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SCHOOL OF HUMANITIES AND SOCIAL SCIENCE  
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**Leadership and Change Management  
(SOS 372)**

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# CHAPTER ONE

## Introduction to leadership

In this chapter students will be able to:

- Define leadership
  - Differentiate Leadership from Management
  - Describe what makes effective leaders;
  - Aware of the importance of leadership
- “You can “Love” people without leading them, but  
You can not lead people without Loving Them”**

# 1.1 What is Leadership?

- ❖ Leadership can be defined in different ways according to different writers. Few of them are:
  - Leadership is a process of **influencing** the action of individuals to achieve the **desired goal** in a **given situation**.
  - Leadership is the **process of getting people to do their best to achieve a desired result**.
  - Leadership is the *art of influencing people* so that they will *strive willingly* and *enthusiastically* toward the achievement of **organizational or group goals**.
  - Leadership is the ability to secure desirable actions from a group of followers *voluntarily* without the use of coercion or force.

- **To lead is to:** Inspire, influence and guide

- It involves

- ❖ *Developing a vision for the future and effectively communicating it*

(**Completeness** (5Ws-who, what, when, where, why), **Conciseness** (using fewest possible words), **Consideration** (knowing one's audience), **Concreteness** (being specific than general), **Clarity** (use familiar words than unfamiliar, e.g. Pay vs Remuneration), **Courtesy** (Politeness, Be sincerely Tactful, Thoughtful and Appreciative) and **Correctness** (using proper grammar, punctuation and spelling)

- ❖ *Motivating (inspiring) people* and

- ❖ *Gaining their engagement (voluntary engagement)*

Leadership can be '**specific to the particular situation**' and its '**authority**' can derive from:

1. **Position** (as in job title, rank or appointment),
2. **Personality** (as in natural qualities of influence) and
3. **Knowledge** (as in technical professional skills/expertise).

- Leadership has three ingredients: *leader, led (follower) and goal (situation) – organizational Environment.*
  - **Leader:** - the one with the ability to understand others' motivation and to inspire them with the ability to create a climate for motivation.
  - **Follower (led)** - the individuals being led or influenced
  - **Environment**- the working environment in which the leader interacts with the followers.
- *Leadership can be formal or informal.*
- ✓ **Formal leadership** occurs when an organization **officially** bestows upon a leader the power and authority to guide and direct others in the organization.
  - ✓ **Informal leadership** occurs in an organization **unofficially** accord a person the power and influence to guide and direct their behavior.

## Who is a Leader? S(h)e is ....

**A person who:**

- **Influences individuals and groups/teams within in organization.**
- **Help them in establishment of goals.**
- **Guide them in achievement of those goals.**



## 1.2. Leadership Vs Management

- Management is a broad subject that encompasses activities such as *planning, organizing, directing, and controlling*.
- Leadership focuses almost *exclusively on the 'people' aspects of getting a job done- inspiring, motivating, directing, and gaining commitment to organizational activities and goals*.
- In short, management influences **brain**, while leadership encourages the *heart and the spirit*.

<b>Subject</b>	<b>Leader</b>	<b>Manager</b>
Essence	Change	Stability
Focus	Leading people	Managing work
Have	Followers	Subordinates
Horizon	Long-term	Short-term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Energy	Passion	Control
Dynamic	Proactive	Reactive
Persuasion	Sell	Tell
Style	Transformational	Transactional
Exchange	Excitement for work	Money for work
Likes	Striving	Action
Wants	Achievement	Results
Risk	Takes	Minimizes
Rules	Breaks	Makes
Conflict	Uses	Avoids
Direction	New roads	Existing roads
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames



✓ **Managers are concerned with tasks**, while **leaders concerned themselves with people**.

Final point:

- **Management is concerned with the** effective use of all resources, including people,
- **Leadership** concentrates on *getting the best out of people*.
- **However, both are needed.**

❑ It is better to accept that, managers have to be leaders and leaders are often, but not always be managers.

❑ Effective manager should possess leadership skills, and an effective leader, at least in business, should demonstrate management skills.

## 1.3 What makes a leader effective?

What makes a leader effective? Is it his/her

a. Personality?

b. Situation?

c. Type of Followers?

d. Other related to working conditions?

e. Others \_\_\_\_\_

- Leadership depends on *several factors*, including the **situation** and the **followers**, not only just the leaders' qualities or characteristics.
- Leadership is more than just the kind of person the leader is or the things the leader does.

# Interactional framework for analyzing leadership effectiveness

- Fred Fiedler was the first researcher who formally recognized the importance of the *leader*, *follower*, and situation in the leadership process.
- He used these three components to develop his *contingency model of leadership*.
- ✓ The leader
- ✓ The followers
- ✓ The situation



## A) The Leader

- Leaders differ from their followers; **effective leaders** differ from **ineffective leaders**, on various personality traits, cognitive abilities, skills, and values.
- Another way personality can affect leadership is through **temperament**, i.e. whether the leader is generally calm or is instead prone to emotional outbursts.

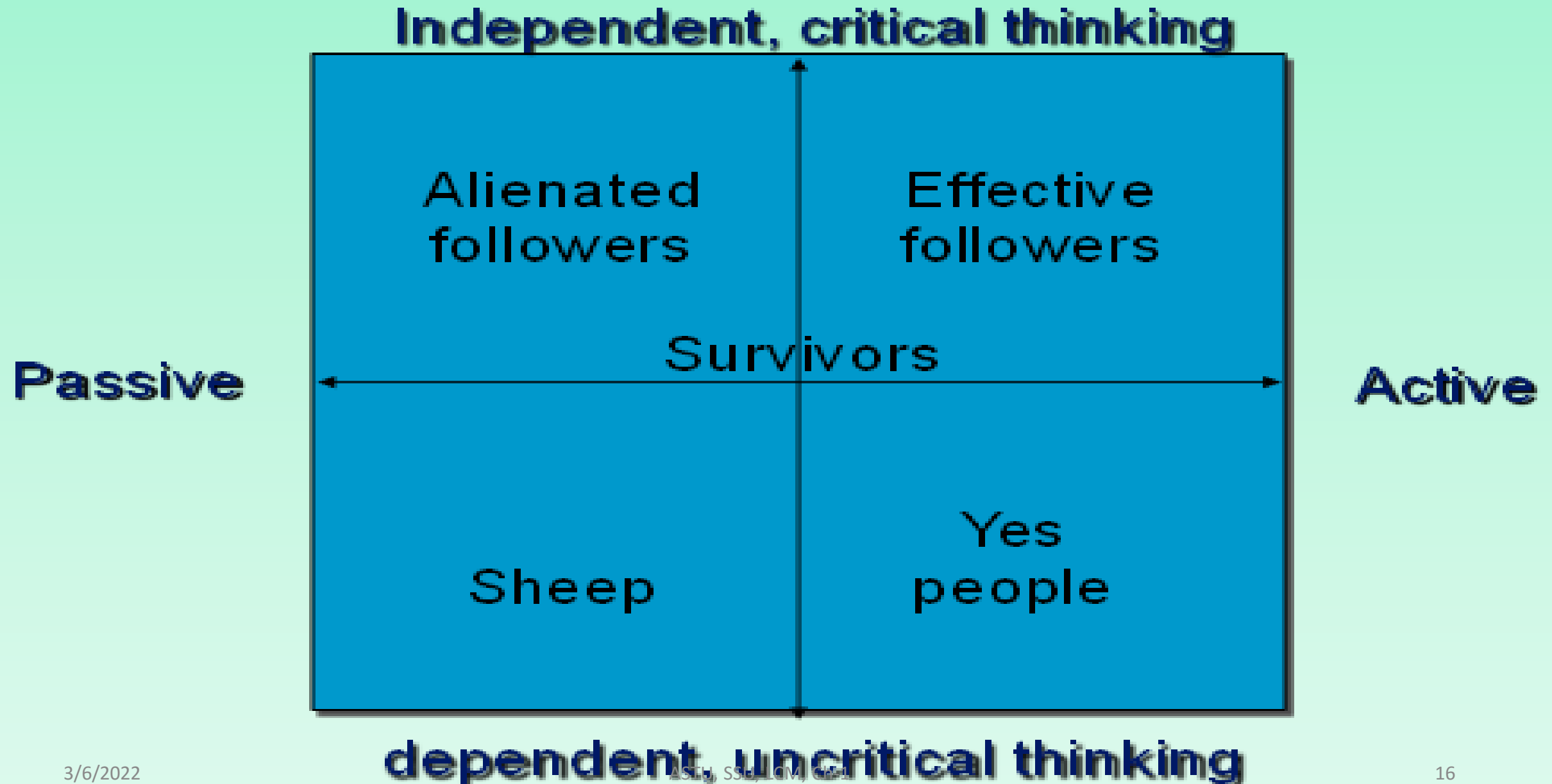
## B) The followers

- Followers are critical part of the leadership equation, but their role has not always been appreciated.
- Thus, to an ever increasing degree, leadership must be understood in terms of **leaders variables** and **followers variables**, as well as the interactions among them.
- **Significance of followers**
  - Successful leaders depend on **followers who want to feel that they are being led in the right direction.**
  - They need to know where they stand, **where they are going** and **what is in it for them.**

# Types of followers

- Contemporary work environments are ones in which followers recognize their **interdependence** with leaders and learn to challenge them while at the same time **respecting the leaders' authority**.
- According to Robert Kelly (1992), followers can be grouped into five categories: *Effective followers* and *four other types of followers* based on two dimensions:
  - (1) *Active Vs passive behaviors and*
  - (2) *Independent, critical thinking Vs dependent, uncritical thinking*

# Five types of followers





**1. Alienated follower:** they think independently and critically, yet are very passive in their behavior. As a result, they become *psychologically and emotionally distance from leaders*. They are *potentially disruptive and a threat of the health of the organization*.

**2. Sheep followers:** They do not think independently and are passive in their behavior. *They simply do as they are told by others. In essence, they are slaves to the system.*

**3. Yes people:** They do not think independently or critically, yet they are very active in their behavior. They uncritically reinforce the thinking and ideas of their leaders with enthusiasm, never questioning or challenging the wisdom of the leaders' ideas and proposals. They are the *most dangerous to a leader* because they are the *most likely to give a false positive reaction and give no warning of potential pitfalls*.

**4. Survivors:** They are the *least disruptive and the lowest –risk followers* in an organization. They perpetually sample the wind, and their motto is “**Better safe than sorry**”

## 5. Effective followers:

- ✓ Most valuable to leader and an organization because of their active contributions.
- ✓ *They share four essential qualities:*
  - i. They practice self-management and self-responsibility.* A leader can delegate to an effective follower without an anxiety about the outcome.
  - ii. They are committed to both the organization and a purpose, principle, or a person outside themselves.* Effective followers are not self-centered or self-aggrandizing.
  - iii. They invest in their own competence and professionalism and focus their energy for maximum impact.* They look for challenges and ways in to add to their talents or abilities.
  - iv. They are courageous, honest, and credible;* self-leaders who do not require close supervision.

## C) The Situation

- The **situation** is the third central critical part of the leadership equation.
- Even if we knew, all we could know about a given leaders and a given set of followers, leadership makes sense only in the context of how the leader and followers interact in a given situation.



## **Qualities effective leaders:**

- ✓ *Passion*
- ✓ *Holder of values;*
- ✓ *Visionary*
- ✓ *Creativity*
- ✓ Intellectual Drive and Knowledge (a student, a reader and a learner)
- ✓ Confidence and Humility combined
- ✓ Effective communicator
- ✓ Planner/organizer
- ✓ Ability to understand human behavior
- ✓ Social skill
- ✓ Teaching ability (being model)
- ✓ Readiness to accept responsibility/criticisms and to take appropriate corrective measures
- ✓ Emotional stability and fairness

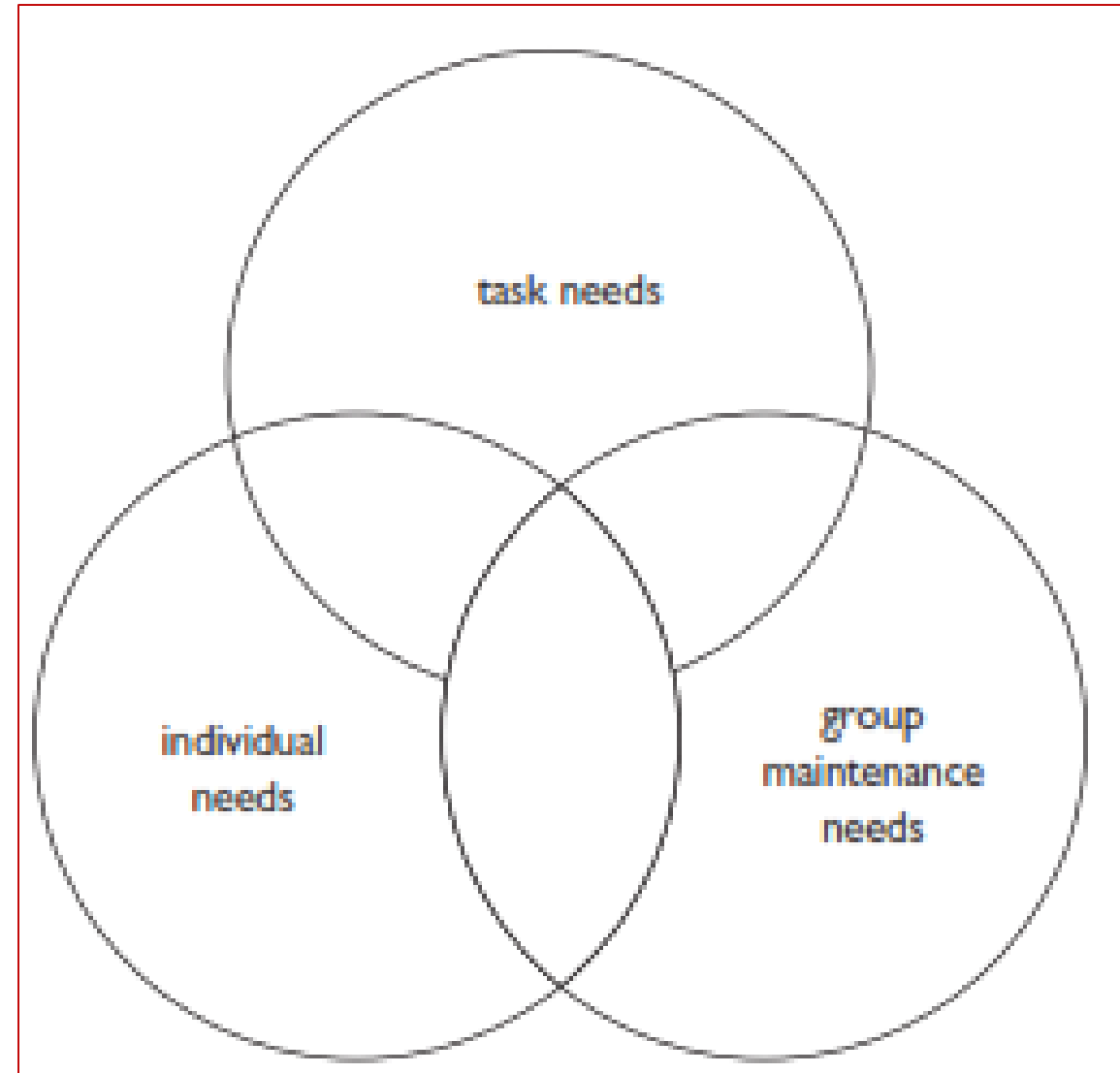
# Three essential role of leaders

**1. Define the task** – making it clear what is expected to do.

**2. Achieve the task** – Leaders ensure that the group's purpose is fulfilled.

- If it is not = frustration, disharmony, criticism and perhaps eventually disintegration of the group.

**3. Maintain effective relationships** to **build and maintain team spirit.**



There is a danger in becoming so,

- **Task orientated-** individual and group or team needs are ignored, and
- **People orientated** - focusing on meeting individual or group needs at the expense of the task.
- The best leaders are those who keep these *three needs satisfied and in balance* according to the demands of the situation.

## 1.4 Importance of Leadership

- ✓ Leaders **set a direction** for the rest of us; they help us see **what lies ahead**; they help us **visualize** what we might achieve; they **encourage** us and **inspire** us
- ✓ Without leadership a group of human beings quickly degenerates into **argument and conflict**, because we see things in different ways and lean toward different solutions.

The following points justify the importance of leadership in a concern:

- ✓ *Initiates action*
- ✓ *Motivation*
- ✓ *Providing guidance*
- ✓ *Creating confidence*
- ✓ *Building morale*
- ✓ *Builds work environment*
- ✓ *Co-ordination*

**End of Chapter 1**

**THANK YOU!**