivate, inspire, and influence everyone

around us to help us in accomplishing our mission. So why is this so difficult to do as adults? What happened?

As children, over time, we got used to hearing, “No,” “Don’t,” and “Can’t.” “No! Don’t do this. Don’t do that. You can’t do this. You can’t do that. No!” Many of our parents told us to keep quiet and not disturb the adults by asking silly questions. In high school and college, our teachers told us what we could do and couldn’t do and what was possible. Unfortunately, the traditional educational system doesn’t teach students how to become leaders; it teaches students how to become polite order-takers for the corporate world. Instead of learning to become creative, independent, self-reliant, and think for themselves, most people learn how to obey and intelligently follow rules to keep the corporate machine humming.

Developing the Leader in you to live your highest life, then, requires a process of ‘unlearning’ by self-remembering and self-honoring. Being an effective leader again will require you to be brave and unlock the door to your inner attic, where your childhood dreams lie, going inside to the heart. Based on my ten-plus years of research in the area of human development and leadership, here are ten easy steps you can take to awaken the Leader in you and rekindle your passion for greatness:

## **Be Humble.**

Leadership starts with humility. To be a highly successful leader, you must first humble yourself like a little child and be willing to serve others. Nobody wants to follow someone who is arrogant. Be humble as a child—always curious, always hungry and thirsty for knowledge. For what are excellence but knowledge plus knowledge plus knowledge—always wanting to better yourself, always improving, always growing.

When you are humble, you become genuinely interested in people because you want to learn from them. And because you want to learn and grow, you will be a far more effective *listener*, which is the #1 leadership communication tool. When people sense you are genuinely interested in them, and listening to them, they will naturally be interested in you and listen to what you have to say.

## **SWOT Yourself.**

SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. Although it’s a strategic management tool taught at Stanford and Harvard Business Schools and used by large multinationals, it can just as effectively be used in your own professional development as a leader. This is a useful key to gain access to self-knowledge, self-remembering, and self-honoring.

Start by listing all your Strengths including your accomplishments. Then write down all your Weaknesses and what needs to be improved. Make sure to include any doubts, anxieties, fears, and worries that you may have. These are the demons and dragons guarding the door to your inner attic. By bringing them to conscious awareness you can begin to slay them. Then proceed by listing all the Opportunities you see available to you for using your strengths. Finally, write

down all the Threats or obstacles that are currently blocking you or that you think you will encounter along the way to achieving your dreams.

### **Follow Your Bliss.**

Regardless of how busy you are, always take time to do what you love doing. Being an alive and vital person vitalizes others. When you are pursuing your passions, people around you cannot help but feel impassioned by your presence. This will make you a charismatic leader. Whatever it is that you enjoy doing, be it writing, acting, painting, drawing, photography, sports, reading, dancing, networking, or working on entrepreneurial ventures, set aside time every week, ideally two or three hours a day, to pursue these activities. Believe me, you'll find the time. If you were to video tape yourself for a day, you would be shocked to see how much time goes to waste!

### **Dream Big.**

If you want to be larger than life, you need a dream that's larger than life. Small dreams won't serve you or anyone else. It takes the same amount of time to dream small as it does to dream big. So be Big and be Bold! Write down your One Biggest Dream. The one that excites you the most. Remember, don't be small and realistic; be bold and unrealistic! Go for the Gold, the Pulitzer, the Nobel, the Oscar, the highest you can possibly achieve in your field. After you've written down your dream, list every single reason why you CAN achieve your dream instead of worrying about why you can't.

### **Maintain a Vision.**

Without a vision, we perish. If you can't see yourself winning that award and feel the tears of triumph streaming down your face, it's unlikely you will be able to lead yourself or others to victory. Visualize what accomplishing your dream would be like. See it, smell it, taste it, hear it, feel it in your gut.

### **Persevere.**

Victory belongs to those who want it the most and stay in it the longest. Now that you have a dream, make sure you take *consistent* action every day. Do at least 5 things every day that will move you closer to your dream.

### **Honor Your Word.**

Every time you break your word, you lose power. Successful leaders keep their word and their promises. You can accumulate all the toys and riches in the world, but you only have one reputation in life. Your word is gold. Honor it.

### **Get a Mentor.**

Find someone who has already achieved a high degree of success in your field. Don't be afraid to ask. You've got nothing to lose. Mentors.ca is an excellent mentoring website and a great resource for finding local mentoring programs.

They even have a free personal profile you can fill out to locate a suitable mentor. In addition to mentors, take time to study autobiographies of great leaders that you admire. Learn everything you can from their lives and model some of their successful behaviors.

## **Be Yourself.**

Use your relationships with mentors and your research on great leaders as models or reference points to work from, but never copy or imitate them like a parrot. Everyone has vastly different leadership styles. History books are filled with leaders, who are soft-spoken, introverted, and quiet-or out-spoken, extroverted, and loud-and everything in between. A quiet and simple Gandhi or a soft-spoken peanut farmer named Jimmy Carter, who became president of the United States and won a Nobel Peace Prize, have been just as effective world leaders as a loud and flamboyant Churchill, or the tough 'Iron Lady,' Margaret Thatcher.

I admire Hemingway as a writer. But if I copy Hemingway, I'd be a second or third-rate Hemingway, at best, instead of a first rate Sharif. Be yourself, your best self, always competing against yourself and bettering yourself, and you will become a first rate YOU instead of a second rate somebody else.

## **Give.**

Finally, be a giver. Leaders are givers. By giving, you activate a universal law as sound as gravity: 'life gives to the giver, and takes from the taker.' The more you give, the more you get. If you want more love, respect, support, and compassion, give love, give respect, give support, and give compassion. Be a mentor to others. Give back to your community. As a leader, the only way to get what you want is by helping enough people get what they want first. As Sir Winston Churchill once said, "We make a living by what we get, we make a life by what we give."

## **RECOMMENDATION:**

There is a leader in every human being; the only need is to find it. There are persons who can become leaders in a crowd. How they are able to do this? Only because they believe in themselves, they never underestimate themselves. They react naturally in the crowd and behave positively. They give suggestion, take part in the group proceedings and involved themselves in the group works. Ultimately group members consciously or unconsciously take them as a leader only because of their positive approach. So to become a leader in the group or crowd the only recommendation is

**TRY TO BE DISTINGUISH FROM OTHERS (never become the part of the crowd)**

BELIEVE IN YOURSELF (you can do it man)

## CONCLUSION:

The only conclusion we derived from this is that

**“Every person is a leader in himself provided that he consider himself”.**

## APPENDIX

### Appendix A

#### Leadership vs. Management.

*Managers are people who do things right, while leaders are people who do the right thing. - Warren Bennis, Ph.D. "On Becoming a Leader"*

This is very controversial issue. Some authors think that leadership and management cannot be separated. Other authors claim that the distinction between leadership and management is “not only valid and important but also very simple” (Locke, 1991): leaders *establish* the basic vision of the organization and managers *implement* it.

Craig R. Hickman (1990) offers the following “Management/Leadership Matrix” (only a part of the matrix is presented in this overview):

<i>Success Factors</i>	<i>Management-Dominated</i>	<i>Leadership-Driven</i>
Competitive strategy/advantage	Pursue same-game strategies	Formulate new-game strategies
Organizational Culture/capability	Perpetuate cultures	Create cultures
External/internal change	Strive for stability	Thrive on crisis
Individual effectiveness/style	Prefer a structured approach	Favor an unstructured approach
Bottom-line performance/results	Focus on tangible short-term results	Seek for intangible long-term results

Of course, in theory it is perfectly convincing, but when it comes to practice, the attempts to [separate leadership from management](#) seems to be less successful and sometimes even impossible and some authors do not draw the line between

leadership and management, considering them two parts of the same continuum, with blurring line of demarcation, and often use the terms interchangeable. “Effective leaders must play a role in implementing their own visions, and effective managers must not only buy into the leaders’ visions, they must act, in part, as leaders to those below them. High-level managers (executives) may play a role both in the formulation and the implementation of the organization’s vision” (Locke, 1991, p.4).

As Mech and McGabe say, “managers who also provide some day-to-day leadership are known as *transitional leaders*, while the leaders who provide a compelling *vision* of the...future are called *transformational leaders*” (Mech, McGabe, 1998).

## Appendix B

### LEADERSHIP/MANAGERIAL STYLES.

What is leadership/management style?

Different authors consider different elements of managerial styles.

According to Benfari (1999), there are several blocks of management style:

- I. Psychological type (temperament, perception)
- II. Need (the drives of behavior):
  1. Overall management Needs (achievement, dominance, and affiliation)
  2. Boss-Subordinate Needs (autonomy, deference, nurturance, assistance, abasement)
  3. Interpersonal Needs (introspection, exhibition, aggression)
  4. The Task factors (change, order, endurance/intensity).
- III. Power bases (elements of influence).
- IV. Approach to conflict and problem-solving.
- V. Values (ideals and beliefs).
- VI. Reaction to the stress/pressure.

All these components are usually blended in one unique management/leadership style.

If a manager/leader is aware of all these components of his/her style s/he can analyze its strengths and weaknesses, and, more important, to improve what can be improved.

There are numerous publications (scholarly and popular) on the management/leadership style. You can choose from a wide variety of approaches, models and techniques.

### Visionary leadership.

I have seen the future and it is vague. Alex Heard(quoted from Hunt, 1991)

This is one of the key concepts of modern literature on Leadership. Burt Nanus (1992) defines “vision” “as realistic, credible, attractive future for an organization” (Mech, 1998, p.56). As Thornberry argues, the concept is very confusing for managers, the literature on vision does not clarify the situation and “most vision statements...seem to be a mix of strategy, goals and objectives, values and beliefs, slogans, purposes, etc.”, which is not vision (Thornberry, 2001).

According to Collins and Porras (1991), the key components of Vision are:

- Purpose or reason for being
- Cultural beliefs and values
- Mission
- Vivid description

It is not easy to combine and blend these components into real Vision, but the ability to be a visionary, as Thornberry claims, can be learned and taught.

Vision is especially important for the organizations in transition, like libraries in era of new information technologies. Unfortunately, as some researchers note, in libraries conditional leadership prevail over vision (Mech, 1998). The new library leaders can change the situation and through vivid images of librarianship’s future shape this future so that the profession will flourish.

### **Charismatic leaders.**

Charisma is that wonderful quality of being taken more seriously than you deserve.

- Kenneth Shaw(quoted in Hunt, 1991)

In 1976, House published a theory of charismatic leadership. “The concept “charisma” was first used to describe a special gift that select individuals possess that gives them the capacity to do extraordinary things. Weber (1947) provided the most well-known definition of charisma as a special personality characteristic that gives a person superhuman or exceptional powers and is reserved for a few, is of divine origin, and results in the person being treated as a leader” (Northouse, 2001).

Charismatic leaders possess specific personality traits (or their combination), and display unique behavioral patterns. They are strong role models for the beliefs and values they declare; they appear competent; they focus on ideological and moral goals; they “communicate high expectations for followers and exhibit confidence in followers’ abilities to meet these expectations” (Northouse, 2001)

Charisma is absolutely necessary for **transformational leadership**.

### **Super Leader.**

In 1980s the concept of Super Leader emerged (Manz, 1989). The Super Leader, according to the authors of the concept, is a leader “who leads others to lead themselves”

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