

I. Assessment Recap

Length: 1,500 words total

Task: The assessment aims to facilitate a critical reflection on a guest industry speaker's leadership journey and apply the insights gained to evaluate the leadership qualities of a chosen business or NGO leader.

Suggested structure:

1. Title page
2. Table of contents
3. Introduction: Introduce the general topic and the structure of your paper (less than 100 words and NOT included in the word count).
4. Body: Provide the answers to the four questions (i.e., Q1, Q2, Q3 and Q4). Please headings and subheadings to improve the clarity of your paper. (1,500 words)
5. Conclusion: Summarize the key ideas in your paper and express the final thoughts (less than 100 words and NOT included in the word count).
6. References

II. Theories - Key term definition

Effective Leadership Theory: is a broad and dynamic field that encompasses various approaches, models, and theories aimed at understanding and defining the characteristics and behaviors of successful leaders. There isn't a single, universally accepted "Effective Leadership Theory," but rather a collection of theories that contribute to the understanding of effective leadership. Some key theories and models within this realm include:

Transformational Leadership:

- **Definition:** Transformational leadership motivates people to meet organizational goals outside their self-interest.(Bass and Bass, 2008).
- Transformational leaders act as role models and mentors (Fin and Yule, 2004; Yukl, 2010) → This leads to lower absenteeism, higher productivity, and a trusting, peaceful work atmosphere (Inness et al., 2010)→ It motivates employees to perform exceptionally, by creating a positive organizational vision and prioritizing their needs (Conger &

Kanungo, 1998) → This results in higher levels of safety compliance among employees (Zohar, 2002).

- Link: [Transformational Leadership and Employee Safety Performance](#)
- [\(PDF\) Exploring the Qualities of a Good Leader Using Principal ...](#)

Transactional Leadership:

- Involves a transaction or exchange between leaders and followers, often based on rewards and punishments.
- Focuses on the day-to-day operations and performance of tasks.

Situational Leadership:

- Asserts that effective leaders adjust their style based on the readiness and development level of their followers.
- Recognizes that different situations may require different leadership approaches.

Servant Leadership:

- Puts the leader in the role of a servant to their followers.
- Emphasizes empathy, collaboration, and the well-being of followers.

Contingency Leadership:

- Proposes that effective leadership is contingent on the leader's ability to assess the situation and adapt their behavior accordingly.
- Takes into account the leader's style, the task at hand, and the characteristics of the followers.

Charismatic Leadership:

- Centers around the leader's charisma and ability to inspire and influence others.
- Charismatic leaders often have a strong vision and the ability to communicate it effectively.

Path-Goal Theory:

- Focuses on how leaders motivate their followers to achieve specified goals.
- Leaders clarify paths to goals, remove obstacles, and provide support to ensure success.

[Effective leadership](#)

[Instrumental leadership: Measurement and extension of transformational–transactional leadership theory](#)

[Transformational leadership : Steve Jobs](#)

[Implementation of lean manufacturing and situational leadership styles: An empirical study](#)

[Situational leadership theory: A test of three versions](#)

[Charismatic leadership in organizations](#)

[Charismatic leadership: Eliciting and channeling follower emotions](#)

[Situational leadership theory revisited: A test of an across-jobs ...](#)

[Applying situational leadership in Australia - Emerald Insight](#)

[A Quantitative Review of Research on Charismatic Leadership](#)

[A laboratory study of charismatic leadership - ScienceDirect](#)

The Big Five Personality Traits: (also known as the Five-Factor Model (FFM)), is a widely accepted psychological framework that categorizes human personality traits into five broad dimensions. These traits provide a comprehensive overview of an individual's personality. The Big Five Personality Traits are:

Openness to Experience:

- High Openness individuals are creative, curious, and open to new ideas and experiences.
- Low Openness individuals are practical, conventional, and prefer routine.

Conscientiousness:

- High Conscientiousness individuals are organized, responsible, and reliable.
- Low Conscientiousness individuals are impulsive, spontaneous, and less focused on organization.

Extraversion:

- High Extraversion individuals are outgoing, energetic, and social.
- Low Extraversion individuals are reserved, introverted, and prefer solitude.

Agreeableness:

- High Agreeableness individuals are cooperative, empathetic, and compassionate.
- Low Agreeableness individuals may be more competitive, assertive, and less concerned with others' feelings.

Neuroticism (Emotional Stability):

- High Neuroticism individuals are prone to experiencing negative emotions, such as anxiety and stress.
- Low Neuroticism (or high Emotional Stability) individuals are more emotionally resilient and stable.

THE PERSON-SITUATION DEBATE REVISITED: EFFECT OF SITUATION STRENGTH AND TRAIT ACTIVATION ON THE VALIDITY OF THE BIG FIVE PERSONALITY TRAITS IN PREDICTING JOB PERFORMANCE

Multidimensional Perfectionism and the Big Five Personality Traits: A Meta-analysis

Seven main types of power in leadership:

- Legitimate Power: This is power that comes from a person's position or role in an organization. It is the authority granted to individuals based on their official status.
- Coercive Power: This type of power involves the use of punishment or the threat of punishment to influence others. It relies on the ability to impose negative consequences for non-compliance.
- Expert Power: Power derived from an individual's knowledge, skills, or expertise in a particular area. Others perceive this person as having valuable information or insights.
- Informational Power: This power is based on controlling or providing access to information. Individuals with informational power possess data or knowledge that others need or want.
- Power of Reward: This type of power is derived from the ability to provide rewards or incentives. Individuals who can grant promotions, bonuses, or other desirable outcomes wield power.
- Connection Power: This power comes from an individual's network of relationships or alliances. It involves leveraging personal connections and networks to influence others.
- Referent Power: This is power that comes from being liked, admired, or respected by others. Individuals with referent power are often seen as role models, and their influence is based on others' desire to be similar to them.

7 Types of Power in Leadership

Building a New Paradigm: Analysis of a Case Study in Organizational Change in Collection Management Using Bolman's and Deal's Four-Frame Model

[Analysis Of The Leadership Orientations Of Academic Leaders With Respect To Bolman And Deal's Four Frames Model](#)

Four leadership frameworks:

Bolman and Deal's Four-Frame Model provides four different lenses or perspectives through which to view and understand organizations. Each frame represents a different way of looking at organizational issues and leadership. The four frames are:

- **Structural Frame:** This frame views organizations as structures or machines with defined roles, responsibilities, and hierarchical structures. It emphasizes clarity in roles, goals, and processes. Leaders using this frame focus on organization design, roles, rules, and goals.
- **Human Resource Frame:** This frame sees organizations as families or communities. It emphasizes the human needs of individuals, the importance of relationships, and the role of leadership in creating a positive and supportive organizational culture. Leaders using this frame focus on people, relationships, and organizational culture.
- **Political Frame:** This frame views organizations as arenas for competition and political maneuvering. It recognizes that organizations are places of power struggles, and leaders need to understand and navigate these power dynamics to be effective. Leaders using this frame focus on power, conflict, and negotiation.
- **Symbolic Frame:** This frame sees organizations as theaters or symbolic entities. It emphasizes the importance of symbols, rituals, and culture in shaping organizational identity. Leaders using this frame focus on storytelling, rituals, and the symbolic aspects of leadership.

Charismatic leadership: is a leadership style characterized by the leader's ability to inspire and influence others through their personal charm, vision, and persuasive communication. Charismatic leaders often exhibit a magnetic personality, self-confidence, and a strong sense of purpose that captivates and motivates followers.

[A Quantitative Review of Research on Charismatic Leadership](#)
[A laboratory study of charismatic leadership - ScienceDirect](#)

Good leader

- **Definition:** A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent' ([Anderson, 2015](#))

- Effective leadership, characterized by qualities like accessibility, neutrality, and reliability (Olanrewaju & Okorie, 2019), as well as virtues like caring and integrity (Hackett and Wang 2012), is crucial for organizational success. Leadership styles vary based on context (Yukl, 2010), with leaders adapting between transformational or transactional approaches (Hossain, 2015). Good leaders inspire trust, foster collaboration (Santiago, 2015; Rey 2018), align employee goals with the organization (Walumbwa et al., 2005), and drive change (Naidu and Van der Walt, 2005), increasing group vision alignment (Bass and Avolio, 1994) and achieving desired outcomes through engagement (Arnold et al., 2007; Dirks & Ferrin, 2002; Jung, Chow, & Wu, 2003)

Link: [Exploring the Qualities of a Good Leader Using Principal ...](#)
<https://link.springer.com/article/10.1007/s40889-022-00159-1>
<https://doi.org/10.1002/pa.1983>