

# Professional Practices in ICT

## ITC4182

### Lecture 4

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# The Essence of Leadership

Inspiring Change, Guiding Teams, Shaping Futures.





**Leadership is the ability to influence, guide, and inspire individuals or groups to achieve common goals or objectives.**

**It involves setting a vision, motivating others, and fostering collaboration to drive progress and success.**

# The Role of a Leader

setting a vision, motivating and inspiring the team, providing direction, making decisions, facilitating communication, delegating tasks, managing change, resolving conflict, coaching and developing team members



## Guides and Directs

A leader provides clear direction and vision, helping team members navigate towards shared objectives.



## Motivates and Inspires

Effective leaders have the ability to inspire and energize their team, fostering a sense of purpose and commitment.



## Supports and Empowers

Leaders empower their team members, providing resources, coaching, and opportunities for growth and development.



## Exemplifies Core Values

Leaders model the desired behaviors and values, setting the tone for the team or organization.

A leader is an individual who guides, motivates, and inspires others to work towards common goals, playing a vital role in shaping the direction and success of a team, organization, or community.

# Characteristics of Effective Leaders

## Visionary

A leader has a clear vision of what needs to be achieved and the ability to communicate that vision effectively.

For example, a project manager sets a clear goal for completing a software deployment within a tight timeline.

## Decision-Maker

Leaders take responsibility for making decisions, especially during critical situations.

For example, a team lead decides to adopt a new tool to enhance productivity after weighing its pros and cons.

## Motivator

A good leader motivates team members by recognizing their efforts, encouraging growth, and providing a sense of purpose.

For example, a CEO motivates employees by outlining how their work contributes to the company's mission.

# Characteristics of Effective Leaders

## Empathetic

Leaders understand and address the needs, concerns, and aspirations of their team members.

For example, a supervisor listens to an employee's challenges and offers flexible working hours to support them.

## Communicator

Effective communication ensures that goals, expectations, and feedback are understood clearly.

For example, a Scrum Master facilitates daily stand-up meetings to ensure everyone is aligned on project progress.

## Adaptable

Leaders adjust their strategies and approaches based on changing circumstances.

For example, a product manager pivots the development focus after a competitor launches a similar feature.

# Leadership Styles



- Democratic Leadership
- Autocratic Leadership
- Laissez-Faire Leadership
- Transformational Leadership
- Transactional Leadership
- Bureaucratic Leadership
- Servant Leadership

# Democratic Leadership

- Decisions are made based on the input from team members

The leader encourages team members to provide their input and perspectives, which are then considered in the decision-making process.

- A collaborative approach

The leader fosters a cooperative environment where team members work together to achieve common goals.

- The leader holds the final responsibility to make the decision

While the team is involved in the decision-making process, the leader ultimately takes responsibility for the final decision.

- Encourages creativity and engagement of team members

The democratic leadership style promotes an environment where team members feel empowered to share ideas and actively participate in the decision-making.

- Leads to high job satisfaction and high productivity

The collaborative nature of the democratic leadership style results in team members feeling valued, motivated, and invested in the success of the organization.



# Autocratic Leadership

- **Opposite of Democratic Leadership**

In autocratic leadership, the leader makes all decisions without any input from the team members.

- **Absolute Power of the Leader**

The leader has the absolute power to dictate all tasks and decisions to the team members.

- **Expectation of Support**

Once a decision is made, the team members are expected to support the decision without any dissent.

- **Fear and Dissatisfaction**

There is some level of fear of the leader and dissatisfaction among the team members due to the lack of input.

- **Effective in Specific Situations**

Autocratic leadership can be effective when the leader is well-experienced and knowledgeable, and when swift decisions are required.

# Laissez-Faire Leadership



## Minimum Supervision

Leaders allow team members to plan, organize, and make decisions to complete tasks with minimal intervention



## Trust and Empowerment

Leaders have high trust in their team and empower them to work independently



## Potential Divergence

Team members may end up doing completely different things than what the leader expects



## Least Satisfying and Effective

Laissez-faire leadership is typically considered the least satisfying and least effective management style

Laissez-faire leadership provides maximum autonomy to team members, but it also carries the risk of the team diverging from the leader's expectations and the potential for lower overall effectiveness.

# Transformational Leadership

- Inspires others to achieve the unexpected

Transformational leaders have the ability to inspire and motivate their team members to strive for goals and outcomes that may initially seem unattainable.

- Aims to transform and improve team members' and organizations' functions and capabilities

Transformational leaders focus on developing and empowering their team members, helping them grow both individually and as a collective, in order to enhance the overall performance and capabilities of the organization.

- Leaders expect the best out of their team

Transformational leaders have high expectations for their team members and believe in their ability to succeed, pushing them to reach their full potential.

- Motivates team members to go beyond their normal

Transformational leaders are able to inspire their team members to go above and beyond their usual responsibilities and comfort zones, encouraging them to take on new challenges and grow in the process.

- Leads towards innovation and productivity

Transformational leadership fosters an environment of creativity and innovation, where team members are empowered to think outside the box and find new, more efficient ways of working.

- Lack of coaching and guidance may cause discomfort and loss of individual learning curves

While transformational leadership can be highly effective, it's important for leaders to provide adequate coaching and guidance to their team members to ensure they don't become overwhelmed or lose sight of their individual growth and development.

# Transactional Leadership

- **Task-oriented and short-term**

Transactional leadership focuses on the completion of tasks and achieving short-term goals, rather than long-term vision or employee development.

- **Action-and-reward concept**

Transactional leaders establish a clear link between employee performance and rewards, such as bonuses or promotions, to motivate their team.

- **Roles and responsibilities defined**

Transactional leaders clearly define the roles and responsibilities of each team member, ensuring that everyone knows what is expected of them.

- **Work completed with deadlines**

Transactional leaders set clear deadlines for tasks and expect employees to complete their work within those timeframes.

- **May lead to less creativity and innovation**

The focus on task completion and rewards can sometimes stifle employee creativity and innovation, as employees may be less inclined to take risks or suggest new ideas.

- **Potential for lower job satisfaction**

The transactional leadership style may lead to lower job satisfaction among employees, as they may feel that their contributions are not fully recognized or that their personal growth and development are not being prioritized.



# Bureaucratic Leadership

- **Sticks to the rules**

Bureaucratic leaders strictly adhere to established rules and procedures, with no room for flexibility or improvisation.

- **'Go by the book' leadership**

Bureaucratic leaders emphasize following organizational policies and guidelines to the letter, without deviation.

- **Ensure strict compliance**

Bureaucratic leaders focus on ensuring that team members strictly follow the prescribed procedures and protocols.

- **Consider inputs, but conform to policies**

While inputs from team members are considered, they must align with the organization's established procedures and policies.

- **Prevalent in large, traditional organizations**

Bureaucratic leadership is commonly observed in large, established organizations where success has historically been achieved through traditional practices.

# Servant Leadership

- Involves a leader being a servant to the team first before being a leader
- Leading by Example  
A form of leading by example
- Positive Organizational Culture  
It creates a positive organizational culture and high morale among team members
- Ethical Environment  
It creates an ethical environment within the organization and among the team members
- Less Agile  
Not agile enough to respond to tight deadlines
- Not Suitable for Competitive Situations  
May not be suitable for competitive situations

**"A leader is best when people  
barely know he exists. When his  
work is done, his aim fulfilled, they  
will say: we did it ourselves."**

**Lao Tzu**