Unit 522 Information Pack

Becoming an Effective Leader

SAMPLE

INTRODUCTION

The effectiveness of leadership within an organisation is pivotal to the success or otherwise of the organisation. Much of today's management literature is concerned with the importance of good leadership.

But what are leaders without followers?

Effective leaders appreciate the need to encourage followers to think for themselves, take the initiative and offer constructive criticism of leadership decisions. In return, leaders should be able to spend less time managing and more time focusing on the bigger picture. This, in essence, is what followership is about.

In this information pack we look at the important concept of followership and consider what makes a good follower, what followers look for in a leader, and how organisations can promote effective followership.

Developing a deep understanding of leadership roles and the need for effective leadership will provide strong foundations to enable you to develop your capabilities and competence as a leader to meet the demands of today and into the future.

GUIDANCE

This document is prepared to break the unit material down into bite size chunks. You will see the learning outcomes above treated in their own sections. Therein you will encounter the following structures;

| **Purpose** | Explains *why* you need to study the current section of material. Quite often learners are put off by material which does not initially seem to be relevant to a topic or profession. Once you understand the importance of new learning or theory you will embrace the concepts more readily. |

| **Theory** | Conveys new material to you in a straightforward fashion. To support the treatments in this section you are strongly advised to follow the given hyperlinks, which may be useful documents or applications on the web. |

| **Example** | The examples/worked examples are presented in a knowledge-building order. Make sure you follow them all through. If you are feeling confident then you might like to treat an example as a question, in which case cover it up and have a go yourself. Many of the examples given resemble assignment questions which will come your way, so follow them through diligently. |

| **Question** | Questions should not be avoided if you are determined to learn. Please do take the time to tackle each of the given questions, in the order in which they are presented. The order is important, as further knowledge and confidence is built upon previous knowledge and confidence. As an Online Learner it is important that the answers to questions are immediately available to you. Contact your Unit Tutor if you need help. |

| **Challenge** | You can really cement your new knowledge by undertaking the challenges. A challenge could be to download software and perform an exercise. An alternative challenge might involve a practical activity or other form of research. |

| **Video** | Videos on the web can be very useful supplements to your distance learning efforts. Wherever an online video(s) will help you then it will be hyperlinked at the appropriate point. |

Contents

indication of standard, for example effective versus ineffective leadership.	sense of fairness and natural justice.	and/or of the situation in which the leader is leading his or her people.

Theory

Categories of Philosophy

Servant Leadership

This terminology became popular after R Greenleaf's book Servant Leadership (1977). These leaders can be described as people whose service towards others and/or a worthy cause-typically to the leader's own cost or personal disadvantage-is arguably the leaders driving force. Sore examples of well-known leaders:

- Gandhi
- Mother Theresa
- Nelson Mandela
- Martin Luther King
- Florence Nightingale

This list could continue considerably. There would be arguments against some of these at a more philosophical level, so please see them as simple icons, rather than absolutes.

The concept is the idea that the leader serves the followers (or a cause, which benefits the followers in some way). A leader who embodies this is not leading for reasons of status, wealth, popularity or lust for power. Instead, they want to make a positive difference to the benefit of all-or at least the majority-of followers. Crucially, a servant leader also tends to do this knowingly and willingly at his own cost.

Characteristics of Servant Leaders-Larry Spears, a former president of the Robert K Greanleaf Centre for Servant Leadership has listed ten characteristics of a servant leader:

1. Listening
2. Motivation
3. Empathy
4. Awareness (including self-awareness)
5. Healing
6. Persuasion
7. Conceptualisation
8. Foresight
9. Stewardship
10. Commitment to other people's growth and community spirit.

Authentic Leadership

The term 'Authentic Leadership' was first used as a term by Bill George in his book, *Authentic Leadership.*

Authenticity means being a true to character, true to oneself and not living through a false image or false emotions that hide the real you.

Authentic leaders know and live their values and they win people's trust by being who they are, not pretending to be someone else or living up to others' expectations. The notion of being genuine equates to being honest and truthful and being straight and direct. Avoiding the use of 'spin' and PR and meaningless or hiding behind vague words and hollow promises. According to Bill George, the key to becoming an authentic leader is "to learn how to lead yourself…it's not about competencies and skills." So, paying attention to one's character development, inner leadership or self-mastery-whatever you want to call it-is crucial to becoming an authentic leader.

Four Elements of Authentic Leadership

Other authors have built on George's ideas. Nick Craig co-author with Bill George of the book, *Defining Your True North,* lists four elements of authentic leadership:

1. Being true to yourself in the way you work -no façade.
2. Being motivated by a larger purpose (not by your ego).
3. Being prepared to make decisions that feel right, that fit your values-not decisions that are merely politically astute or designed to make you popular.
4. Concentrating on achieving long-term sustainable results.

Authentic leadership is also beginning to gain a spiritual connotation, which you can see in this quote by the author Sarah Ban Breathnach: "The authentic self is the soul made visible." Nonetheless, despite the expansion of interpretations, this philosophy has gained ground in the 21st-century and the trend is likely to persist.

Ethical Leadership

This leadership philosophy to many, is seen to equate to moral leadership or leading with a sense of great fairness.

To others, it provides a basis for more detailed explanation and application, frequently connected to principles of:

- Social responsibility
- Corporate Social Responsibility (CSR)
- Sustainability
- Equality
- 'Fairtrade'
- Environmental care
- Humanitarianism