# Exploring the Essence of Leadership: Definitions and Distinctions

Learning outcomes:

After this lecture, students will gain an understanding of the following topics:

- *The concept of leadership.*
- *Differentiating between leaders, managers and entrepreneurs.*
- *Recognizing the distinctions between formal and informal authority.*
- *Sources of power for both leaders and managers.*
- *Exploring various styles of leadership.*
- *Identifying the characteristics of admired leaders.*
- *Exploring some aspects of gender and its influence on leadership dynamic*
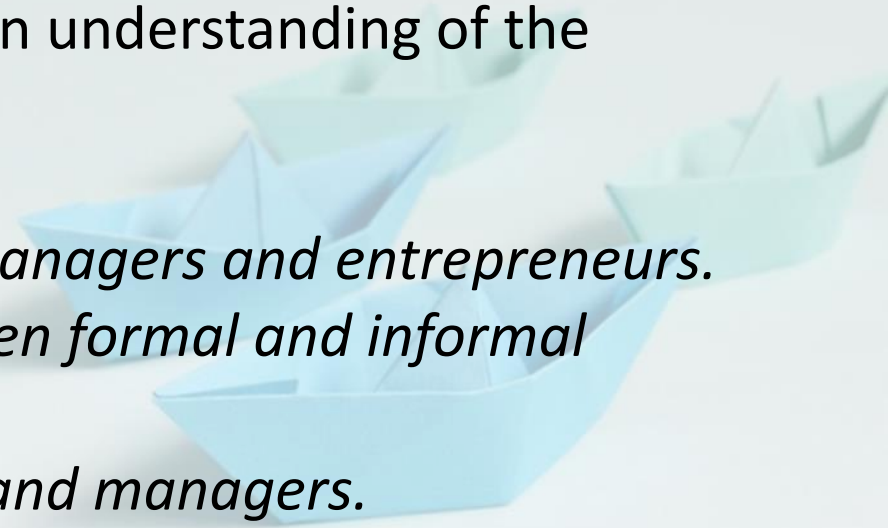
What are my expectations of you as our future leaders:

- Be on time!
- Stay curious and open-minded.
- Honest participation and reflection.
- Show respect to everyone.
- Keep it professional.
- Embrace your mistakes.
- Think critically and seek the truth.

Leadership

Definition: "Leadership is the art of mobilizing others to want to struggle for shared aspirations."

Kouzes and Posner (2006)

Leadership

- Is leadership more of a science or an art?

- Why? What does the word "mobilizing" imply to you in the context of leadership?

- How does a leader "mobilize" people?

- Does leadership always involve a struggle?

- Can you think of examples where it may or may not be a struggle?

- Why might people want to struggle under a good leader? What motivates them?

- What is an aspiration? How does it differ from a goal? Why do you think aspirations need to be shared for effective leadership? Can a leader work with individual aspirations alone?

Examples

- Leadership as an Art: A manager leads a team by inspiring creativity and collaboration, adapting to each member's strengths, rather than following strict procedures.

- Mobilizing Meaning: A school principal rallies teachers and students around a new learning initiative by explaining its long-term benefits and involving them in the decision-making process.

- Struggle in Leadership: A startup founder guides their team through the challenges of launching a new product, reminding them that the struggle is part of the journey to success.

Examples

- Wanting to Struggle: Volunteers for a non-profit organization are willing to put in extra effort because they believe strongly in the mission of providing clean water to communities in need.

- Aspiration: A university student aspires to become a researcher and dedicates time to mastering complex subjects despite the difficulty, seeing it as part of their long-term goal.

- Shared Aspirations: A soccer coach unites the team by focusing on winning the championship, helping each player see how their individual efforts contribute to the collective goal.

Formal vs. Informal Leadership

- **Formal Leadership:** Appointed by the organization, focuses on directing a group.

- **Informal Leadership:** Perceived due to character traits and behaviors, relies on relationships.

Formal Leadership

- **Formal Leadership** is associated with individuals holding official titles and positions of authority within the organization.
- These individuals are expected to provide leadership based on their designated roles and responsibilities.

Formal Leadership

- **Formal Leadership** is officially recognized within the organizational structure.

Informal Leadership

- Informal Leadership refers to individuals who demonstrate leadership qualities and practices without holding official leadership positions.

Informal Leadership

- They may inspire, motivate, and influence their coworkers through their actions, ideas, and behaviors.
- Informal Leadership is not based on official authority but emerges through social interactions and perceived influence.
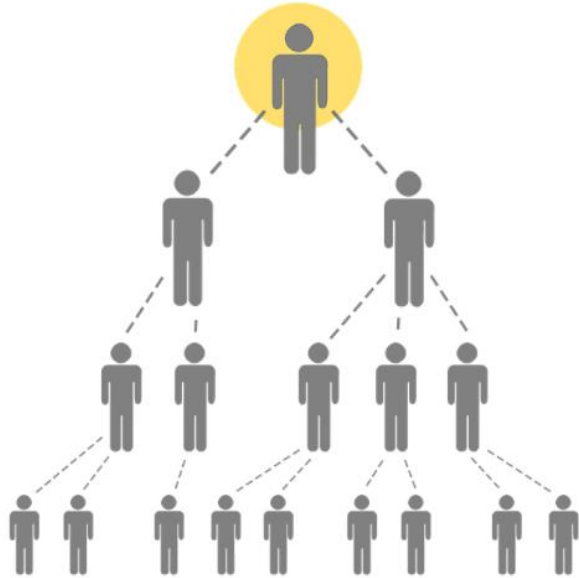
Formal Vs. Informal Authority

- *Formal Authority: Given by organization, relies on explicit expectations.*
- *Informal Authority: Based on trust and competence, relies on personal qualities and expertise and relationships.*
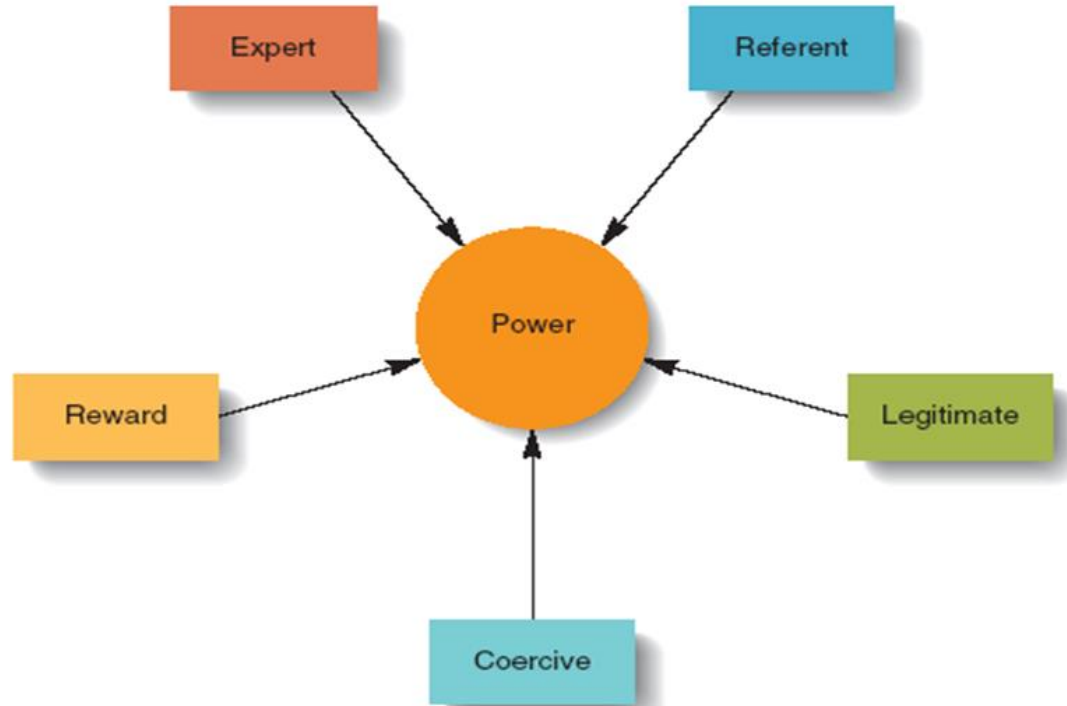
Authority Resources

Formal

Informal

What you do and how you are perceived:
- *Personal Qualities*
- *Expertise*
- *Relationships*

Sources of Power

Jones, G. R., George, J. M. (2017). Contemporary Management. United Kingdom: McGraw-Hill Education.

Sources of Power (hard power)

- *Legitimate Power*   (القوة التي تأتي من شرعية المنصب)
The authority that a manager has by virtue (benefit) of his or her position in the firm.
- *Reward Power*
The ability of a manager to give or withhold tangible and intangible rewards. Effective managers use reward power to signal to employees that they are doing a good job.

Sources of Power (hard power)

- *Coercive Power*

The ability of a manager to punish others. Examples: Oral warning pay cuts, and dismissal (firing).

Sources of Power (soft power)

- *Referent Power*

Power that comes from coworkers' respect and loyalty. Possessed by managers or leaders who are likable and who subordinates wish to use as a role model.

- *Expert Power*

Power that is based on special knowledge, skills, and expertise that the leader possesses. Tends to be used in a guiding or coaching manner.

Management vs. Leadership

| Aspect	Management	Leadership
Focus	Task oriented, efficiency	Vision, inspiration
Approach	Sustaining current systems, processes	Challenging status quo, driving change
Perception	Often seen as less charismatic, focused on efficiency	Often seen as heroic figures, rallying for a cause
Responsibilities	Day-to-day functions, problem -solving. Planning, organizing, leading, and controlling. *	Long-term vision, developing people's capabilities. **

Activity 1: Leadership Style Speed Presentation

Objective: Explore different leadership styles through concise presentations.

Duration: 20 minutes

Group Size: 4-5students per group

Activity Steps:

1. Introduction (2 minutes): Explain the purpose: to learn about various leadership styles in a short time.
2. Group Formation (2 minutes): Divide students into small groups.
3. Assign each group a different leader known for their distinct leadership style:
   - Authoritarian (Autocratic) Leadership
   - Participative (Democratic) Leadership
   - Delegative (Laissez-Faire) Leadership
   - Transactional Leadership
   - Transformational Leadership
   - Servant Leadership
4. Research and Preparation (10 minutes): Instruct students to quickly research their assigned leadership style.
   - Definition: Provide a brief description of each leadership style.
   - Characteristics: List the main traits associated with each style.
   - Examples: Offer one or two examples of leaders who embody each style.
   - Decision-Making: Explain how leaders of each style typically make decisions.
5. Speed Presentations (3 minutes per group): Each group has 3 minutes to present their leadership style to the class.
6. Discussion (5-10 minutes): Recap and facilitate a brief discussion after all presentations. Ask students to share insights or questions about the different styles.
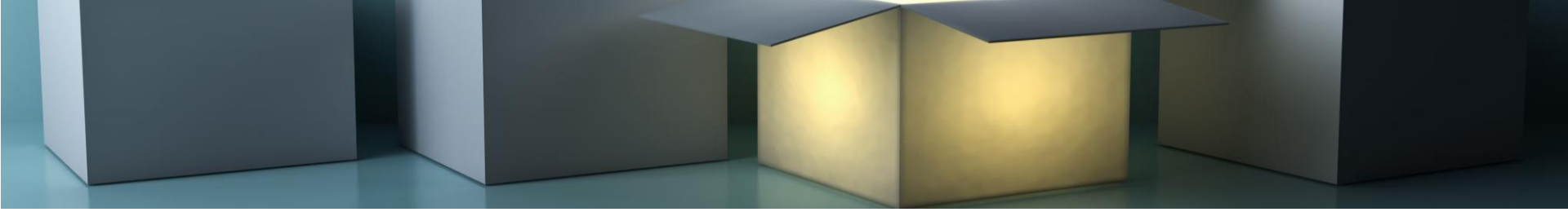
Traditional Leadership Styles

- *Authoritarian (Autocratic) Leadership*
- *Participative (Democratic) Leadership*
- *Delegative (Laissez-Faire) Leadership*
- *Patriarchal Leadership*

https://www.verywellmind.com/whats-your-leadership-style-3866929

Authoritarian Leadership

- Authoritarian leaders make decisions without input from team members.
- Examples include military leaders and dictators.

Participative Leadership

- Participative leaders involve team members in decision-making processes. Example, Indra Nooyi Former CEO of PepsiCo.

Delegative Leadership

- Delegative leaders give team members authority to make decisions.
- Example, Warren Buffett founder, chairman and CEO of Berkshire Hathaway.

Paternalistic Leadership

Paternalistic leadership is defined as "a style that combines strong discipline and authority with fatherly benevolence and moral Authority" (Farh and Cheng, 2000: 91).[1,2] Quite common in the Arab region, both in business and political leadership contexts.

1. Jackson, T. (2016). Paternalistic leadership: The missing link in cross-cultural leadership studies?. International Journal of Cross-Cultural Management, 16(1), 3-7.
2. https://www.pon.harvard.edu/daily/leadership-skills-daily/paternalistic-leadership-beyond-authoritarianism/
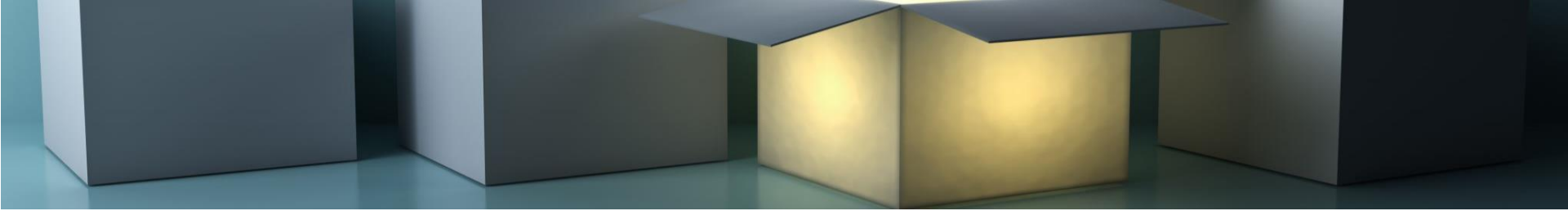
Other Leadership Styles

- *Transactional Leadership*
- *Transformational Leadership*
- *Servant Leadership*

Transactional Leadership

Transactional Leadership: This style focuses on supervision, organization, and performance, involving the exchange of rewards and punishments to motivate followers toward specific goals.
Bill Gates of Microsoft exemplified transactional leadership by emphasizing clear structures and performance standards, rewarding success to establish Microsoft as a global software leader.

Transformational Leadership

- Transformational leaders inspire and motivate and go beyond their personal interests for the benefit of the group, organization, or society.
- Transformational leadership involves encouraging followers (constituents) to broaden their aspirations, goals, and values, and providing them with the confidence to exceed expectations in their roles within the organization.[1] Example, Nelson Mandela.

1.
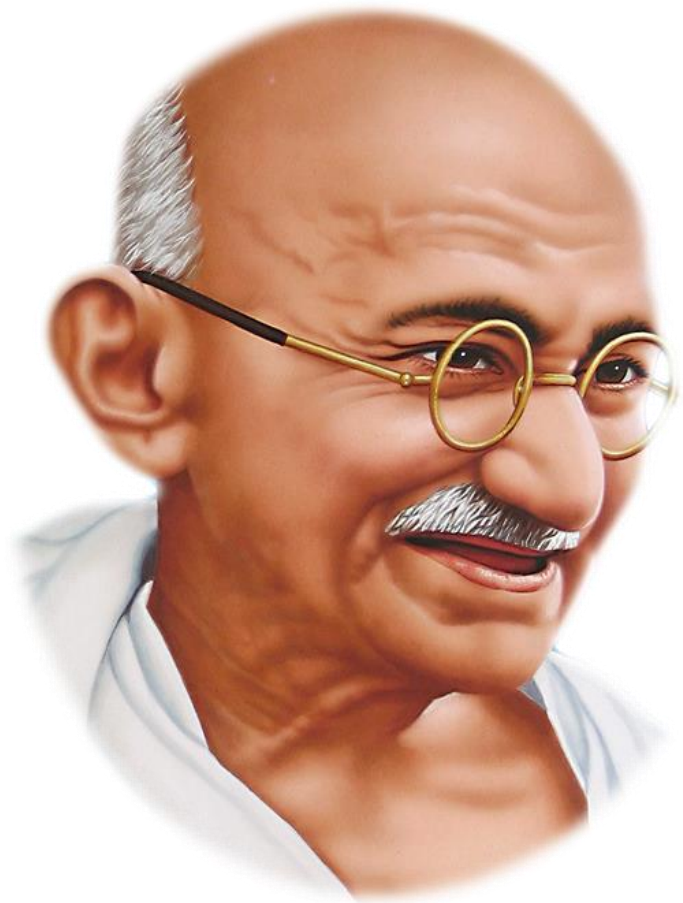
Servant Leadership

Servant Leadership is a leadership style where the leader prioritizes serving others, focusing on their needs and development to help them reach their full potential. This approach emphasizes empathy, collaboration, and humility. Example is Mahatma Gandhi

Toxic Leadership

Common behaviors you may see in toxic leaders or colleagues:

- Abuse of power

- Nepotism/favoritism

- Overly protective of those who follow them blindly

- Expectation of unquestioned loyalty

- Bullying

- Micromanaging

- Gossiping

- Deception/withholding information/exaggerating problems

- Using fear as a motivating tool

- Incapable of receiving constructive criticism

- Driven by finger-pointing

- **Identify The Traits – Impacts On The Team/Organization – Suggested Strategies**

- 1. Scenario 1: A manager constantly micromanages employees, disregarding their expertise and creativity, leading to low morale and high turnover
- 2. Scenario 2: A team leader regularly blames team members for failures without taking responsibility, creating a culture of fear and mistrust.
- 3. Scenario 3: An executive shows favoritism, only promoting those who agree with their views, causing division and resentment among staff.
- 4. Scenario 4: A supervisor lacks empathy and dismisses employees' personal issues, leading to burnout and decreased productivity.
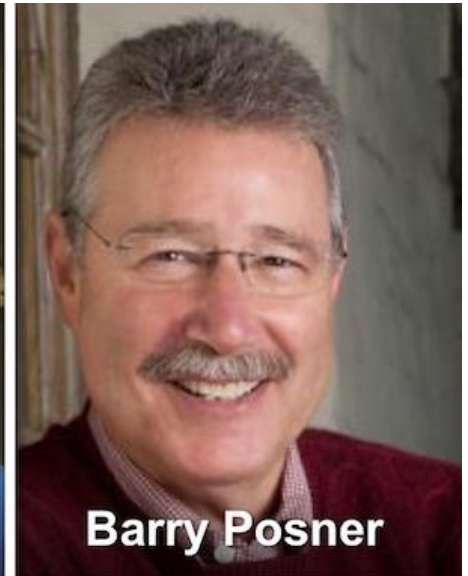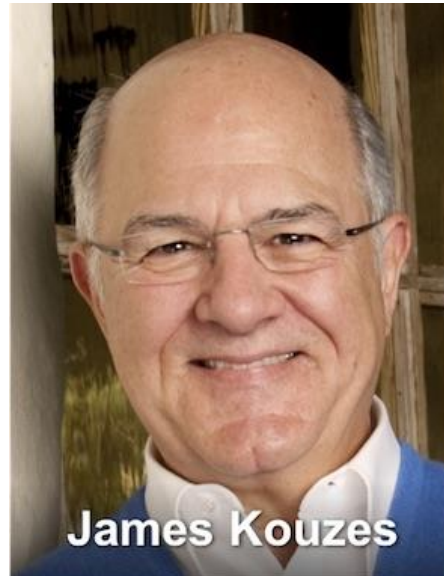
Activity 2: Characteristics of Admired Leaders

1.Instruct students to form groups of 4-5 and collectively identify the five most admirable characteristics of leaders they know.

2. Encourage groups to share their chosen characteristics, then compile them on the board and collectively select the top 5.
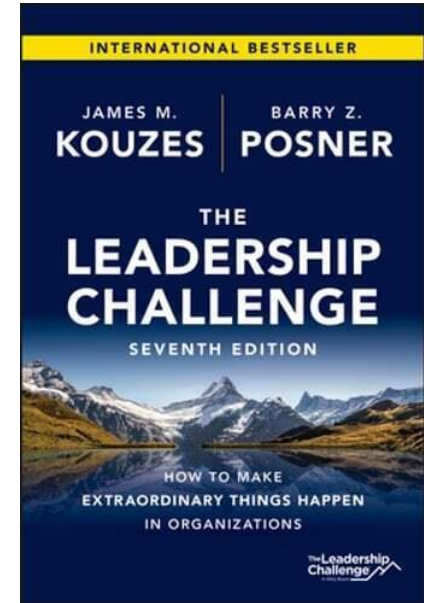
Characteristics of Admired Leaders

• Kouzes and Posner began their research 25 years ago on what constituents expect of leaders by surveying thousands of business and government executives.

James Kouzes

Barry Posner

Characteristics of Admired Leaders

They asked the following open-ended question: **"What values, personal traits or characteristics do you look for and admire in a leader?** In response to that question, respondents identified several hundred different values, traits, and characteristics.

Characteristics of Admired Leaders

Subsequent content analysis reduced these items to a list of 20 characteristics. From this list of twenty characteristics, they developed a survey questionnaire called "Characteristics of Admired Leaders".
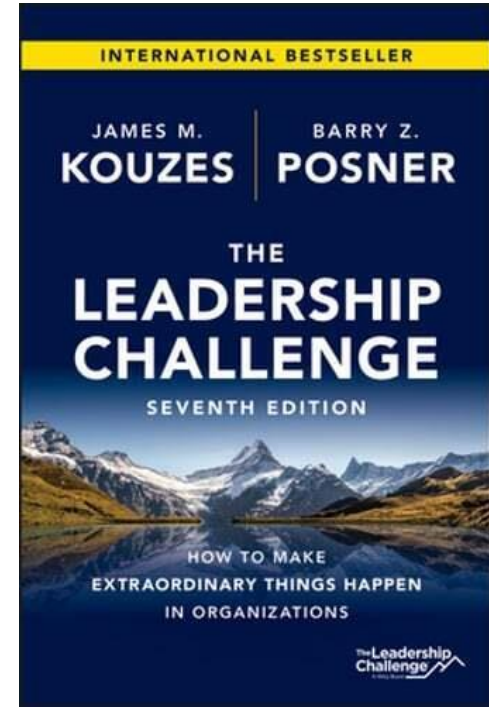
Characteristics of Admired Leaders

They administered this questionnaire to over 75, 000 people around the globe, and update the findings continuously.

INTERNATIONAL BESTSELLER

JAMES M. **KOUZES** | BARRY Z. **POSNER**

THE **LEADERSHIP CHALLENGE**

SEVENTH EDITION

HOW TO MAKE EXTRAORDINARY THINGS HAPPEN IN ORGANIZATIONS

The Leadership Challenge
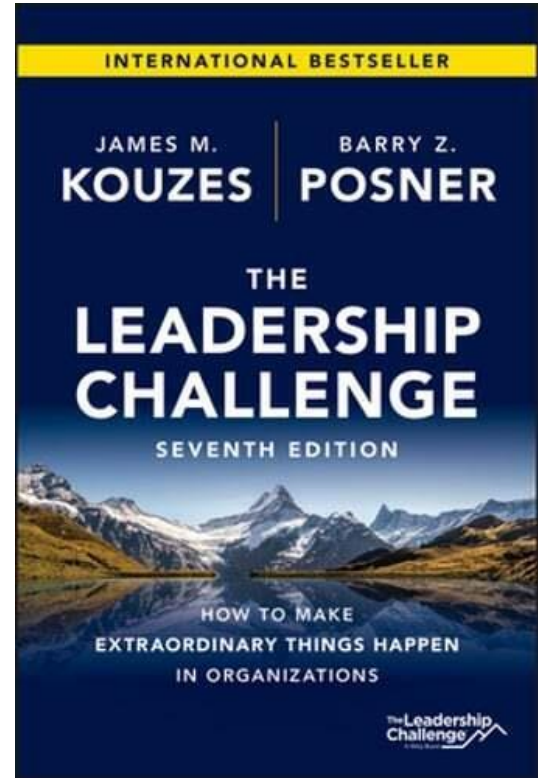
Characteristics of an Admired Leader

- 28% Ambitious
- **40% Broad-minded**
- 23% Caring
- **66% Competent**
- 31% Cooperative
- 22% Courageous
- 39% Dependable
- 22% Determined
- **35% Fair-minded**
- **62% Forward-looking**

- **84% Honest**
- 17% Imaginative
- 5% Independent
- **66% Inspiring**
- **47% Intelligent**
- 18% Loyal
- 17% Mature
- 10% Self-controlled
- 32% Straightforward
- **37% Supportive**

© Kouzes and Posner, **The Leadership Challenge,** 6th Edition
Modeling the Way, Table 2.1, 2017 responses, page 30

Characteristics of Admired Leaders

1. Honest
2. Forward-looking
3. Competent
4. Inspiring

Qualities Admired in Leaders

- Honest
- Competent
- Inspiring
- Forward-Looking

AND Marshal Ganz emphasizes that leaders should have:

- Empathy
- Healthy Ego
- Courage
- A Sense of Humor

Why do leaders have to be honest?

A   To gain more power and control over their team.

B   To manipulate and deceive their followers.

C   To build trust and credibility with their team.

D   To avoid conflict and confrontation in the workplace.

Why do leaders have to be inspiring?

A To make their followers fearful

B To create a sense of superiority

C To discourage team collaboration

D To motivate and engage their team members

Why is it important for leaders to be forward looking?

A   To dwell on past mistakes
B   To stay stuck in the present
C   To anticipate and prepare for future challenges and opportunities
D   To only focus on short-term goals

Why do leaders need to have empathy?

A   To understand and connect with their team members on a deeper level.
B   To assert dominance and control over their team.
C   To avoid responsibility for their actions.
D   To create a culture of fear and intimidation in the workplace.

Why do leaders need to have a healthy ego (الانا)؟

A   To control their team members

B   A healthy ego indicate humility that comes from self-assurance.[1]

C   To always be right and never admit mistakes

D   To dominate and overpower others

Arrogance and a desire to dominate others often indicate a weak ego that constantly seeks reassurance (Ganz, 2016). On other hand, inflated ego cause exaggerated belief in own abilities and often overestimation of own importance or capabilities.

Why are leaders required to have courage?

A   To make tough decisions and take risks for the benefit of their team or organization.
B   To avoid facing challenges and conflicts in the workplace.
C   To maintain a status quo and not push for innovation or change.
D   To show weakness and vulnerability to their team members.

Why is it important for leaders to have a sense of humor?

A   To make their team members feel uncomfortable.
B   To always appear serious and professional.
C   To avoid building strong relationships with their team.
D   to prevent them from taking their troubles too seriously and help them to keep things in perspective (Ganz, 2016).

Selected Cross-Cultural Leadership Findings

- Korean leaders are expected to be paternalistic toward employees.

- Arab leaders who show kindness or generosity without being asked to do so are seen by other Arabs as weak.

- Japanese leaders are expected to be humble and speak frequently.

- Scandinavian and Dutch leaders who single out individuals with public praise are likely to embarrass, not energize, those individuals.

- Effective leaders in Malaysia are expected to show compassion while using more of an autocratic than a participative style.

- Effective German leaders are characterized by high performance orientation, low compassion, low self-protection, low team orientation, high autonomy, and high participation.

Source: Based on J. C. Kennedy, "Leadership in Malaysia: Traditional Values, International Outlook," *Academy of Management Executive,* August 2002, pp. 15–16; F.C. Brodbeck, M. Frese, and M. Javidan, "Leadership Made in Germany: Low on Compassion, High on Performance," *Academy of Management Executive,* February 2002, pp. 16–29; M. F. Peterson and J. G. Hunt, "International Perspectives on International Leadership," *Leadership Quarterly,* Fall 1997, pp. 203–31; R. J. House and R. N. Aditya, "The Social Scientific Study of Leadership: Quo Vadis?" *Journal of Management,* vol. 23, no. 3, (1997), p. 463; and R. J. House, "Leadership in the Twenty-First Century," in A. Howard (ed.), *The Changing Nature of Work* (San Francisco: Jossey-Bass, 1995), p. 442.

Research Findings about Gender and Leadership

Males and females use different styles:

- Women tend to adopt a more democratic or participative style unless in a male-dominated job.

- Women tend to use transformational leadership.

- Men tend to use transactional leadership.

Robins and Coulter (2010), 10th edition. Pearson Education, Inc. Publishing as Prentice Hall

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