

Lecture 04 - Leading

Leadership is a process by which a person influences/inspire others to accomplish a mission, task, and objective and directs the organization in a way that makes it more organized and consistent.

- Leadership is the ability to influence a group towards the achievement of goals.
- Leadership is an influence relationship; management is an authority relationship.
- Leadership establishes direction by developing a vision for the future.
- Leadership communicates vision and aligns people's energy with that vision.
- Leadership energizes people and inspires them to overcome obstacles to change.
- Effective leadership brings about positive, needed change.
- Leadership and management are separate and distinct processes, but both are essential to organizational effectiveness.

Managers must be able to make employees want to participate in achieving an organization's goals. Three components make up the leading function:

- Motivating employees
- Influencing employees
- Forming effective groups.

The leading process helps the organization move toward goal attainment.

A Leader

A leader is a person who has a vision, a drive and a commitment to achieve that vision, and the skills to make it happen.

The Leader's Vision

A leader has a vision. Leaders see a problem that needs to be fixed or a goal that needs to be achieved. It may be something that no one else sees or simply something that no one else wants to tackle. Whatever it is, it is the focus of the leader's attention and they attack it with a single-minded determination.

Whether the goal is to double the company's annual sales, develop a product that will solve a certain problem, or start a company that can achieve the leader's dream, the leader always has a clear target in mind. This is a big picture sort of thing, not the process improvement that reduces errors by 2% but the new manufacturing process that completely eliminates the step that caused the errors. Example, instead of setting out to build a better candle, he wanted to find a whole new way to illuminate the darkness. That's the kind of vision a leader has.

The Drive to See It Through

It is not enough to just have a vision. Lots of people see things that should be done, things that should be fixed, great step forward that could be taken. What makes leaders different is that they act. They take the steps to achieve their vision. Whatever it is, it is the strength that lets leaders move their vision forward despite all the obstacles, despite all the people saying it can't be done, it's too costly, we tried that before, or a dozen other excuses. The true leader perseveres and moves forward.

Trait and Skills a Leader Must Have

There are things that set leaders apart from other people. Some people are born with these characteristics. Others develop them as they improve as leaders. These are not magic bullets. They are things you can do and be if you want to be a leader.

Traits of a Leader

There are as many traits of a leader as there are lists of what makes a leader. Here are the fundamental traits of a leader:

- Has integrity. People have to believe that you are pursuing your dream because it's the right thing to do, not just because you are ego driven.
- Is a people person. Understands the differences that make people unique and is able to use those individual skills to achieve the goal.
- Is positive. A leader encourages and rewards people and makes you want to do it and do it right. A leader is not a negative person and doesn't waste time and effort telling everyone what they're doing wrong.

Leadership Skills

Beyond the personal traits of a leader, there are specific skills someone must master if they want to be a leader.

- Effective communication - it's more than just being able to speak and write. A leader's communication must move people to work toward the goal the leader has chosen.
- Motivation - a leader has to be able to motivate everyone to contribute. Each of us has different "buttons". A leader knows how to push the right buttons on everyone to make them really want to do their best to achieve the leader's goal.
- Planning - the leader has a plan to achieve the goal. He/she doesn't get too bogged down in the details, that are what managers are for, but rather uses a high level plan to keep everyone moving together toward the goal.

Becoming a Leader

- Start to think like a leader.
- Develop your judgment.
- Start to build your power base.

- Help others share your vision.
- Adapt your style and actions to the situation.
- Use your other management skills to help you lead.

Two Most Important Keys of Leadership

- Trust and confidence in top leadership was the most reliable predictor of employee satisfaction in an organization.
- Effective communication by leadership in three critical areas (to understand organization, how to contribute to achieve key business objective, sharing information with employee) was the key to winning organization trust and confidence

Principles of Leadership

- Know yourself and seek self-improvement
- Be technically skilful
- Seek responsibility and take responsibility for your actions
- Make sound and timely decisions
- Set the example
- Know your people and look out for their well-being
- Keep your people informed
- Develop a sense of responsibility in your people
- Ensure that tasks are understood, supervised and accomplished
- Organize your people as a team

The four major factors of leadership

- Follower -Different people require different styles of leadership. You must know your people. The fundamental starting point is having a good understanding of human nature: need emotions and motivation.
- Leader- You must have an honest understanding of who you are, what you know and what you can do. To be successful you have to convince your followers not your self or your boss.
- Communication-you lead through two way communication. Nonverbal is the most important
- Situation-All situation are different. What you do in one leadership situation will not always work in another situation. You must use you judgment to decide the best course of action and the leadership style needed for each situation.