1. Assessment Recap

You need to write a ~1500 words analysis essay about a leader's traits, behaviors and power usage.

Q1: What makes the chosen person a good leader? (~200 words)
Q2: How are the person's leadership traits and behaviors effective? (~1000 words)
Q3: How does the person use power and influence to be effective? (~300 words)

2. Word Definitions

Transformational Leadership: A leadership style where the leader works with their team to identify needed change, creating a vision to guide the change through inspiration and executing the change in tandem with committed members of the group.

Situational Leadership: This refers to a leadership theory where the leader adapts their style to fit the development level of the followers they are trying to influence.

Laissez-faire Leadership: A hands-off leadership style where the leader provides little or no direction and gives employees as much freedom as possible. Employees make goals and decisions on their own.

Charismatic Leadership: This type of leadership is based on the leader's ability to communicate and behave in ways that reach followers on an emotional level, inspiring and motivating them.

Ethical Leadership: Leadership that is directed by respect for ethical beliefs and values and for the dignity and rights of others. It is about integrity and fairness in decision-making and actions.

Directive Leadership: A type of leadership style where the leader gives clear, specific directions and expectations, and closely supervises the performance of employees.

Power Dynamics: This term refers to the way in which power is distributed and the dynamics of power play within an organization. It often involves the analysis of

who holds power, how it is used, and how it affects individuals and groups within the organization.

Multicultural Management: Refers to managing a workforce that is diverse in terms of different cultures, ethnicities, and nationalities. Involves understanding and respecting cultural differences and improving organization..

Empowering Approach: A leadership approach where the leader delegates authority to employees, giving them a sense of autonomy and control over their work and decision-making.

Crisis Management: The process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization or its stakeholders.

Contingency Leadership: A theory that suggests the effectiveness of a leadership style is contingent on the situation. Depends on various factors, including the leader's personality, the composition of the team, and the specifics of the task.

3. Data - Reference

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 ...

Situational Leadership:
Definition: Situational Leadership Theory is based on the interplay among the extent of leader directive (task) behavior, leader socio emotional (relationship) behavior, and follower readiness/maturity for performing a certain function. (Hersey and Blanchard, 1992)

Leaders adjust styles to follower variation (Hersey & Blanchard, 1992) → Different styles (S1-S4) match various follower readiness (Blanchard et al., 1985; 1993; Blanchard and Nelson, 1997) → SL's limited predictability in certain jobs (Vecchio, 1987)

Leaders evolve tactics based on subordinate response (Yukl, Falbe, Youn, & Tracey, 1991) → Effective leaders use varied, appropriate tactics (Falbe & Yukl, 1992; Howell & Higgins, 1990; Yukl & Falbe, 1990; Yukl, Falbe, & Youn, 1993; Blanchard et al., 1993). → Leaders matching subordinate expectations are more effective (Vecchio, 1987)

High-maturity employees prefer self-direction (Manz & Sims, 1987)

Closer supervision appreciated by lower-level employees (Fernandez & Vecchio, 1997)

Link: [Situational leadership theory revisited: A test of an across-jobs …](#)
[Applying situational leadership in Australia - Emerald Insight](#)

Laissez-faire Leadership:.

Definition: laissez faire leadership is considered as a lack of leadership of any kind and/or a **zero leadership** by failing to provide subordinates with information or feedback (Bass & Avolio, 1990).

Laissez-faire leadership isn't just about avoidance or neglect (Skogstad et al., 2007) → It allows for respect and autonomy among employees (Yang, 2015), and can foster an environment conducive to innovation (Ryan & Tipu, 2013) → This style helps in cultivating self-determination in teams (Gagné, 2003), and supports autonomous work motivation (Amundsen & Martinsen, 2014) → It can lead to psychological empowerment (Thomas & Velthouse, 1990) and self-leadership (Manz & Sims, 1989, 2001) → However, laissez-faire leadership can be seen as passively destructive and a source of workplace issues (Kelloway et al., 2005; Skogstad et al., 2007), often resulting from failure in taking responsibility (Eagly, Johannesen-Schmidt, & van Engen, 2003; Lewin, Lippitt, & White, 1939).

Link: [Positive effects of laissez-faire leadership: conceptual exploration](#)

Charismatic Leadership:

Definition: The charismatic leader as possessing extraordinary amounts of **personal power and value** which the leader draws upon to influence the followers (Bass, 1985a; Conger & Kanungo, 1987, 1988; Etzioni, 1975).

Charismatic leaders utilize idealized vision, advocacy for change, and unique expertise as sources of power (Conger & Kanungo, 1988) → Motivate subordinates through strong identification and emotional ties (Bass, 1985b), leading to exceptional performance, especially in risky situations (Conger & Kanungo, 1988) → Followers

highly trust and identify with these leaders (Bass, 1990), who inspire them to achieve great things (Bass, 1990) → Strong influence to group norms (House, 1977)

These leaders exhibit a dynamic presence, using engaging voice tones and confident body language (Edinger & Patterson, 1983; Friedman et al., 1980; Friedman & Riggio, 1981) → Under charismatic leadership, subordinates show higher task performance, satisfaction, and clarity in roles (Howell & Frost, 1989), suggesting more actions and experiencing less conflict (Howell & Frost, 1989) → Charismatic leadership effectively enhances group productivity and individual performance in new work settings (Howell & Frost, 1989).

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

Ethical Leadership:

Definition: Ethical leaders were seen as fair and principled decision-makers who care about people and the broader society, and who behave ethically in their personal and professional lives. The researchers characterized this as the moral person aspect of ethical leadership, representing observers' perceptions of the leader's personal traits, character, and altruistic motivation. (Treviño et al. 2000, 2003)

Moral managers prioritize ethics, role model ethical behavior, and use rewards for ethical conduct (Treviño et al., 2000, 2003) → This makes ethics a key leadership focus, capturing followers' attention in often ethically neutral settings (Treviño et al., 2000, 2003).

Leader moral reasoning influences group ethics (Dukerich et al., 1990) and ethical leadership fosters employees' prosocial behavior (Bandura, 1986). → Ethical climate positively influences managers' decision-making (Flannery & May, 2000). Ethical leaders, motivated by altruism and caring for others, set and communicate ethical standards (Treviño et al., 2003; Brown & Treviño, 2006) → Followers of ethical leaders, feeling trusted and fairly treated, are more likely to exceed their duties (Dirks & Ferrin, 2002; Konovsky & Pugh, 1994; Podsakoff et al., 2000) and less likely to engage in negative behaviors (Blau, 1964) → This approach allows followers to learn and emulate ethical decision-making (Brown & Treviño, 2006).

Link: [Ethical leadership: A review and future directions - ScienceDirect](#)

Directive Leadership:

Definition: Directive leadership aims to guide followers' participation and is defined as providing and seeking compliance with directions for accomplishing a problem-solving task (Bass, Valenzi, Farrow, & Solomon, 1975).

Leader directiveness aids task focus and resolution of conflicts (Fiedler, 1968; Arnold, 1996; Mattison et al., 2016) → It's even used in egalitarian societies for coordination (von Rueden & van Vugt, 2015).

Directive leadership follows coercive ("patron-client") or mutualistic ("managerial mutualism") mechanisms (Powers & Lehmann, 2014) → This style is associated with centralized decision-making in organizations (Hofstede, 1980, 1983; Van de Vliert & Smith, 2004) and is more accepted by vertical collectivists if leaders are seen as in-group members (Dorfman et al., 2012; Hogg, 2001; Hollander & Julian, 1969).

Link: Effects of Participative and Directive Leadership in Electronic Groups

What explains cultural differences in leadership styles? On the ...

Power Dynamics: This term refers to the way in which power is distributed and the dynamics of power play within an organization. It often involves the analysis of who holds power, how it is used, and how it affects individuals and groups within the organization.

Five perspectives on power dynamics (Hardy & Clegg, 1996):
- Observable Authority and Legitimate Power.
- Personal Power for Visible Change.
- Power Distribution in Organizations.
- Less Observable and Unconscious Power Use.
- Open Discussion and Democratic Dialogue.

'Equal partnerships' between staff and service users can mask complex power dynamics (Boonstra & Gravenhorst, 1998) → Reflecting on power dynamics in co-production processes aids in understanding and minimizing inequalities (Boonstra & Gravenhorst, 1998) → Achieving truly equal power is challenging due to hierarchical structures, social inequalities, and dependency on organizational services, leading to mostly minor structural changes despite positive impacts on lived experiences (Donetto et al. 2014; Clarke et al, 2017).

Link: Power Dynamics and Organizational Change: A Comparison of …

Power dynamics and collaborative mechanisms in co-production ...

Multicultural Management: Refers to managing a workforce that is diverse in terms of different cultures, ethnicities, and nationalities. Involves understanding and respecting cultural differences and improving organization..

Personal competencies for multicultural leadership include flexibility, resourcefulness, tolerance for ambiguity, vision, cultural self-awareness, and consciousness (Cant, 2004; Senyshyn, 2002). Harmony in multicultural leadership requires expertise, empathy, and cultural competence (Goffman 1986; Bolten, 2007). Multicultural management involves integrating customs and traditions of diverse workforces (Mario E. Castaneda, Justin Bateh, 2013), enhancing outreach to various customer segments and utilizing individual employees' attributes for company objectives (Mario E. Castaneda, Justin Bateh, 2013). Employers may blend aspects

from different cultural groups to create a cohesive organizational culture (Fang, 2010) and to foster a unique work environment that embraces diverse cultural attributes (Buhalis, 2008; Hase, 2007).

Link: Combining multicultural management and diversity into one course … https://doi.org/10.19030/jier.v9i1.7498

Empowering Approach: A leadership approach where the leader delegates authority to employees, giving them a sense of autonomy and control over their work and decision-making.

Tracking disconnection is crucial in the empowerment process as group members evolve and experience different empowerment levels (Fedele, 1994). When there is Conflict, this is a vital aspect for groups developing a relational empowerment approach (Jordan, 1990, 1993). Groups with a relational approach must integrate these values into conflict resolution, leading to power and conflict dilemmas as this disrupts conventional methods (Walsh, Bartunek, & Lacey 1998).

Relational groups enhance individual empowerment through fostering mutuality, interdependence, and reciprocity (Walsh, Bartunek, & Lacey 1998). This relational approach also contributes to understanding second-order organizational change (Bartunek, 1984; Bartunek & Moch, 1987).

Link: https://hdl.handle.net/1813/71595

Crisis Management: The process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization or its stakeholders.

Organizational crisis management traditionally emphasizes risk assessment (Paton et al., 2000) and business impact analysis (Laye, 2002; Myers, 1999). However, neglecting the impact of crises on employees can hinder crisis management plans' effectiveness (Levinson, 2002). Crisis management has increasingly focused on addressing employees' individual reactions, with tools like the TAS (Triage Assessment System) being used to simulate scenarios and identify human impact issues (Myer, Conte, Peterson, 2007). The TAS also aids in designing staff development training for crisis management (Myer et al., 2004), which is crucial for preparing personnel (Prince and Salas, 2000). Training should balance technical issues and human impact issues, as the latter are less obvious but equally important (Lewis, 2003).

Link: Developing a Strategic Model of Internal Crisis Communication

Contingency Leadership:

Definition: The "Contingency Model" theory proposes that situations can be ordered on the basis of their favorableness for the leader, that is, in terms of the influence they potentially give the leader over his members. (Fiedler, 1964, 1965)

Leaders can be classified into those with task-oriented and relationship-oriented styles. Task Oriented leaders according to this theoretical formulation, perform more effectively in situations which are very favorable for the leader and in those which are very unfavorable for the leader. Relationship-oriented leaders perform better in situations which are intermediate in favorableness. (Fiedler, 1964, 1965)

The favorableness has been indexed on the basis of three dimensions each of which are presumed to affect the degree to which the leader has influence over his group members. These are: (a) the affective relations between the leader and his members; (b) the structure of the task; and (c) position power. (Fiedler, 1967)

Link: [Fiedler's leadership contingency model: An empirical test in three ...](#)

- 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

4. Tips and Tricks

- To complete this assignment, please adhere closely to the outline in **section 4**, and also refer to the theories in **section 5** - theory to apply and develop your work.

- It is BEST TO AVOID current or historical political figures as their actions and decisions can be highly controversial and polarizing. Instead, consider writing about a business leader or NGO leader who has significantly impacted their field.

- You can find videos of potential leaders in the following platforms: TED Talks, Youtube, Company WebsiteWebsite, Educational Platform.