

// Managing is about efficiency. Leading is about effectiveness. Managing is about how. Leading is about what and why. Management is about systems, controls, procedures, policies and structures. Leadership is about trust – about people. Leadership is about innovating and initiating. //

Warren Bennis, 1997

Leadership //

Leadership is defined as the power to influence members of a group in order to reach certain shared objectives. The leader guides group activity in such a way that members commit themselves voluntarily to the collective effort. To exercise leadership is to inspire, convince and guide, rather than to threaten, prescribe or command.

Leadership and Ethics //

The exercise of leadership raises the question of ethics and calls for a close examination of the principles which govern the actions and behavior of leaders within an organization. Power, as well as the responsibility that leaders have, can create dilemmas. Legal and regulatory constraints, a professional code of ethics as well as societal pressures are all factors that influence a leader's decisions in terms of ethics. What is more, these decisions are often dictated by a set of values and an ideology.

Leadership is:

- Carrying out a mission.
- Having a strategic vision.
- Taking risks and evaluating the implications.
- Making choices and assuming responsibility for them.
- Combining power and ethics.
- Being recognized by your peers.
- Behaving in an exemplary fashion.
- Having confidence in others and recognizing their contribution.
- Thinking strategically.
- Keeping an eye on the big picture at all times.
- Establishing and maintaining key relationships.
- Initiating and pursuing new opportunities.
- Allowing team members to experiment.
- Being able to recognize and work on your own faults.

Leadership is not:

- Seeking to fulfill your personal interests and goals.
- Letting others assume responsibility for the risks you take.
- Centralizing power.
- Controlling.
- Manipulating.
- Giving orders.

Leadership and the Macro Model //

Numerous authors have examined, analyzed and defined the notion of leadership. A macro model of leadership consists of three interrelated dimensions; the characteristics of a given leader, the people working with that leader and the specific organizational context in which they operate (the environment). In this macro model you need to take into account not only the personal development of each individual but also the development of relationships between individuals. Leadership is often cyclical and has a temporal aspect to it; the fact that these relationships develop over a period of time affects the leader's effectiveness. In other words, leadership practices are inseparable from the idea of change.

// Leadership is not only the act of leading; there is no leadership if there is no adherence to a leader. There must therefore be a relationship between the vision and action proposed and the desires or needs of a community at any given time. It is within this relationship that leadership is confirmed. //

Lapierre et al., 1992-1994

THE DIMENSIONS OF LEADERSHIP

The leader //

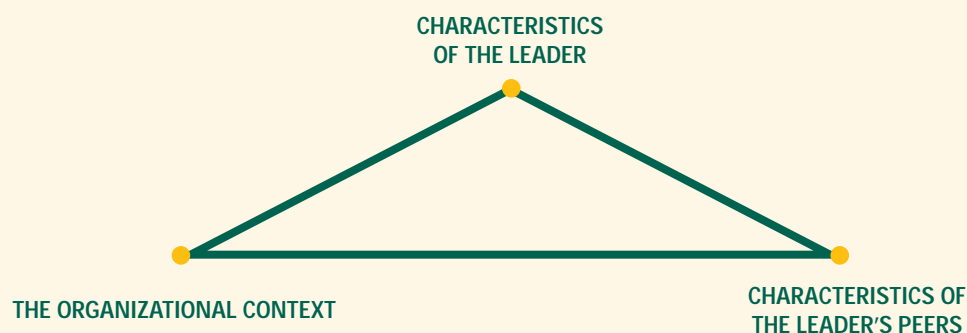
Leaders possess resources, values and skills which are valued by the group. They use their persuasive powers to guide all the rational and emotional elements that exist within a group (specific interests, needs, fears etc.) - that is they motivate those around them. A person may be able to exercise leadership in one group but not in another; his or her ability to respond to the needs of the group may, for various reasons, be more successful in one context than another. Leaders have the ability to identify the needs of individual group members; they can create a vision for the future, are great communicators, are consistent and determined, have strong organizational skills and are excellent motivators. They are realistic, objective and able to take decisions. The results of a five-year study of 90 leaders, conducted by Bennis and Nanus in 1985, indicates that leaders have 4 characteristics in common: they are able to 1) attract the attention and respect of their peers; 2) communicate the essential aspects of a situation; 3) win people's confidence; 4) exercise great self-control. According to the study's authors, good leadership has positive repercussions on the organization as a whole.

The leader and his or her peers //

The act of "being led" is a choice. In order for there to be leadership, there needs to be an attempt by one person to lead the group in a specific direction. It is only when someone proposes a possible direction that he or she can take a leadership position. Leadership relies heavily on the personal relationships within a group and being appointed to a management position does not necessarily imply that one has leadership abilities or is a leader.

The organization, the project or the work context //

Leadership always takes place within a particular organizational context where there are specific goals and existing rules and regulations. The concept of a 'learning organization' refers to organizations where employees are continually developing their capacity and ability to achieve the desired objectives; these are also organizations that encourage their members to 'learn how to learn' and create a space for their creativity at all levels. This concept refers to the idea of 'lead management', first introduced by William Glasser in response to the more traditional 'boss-management' approach. Lead-managers place the interests of their colleagues above all others; they are supportive and develop trusting relationships. Robert Greenleaf has developed a similar concept, the 'servant-leader', which reinforces the idea that true leaders are motivated primarily by their values and ethics rather than by personal prestige or profits. The general understanding of the concept of leadership has therefore evolved from focusing on a centralized control structure and hierarchy towards a more democratic and decentralized definition of leadership promoting adaptability and change. In this context, an effective leader is someone who is able to harmonize the sometimes-conflicting values and beliefs of his or her peers into a common vision. The best style of leadership is one that adapts to individuals and to circumstances.



// A leader is someone who helps show us the directions we want to go in and who helps us go in those directions [...] Leaders give us a sense not only of who they are but of who we are. Good leaders are willing to step outside of themselves into other's lives //

R. Kahn, 1991

Leadership and Power //

Power and leadership are inextricably linked but they are nonetheless two very distinct concepts. Power is defined as the ability to influence others in a desired direction and, when necessary, to use pressure tactics. Leadership is not about power in the political sense – such as the leadership exercised by governing parties – but rather power in the psychological sense; the ability to influence people or events. The main differences between leadership and power can be illustrated as follows:

Leadership

- Leadership is associated with a specific context; that of an individual relating to a group.
- Leadership implies influencing others in order to attain shared objectives.
- Leadership is where the leader is perceived by others as being able to influence the group.
- Leadership is a form of power.

Power

- Power can exist in relationships between individuals, between individuals and a group, and between groups.
- Power can involve influencing others against their will.
- A person who has power is not necessarily a leader.
- Not all forms of power demonstrate leadership.

The Leader's Involvement //

Principles

Application

Question the way things are done	<ul style="list-style-type: none"> • Seek challenges that encourage change, growth, innovation and progress. • Experiment, take risks and learn from mistakes.
Promote a shared vision	<ul style="list-style-type: none"> • Envision a future that motivates and encourages people to give of their best. • Win your team's trust by appealing to their values, interests, hopes and dreams.
Empower others to take action	<ul style="list-style-type: none"> • Build a trusting environment and foster cooperation by promoting shared objectives. • Support individuals by conferring power and choice, developing their skills, assigning important tasks and showing support at all times.
Lead by example	<ul style="list-style-type: none"> • Be an example to others by respecting the team's values. • Celebrate minor victories to highlight the importance of continuing the struggle and to encourage individual commitment.
Recognize and reward success	<ul style="list-style-type: none"> • Recognize individual contributions to the success of each project. • Reward and celebrate team achievements regularly.

Adapted from Kouzes, J. M., and B. Z. Posner, *The Leadership Challenge* Jossey-Bass Publishers, 1995.

CURRENT TRENDS IN LEADERSHIP: THE NEW PARADIGM //

The most influential trends in American leadership theory have been incorporated into a macro-model developed by A. Rondeau (1986). The following chart shows current leadership styles:

Leadership Approach	Description	Source
Functional Approach	Leadership comes not from any individual's character traits but from the group dynamic.	K. Lewin
Behavioral Approach	Effective leaders set themselves apart from others through their behavior.	R.M. Stogdill, Coons , Katz, Likert, Bales
Normative Approach	There are certain behavioral traits that make a good leader.	Coch and French, White and Lipitt McGregor, Argyris, B. Blake and Mouton
Contingent Approach	The style varies based on the leader, her/his colleagues and the prevailing context.	Tannebaum, Schmidt, Fiedler, Reddin, Yuki, Vroom and Yeyyon.
Evolutionary Approach	As the relationship between the leader and her/his colleagues evolves, so the leader adapts her/his behavior accordingly.	P. Hersey and K. Blanchard , J. Gabarro
Instrumental Approach	A leader's effectiveness depends on her/his ability to motivate colleagues and attain certain objectives.	R.J. House, H.P. Sims, Davis and Luthans
Reciprocal Approach	A leader's effectiveness depends on her/his ability to offer colleagues something in exchange for increased output.	Homan, Pelz, Likert, Jacobs, Bandura, Weiss, Hollander
Allocation Approach	Leadership does not really exist; the role is allocated to someone. This person leads, therefore, based on what s/he naively believes her/his colleagues' behavior to signify.	Calder, Green and Mitchell
Dyadic Approach	The leader has different relationships with each of her/his colleagues.	Zaleznik, Graen and Cashman, Quick, Wesley
Charismatic Approach	Certain leaders have particular personal characteristics or articulate their organization's mission in such a way that they profoundly influence the behavior of other group members.	Weber, Dow, House

Source : Rondeau, A. «Un nouveau cadre théorique pour intégrer les diverses conceptions du leadership organisationnel» in Benabou, C., and H. Abravanel. *Le comportement des individus et des groupes dans l'organisation*. Gaëtan Morin Éditeur, 1986, p.320-321.

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LEADING LIGHTS



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