**Diploma in Leadership and Management**

**Assignment for module 4**

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**Abstract**

The characteristics of successful leaders that would make them effective in all the situations are self-managing, acting strategically, being effective communicators, accountable, responsible, setting clear goals and persisting in achieving them, having a vision for the future, managing complexity, fostering creativity and innovation, team building and promoting teamwork, creating lasting relationships and learning agility.

The ways in which an organization can benefit from intergroup conflict are, **earlier problem identification, better problem-solving, healthy relationships, morale and commitment, improved productivity and personal growth and insight.**

### There are many different styles of leadership applied in institutions, four of these include: Bureaucratic leadership, democratic leadership. autocratic leadership and coaching leadership style.

Employee involvement is one of the prerequisites for the success of quality management

endeavors because it facilitates better management of change, boosts productivity, promotes **innovation among employees,** creates ability of knowing where they stand, inspires leadership, there is cut down of turnover costs, **communication improvement, i**ncreasing product quality and building a stronger community.

It’s important that organization solicit feedback from the customers as it motivates customers and the organization to perform better, helps the organization and customers to identify development opportunities. There is increase in retention when customers are served promptly, facilitates problem solving and it demonstrates democratic communication, Harold Kerzner 2009 John Wiley.

A quality policy is a document made by [top management](https://www.theprojectdefinition.com/top-management/)  of the company to express overall intentions, objectives and direction of the organization. The quality policy ensures commitment to customer, improve efficiency, reduces waste, and save money, sets expectations, **keeps** management accountable, ensure compliance with the law, improves the consistency of operations, helps to defend against employee claims and lets employees know where to turn for help .

The quality policy statement is used by companies to develop a quality management system that works towards effectiveness and positive results. It is significant where there is need to show trustworthiness, purpose of the company, company’s reliability and it sends a message;When the company is using the quality policy, one can easily know the purpose of the company reading from its quality policy displayed

Qn1. Discuss the characteristics of a successful leader that would make them effective in all the

situations

**Self-managing:** It’s hard to manage others effectively if you can’t manage yourself. Self-managing means being able to prioritize your goals and being responsible for accomplishing those objectives. As an effective leader, you must be able to regulate your time, attention and emotions, while remaining aware of your strengths, weaknesses and potential sources of bias.

Exceptional leaders are adept at handling stress and balancing their personal and professional lives. However, you must also remember the importance of compassion and be able to respond to people and events in an appropriate way. Remember to maintain self-control and discipline in your actions, though you should avoid becoming overly reserved or inflexible.

**Acting strategically**: A forward-thinking, open-minded approach is necessary for today’s leaders. “Leaders must always be prepared to adjust their strategies to capture emerging opportunities or tackle unexpected challenges.” Thinking strategically is an ongoing process that involves assessing your business environment. (Harvard Business Publishing report).

**Being an effective communicator**: Powerful leaders know when to talk and when to listen. They are [effective communicators](https://www.forbes.com/sites/deeppatel/2017/03/14/5-tips-to-help-you-become-a-better-communicator-and-leader/#1c2e3fa3375d) and are able to clearly and briefly explain to their employees everything from organizational goals to specific tasks. If people don’t understand or aren’t aware of your expectations, they will fall short, so the more specific you can be, the better.

You need to be able to communicate on all levels: one on one, to the department and to the entire staff, as well as via phone, email and social media. Communication is built on a steady flow of verbal and nonverbal exchanges of ideas and information, so work on being approachable and involving people from different levels.

**Accountable and responsible**: Successful leaders should know how and when to use [power and authority appropriately](http://www.success.com/article/6-qualities-of-a-charismatic-leader) without overwhelming or overpowering employees. Effective leaders hold themselves accountable and take responsibility for their own mistakes and they expect others to do the same. They can work within established procedures and be productive and efficient in their decisions.

They appreciate the importance of supporting and encouraging individuality while also understanding organizational structures and the need to follow rules and policies. They are able to balance different perspectives while taking appropriate action.

**Setting clear goals and become persisting in achieving them**: Leaders should be able to set clear [goals](http://prsuit.com/life-in-review/smart-goal-setting/) and be determined in achieving them. Back it all up with unshakable self-confidence. If you radiate enthusiasm and are truly excited about what you’re doing, people will be naturally drawn to you.

Remember that writing your goals down is key to the success of both you and your company. But accomplishing those goals takes time. If you give up, so will everyone around you. To be a successful leader, you must be willing to keep going when others are tempted to low strength in performance.

**Having a vision for the future**: Exceptional leaders have the ability to look into their company’s future and make clear concrete goals that will benefit their organization. They are confident and optimistic, inspiring enthusiasm in those around them.

Being [a visionary is about managing change](http://www.businessinsider.com/characteristics-of-successful-leaders-2015-9) while striking a balance between stability and growth. You must incorporate new approaches without getting distracted from the main goals.

Being a visionary means understanding that continuous change is occurring all around you, so what worked in the past may not always work now. Practice being adaptable and agile as you implement new strategies and allow your business model to evolve over time.

**Managing complexity:** Leaders must be problem solvers who can make decisions under rapidly shifting circumstances. Learning to lead in a complex situation is a vital skill for any leader. Even before any definitive information is available, effective leaders must assess a situation’s complexity and choose appropriate courses of action. This means being able to scan the environment in search of subtle trends and indicators of disruptive change, and establish practices that allow your organization to respond swiftly.

**Fostering creativity and innovation**: Leaders must have the courage to [risk experimentation and encourage creativity](https://www.forbes.com/sites/kevincashman/2013/08/21/7-ways-leaders-can-foster-innovation/#611d8a529a99). Doing this will foster the innovation that will steer your organization to new destinations and around the twists and turns of a changing business landscape.

The key is to always be persistent in pursuing your goals, and open minded and flexible in how you get there. Encourage the people around you to spend at least one hour of their time exploring new ideas through brainstorming and prototyping.

**Team Building and promoting teamwork**: Successful leadership is built on the people around you. Team building is essential to leading a diverse and unique group of people with distinct personalities, motivations and skills.

[Strong teams and teamwork](http://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/interaction/team-building/steps) are key to achieving many of things on this list, such as fostering innovation, effective communication and achieving your organization’s goals. If you recruit and develop the right team, you will be creating an unstoppable force that will drive your organization’s success.

**Building lasting relationships**: Compelling leaders do more than just inspire others to follow them; they know how to motivate their employees to strive wholeheartedly for their company’s goals. Employees who feel valued and appreciated, who feel like what they do makes a difference, will feel invigorated to push harder to achieve success for their company.

Outstanding leaders also understand that they need to be [effective at networking](http://knowledge.insead.edu/leadership-organisations/networking-is-vital-for-successful-managers-2085), not just to advance their own careers, but for the benefit of their organization. By creating a vast and varied network of people, leaders establish impactful relationships with customers, clients, partners and even competitors.

**Learning agility**: Truly [great leaders](https://www.forbes.com/sites/deeppatel/2017/03/15/3-key-habits-great-leaders-share/#186d700d65b8) know that the strength of their leadership is built on their ability to adapt to suddenly changing circumstances and to know how and when to seize on opportunities amid a changing landscape.

Having an insatiable curiosity will fuel your desire to constantly learn and grow. [Learning agility](https://www.forbes.com/sites/kevincashman/2013/04/03/the-five-dimensions-of-learning-agile-leaders/#6a8cbacf7457) hinges on developing critical thinking skills, being accepting of uncertainty, having social and emotional intelligence and always having the desire and determination to push forward.

**Qn2**. By use of examples, show how an organization can benefit from intergroup conflict

#### ****Earlier problem identification:**** Workplace conflict can shine a light on deeper problems that need to be addressed.  Even the most seemingly trivial disagreements might stem from underlying unaddressed issues that, if not addressed, are likely to worsen and then explode down the road.  Thoughtful managers can watch for patterns in the workplace and engage early with the involved staff before the workplace is disrupted by a full-fledged conflict.

Example is when members of a group feel that they do not have what they desire to have or are not doing well in comparison to other groups and so if this arises it becomes a wakeup call for the in charge manager to quickly look into providing what the group lacks before the problem escalates.

**Better problem-solving**: At times when having discussions, different viewpoints can sometimes result in friction or even outright conflict.  Sometimes one or two voices tend to dominate discussions in the workplace leaving others without real opportunities to express their views at all.  These dynamics can lead to disengagement, poor buy-in and less than optimal solutions.

If staff members can learn to engage with these kinds of conflicts in constructive ways, then disagreements are not only normalized but can be seen to be an important piece of joint problem-solving.

For example, if everyone feels comfortable expressing their views, more ideas are generated and differences of opinion become opportunities to hone and improve ideas into workable solutions.  These are critical life skills which can be applied in the workplace and beyond. .

#### ****Healthy relationships, morale and commitment:**** Conflict that is denied, avoided, suppressed or handled ineffectively can harm relationships.  Human beings can form inaccurate assumptions about the intentions of others which, unless surfaced and examined, can undermine important working relationships.  On the other hand, if staff feel comfortable raising differing views, concerns or complaints and they see that these are heard and respected by their peers and management then their relationships with each other and with the organization can be strengthened.

In one organization I was involved in, some members of a critical stakeholder group felt disenfranchised by a decision made by the organization that they argued didn’t take that group’s interests into account.  While initially denying their concerns and escalating the conflict, the organization was able to pivot by expressing willingness to participate in an open dialogue about the issues.  Three well-facilitated circle processes were held and were well attended. Participants reported that they felt their concerns were heard and respected.  The organization benefited from the healthy dialogue and relationships were strengthened.

**Improved productivity:** There will likely be an investment of time and energy at the outset to prepare individuals and teams to recognize and engage well with various kinds of workplace conflict.  However, conflict that is handled well will free up people to focus on their jobs rather than tensions in the office which will lead to higher productivity, efficiency and effectiveness.

The most successful teams involve a diversity of backgrounds and approaches.  By virtue of their training and experience, many lawyers are “black hat thinkers” who tend to focus on risk and possible negative outcomes.  When we are trying to change things or encourage innovation and creativity this approach can be annoying.  Some team members may dislike having their ideas challenged in this way, which can cause discord.  However, a well-functioning team with training in effective conflict engagement can benefit from rigorous black hat and other types of thinking in order to hone and improve its ideas.

**Personal growth and insight**: Conflictual situations can help us to learn more about ourselves and others.  There is nothing like a difficult disagreement to reveal not only what we care about, but also our default approaches and reactions.  We may not always show up as our “best selves” when in the midst of a heated discussion or when confronted by stinging criticism.  However, in each of these situations, if we are open to it, then there is likely to be an important insight about ourselves that is worthy of learning.  Self-awareness is the first step to managing ourselves better in the future.

We can learn about our work with colleagues in the midst of conflict.  It may be helpful to know, in advance, how they react in certain situations and to take that information into account when we are working with them in the future.

If you look back, you realize that much of your greatest learning came not from those moments of peace and tranquility (although they were lovely!) but from experiences of conflict with others, including colleagues in the workplace.  By reflecting on those experiences, you realized your personality (or perhaps your legal training) led you to be defensive and aware of your many blind spots. Self-awareness can therefore lead you to a determination to learn some responses and to nurture other (healthier) approaches.  I am still a work in process, but I am grateful for those difficult conflictual experiences.

**Qn3**. There are different leadership styles applied in an institution. Explain any Four of them.

### Bureaucratic Leadership

Bureaucratic leadership is one of the [**leadership styles**](https://www.managementstudyhq.com/types-of-leadership.html)  whereby employees are made to follow specific rules and lines of authority created by the superiors. In other words, these are set of leaders’ functions based on official regulations fixed by higher authorities within the organization.(Max Weber in 1947)

The bureaucratic leadership style focuses on the administrative needs of the organization. This is used mostly in organizations which rely heavily on consistency and adherence to rules and regulations to get whatever results they seek.

There is always a line of command with each leader having separate powers in their jurisdiction. They also do not like laws that are more flexible. Instead, they prefer rigid rules and regulations to govern people This style of leadership limits creativity hence less innovation capacity and may result in low production

**Democratic leadership style**

This is a leadership system whereby everyone is given opportunity to participate in decision making. Ideas are exchanged freely, and discussions are encouraged. The group leader is still there to give guidance though focusing on group equality and the free flow of ideas. He is responsible with deciding who is in the group and who gets to contribute to the decisions that are made.

Democratic leadership style is one of the most effective types and leads to higher productivity, better contributions from group members, and increased group morale and commitment

The democratic leadership may be of great disadvantages in situations where roles are unclear, democratic leadership can lead to communication failures and uncompleted projects. In some cases, group members may not have the necessary knowledge or expertise to make quality contributions to the decision-making process. Democratic leadership can also lead to team members feeling like their opinions and ideas aren't considered, which may lower employee satisfaction and morale. The best example is of the US government.

**Autocratic leadership**

Autocratic leadership is also known as authoritarian leadership. This is a leadership style whereby individual takes control over all decisions and there little or no input from group members. Autocratic leaders typically make choices based on their ideas and judgments and rarely accept advice from followers. This type of leadership style is seen mostly in businesses which are relatively small with fewer employees.   
  
This type of leadership style is only effective in organizations where the nature of work requires quick decision-making and are pressure to complete tasks like in the military conflicts. The sole responsibility of the decision and the outcome is with the leader. It is a flexible leadership style, but some would argue that it is outdated now.

Autocratic leadership has some advantages like; making decisions quickly, especially in stress-filled situations, it is good where strong, directive leadership is needed and provides clear chain of command. This leadership style discourages group participation and creativity hence low morale among group members. It is also seen as a dictatorship leadership style since it does not encourage sharing of ideas.

**Coaching leadership style**

This style involves having a skilled leader who helps others to advance their skills; he builds bench strength and provides a lot of guidance. The coaching leadership style is most effective when followers are more responsible, experienced, and agreeable and is very effective in settings where performance or results need improvement. (**Paul Hersey and Kenneth Blanchard in the late 1960**)

Coaching if done by someone with expertise can improve group motivation and hence increased results. However, if the leader does not have the right level of knowledge or expertise to develop the people or indeed is fearful of negative feedback, resistance from group members may develop and poor results may be got

**Qn4.** Employee involvement is one of the prerequisites for the success of quality management

endeavors. Explain the benefits of employee involvement.

**Better management of change:**

If the organization is implementing a transition, involvement of employees facilitates good environment for change because every employee is aware why there is change and who is to be affected and how the affected can be supported. So, there will be no great fear of change and hence less or no resistance

## Boosted productivity

Employees' participation in company direction and decision making can also help to make them more productive in the long run, Cotton, J. L. (1993). This occurs for a couple of reasons including less stress, [a happier work environment](http://theselfimprovementblog.com/self-improvement/featured/5-goals-to-increase-workplace-happiness-and-productivity/), feeling valued, and a commitment to see positive changes to their final results. In addition, some of the changes or ideas suggested by employees might improve processing time or make certain aspects of the job much better

**Innovation**  
Employee empowerment cultivates innovation. More employee involvement produces more innovative idea and problem-solving solutions when difficulty arise. Employees may realize a solution for issues differently even more than their manager and that creative solution resolve the problem efficiently.

## Knowing where you stand

Well-developed organizations let people rate managers and work processes. The ratings can be anonymous or public. This means, one way or another, managers can easily know in real-time how they are performing and how employees feel about management processes. Although it might be daunting, today's employees are more connected and used to rating than any time before, so it's better for a company to be ahead of the curve and ask for feedback directly.

## Inspiration of leadership

In companies where there is employee feedback culture managers are never oppressors, but [mentors](https://www.questback.com/blog/5-ways-to-improve-your-employee-performance-evaluation). Coaching and helping, rather than micromanaging and complaining are the norm. This creates a positive leadership psychology and an environment where innovation, better practices, and deeper engagement cannot just happen, but flourish.

## Turnover costs are cut down

One needs to know that it is cheaper [to keep your existing employees than hiring new ones](https://www.questback.com/blog/reduce-churn-by-engaging-employees-from-the-moment-they-are-hired). Involving employees motivates and makes them feel they belong to the organization, this done not only increase production, but trust and hence reliable workers that one wishes to maintain in his organization. Feedback systems are not expensive so don't choose expensive and cumbersome annual surveys, choose pulse or 'always-on' surveys which are relatively cheap and very simple to run and will repay huge dividends in employee retention.

**Communication Improvement**

Another important benefit of employee participation is improving communication channel in the workplace and breaking down of conventional communication boundary. Managers must communicate with employees to know their thoughts and fears regarding the company direction and figure out problems in a workflow or innovate new ways of doing things.

## Increasing product quality

Finally, employee engagement can also play itself out in a way that makes the final product produced by your company much better. For instance, if employees are better informed on the direction of the company, they will be able to better communicate these ideas to customers. Or, if employee suggestions are taken into consideration, new workflows will be implemented faster to increase product output.

Managers and human resource representatives that are already working towards building greater employee engagement are already seeing major improvements in their workplaces. Remember, it is a challenge to foster avenues where employees feel comfortable and encouraged to participate in company decision making. It is essential to remember to ask questions, listen to the responses, and try to reward buy-in.

**Building a stronger community**

When employees are involved, the company is benefitted by the development of an employee community. Employees that feel their opinion is valued and see changes designed to benefit both them and the customer are more likely to feel invested in the success of the company. These employees want to share their opinions on how to improve because the quality of their work environment and the product matter to them.

5. It’s important that organization solicit feedback from the customers. Explain the

importance of feedback

**Feedback can motivate**

By asking for feedback, it can motivate customers to perform better. Customers like to feel valued and appreciate being asked to provide feedback that can help formulate business decisions. And feedback from client, suppliers, vendors, and stakeholders can be used to motivate to build better working relations

**Identifies development opportunities**

Majority organizations desire to develop and grow in their performance in business. With feedback therefore, one identifies areas that could be improved such as business strategy, marketing opportunities and the most liked products for production of the right quantities and these can be considered in the development plan. Customer feedback can be used to help organizations grow production and increase sales, hence many profits.

**Feedback can improve performance**

Feedback is often mistaken for criticism. In fact, what is viewed as negative criticism is constructive criticism and is the best find of feedback that can help to formulate better decisions to improve and increase performance.

**There is increase in retention**

Customers want to be valued and once valued; customers stay longer. Effective feedback contributes to knowing what your customers need hence serving them promptly which may result in their long support for the organization.

**Problem solving**

Feedback provides the basis of early problem identification and solving. In two-way communication the receiver and the sender express their views for justification hence laying foundation for problem understanding and solving.

**Demonstrates democratic communication**

Feedback involves participation of both the receiver and sender which therefore provides scope for both parties to express their opinions and confirm that the information is rightly sent and received. By providing a platform for each party to fully express their views over common issues democracy is practiced, **Harold Kerzner 2009 John Wiley.**

6. Define quality policy and explain the Importance of creating a sound quality policy

The sound quality Policy is a document developed by the [top management](https://www.theprojectdefinition.com/top-management/) for the purposes to express intentions to express overall intentions, objectives and direction of the organization. The Quality Policy expresses the top management’s commitments to the [quality management system (QMS)](https://www.theprojectdefinition.com/quality-management-system-qms/) and allows managers to set quality objectives, (**David Hoyle 2005**) .The company Quality Policy should be based on ISO’s quality management principles and should be compatible with company organization’s other policies and be consistent with its vision and mission.

**Ensures commitment to customers**

A sound quality policy is important because it expresses management commitment to ensure customer satisfaction through product quality. A good quality policy and effectively implemented  puts the company on the Road to improvement. A quality policy is required by ISO and you cannot get certified without. An ISO certification enables you to advertise your quality certification and respond to requests for quotes from companies that make ISO certification a “must-have, hence more customers

**Improve efficiency, reduce waste, and save money**

A quality policy is well implemented enables your company to excel. Because when your processes improve, become more consistent, and you achieve your target objectives with greater regularity, you will see tangible results and your process waste decrease. This reduces costs since each waste is money lost forever. Waste results from poor quality and inefficiency. Hence if you minimize variation, improve consistency you will have less wastes and therefore more money.

**They set expectations**

Policies and procedures allow an employer to commit to writing the company’s values and mission.  They also set standards of behavior, conduct and performance for employees.

As a result, policies and procedures clearly define and set the expectations for employees and provide a source of reference for employees to be able to review and check if they are meeting those expectations.

**Keep** **management accountable**

In addition to setting standards for employees, policies and procedures also set standards for managers of a business.

This provides guidance to managers for how they are to conduct themselves and the standards they will be held to, but also provides transparency to the rest of the workforce as they can see the standards expected of their leaders and what they can in turn expect from their managers.

**Ensure compliance with the law**

Policies and procedures that are regularly reviewed and updated will assist a company in meeting its obligations at law.  For instance, a clear work health and safety policy will assist an employer in communicating its obligations to provide a safe workplace and how it will meet those obligations imposed on the business at law.

**Improve the consistency of your operations**

Having the right objectives, metrics, and procedures, management and employees should be able to focusbetter on what’s important. Yet, this isn’t always the case — it’s easy to lose focus over a period of time.

**Can help defend against employee claims**

Up to date policies and procedures can assist an employer in defending against legal claims.  For instance, in the case of a stop the bullying application before the fair work commission, demonstrating that an employer has a bullying policy and a grievance policy, both of which have been referenced by the employer to investigate the allegation of bullying made, can be relied upon to demonstrate the reasonableness of an employer’s actions when responding to such a claim.

**Lets employees know where to turn for help**

Finally, policies and procedures let employees know where they can turn to for help.  All policies should have a point of contact for queries relating to that policy so employees know who they can contact questions.  Further, policies and procedures will set out the processes and options available for how any grievance can be addressed in the workplace.

7. Explain the application and significance of a quality policy statement to your country’s

### public sector institutions.

The quality policy is used by companies to develop a quality management system that works toward effectiveness and positive results, public sector institutions must clearly define their purpose, context, strategic direction, and quality policy and objectives. Together, these fundamental subjects form the basis for directed progress and success. The quality management statement is a key piece to achieving compliance to ISO standards.

A high-level planning topic, this statement must resonate with and be understood by all members of the team. During the certification audit, the registrar will ask employees to tell them about the company’s quality policy, and they are expected to be able to convey the main themes of the policy and how it relates to their day-to-day actions in a succinct and well-understood manner. It isn’t required for them to recite it verbatim, but it’s crucial that they are able to demonstrate their understanding of the policy’s goals.

Because of its importance in the success of the management system as a whole, writing a quality policy statement can cause a lot of anxiety for project directors, especially as they prepare for audit. Naturally, they seek out quality control policy examples, quality policy samples, and information on the proper quality policy format to ensure they are well-prepared to meet compliance requirements and achieve certification.

But it’s more than just finding a good quality management policy sample, copying it, and calling it done. To create a quality policy that works for you and provides guidance for your company to see real improvement, you must dig deep to discover what drives the company at its core – it’s purpose, issues, and goals.

Gauge your business from its beginning looking at:

**Context:** whether there internal (organization mission, leadership, communication, organizational structure) and external (political, economical, social technological) factors that affect the company, and its stakeholders, *Michelle Seidel, B.Sc., LL. B, March 11, 2019.*

**Strategic direction:** the desired path of progress for the organization looking at the big picture of where the organization is intending to go in future, Jayne Thompson, LL.B., LL.M.

*September 11, 2019*

**Quality Objectives:** a desired, measurable result regarding quality such as durability, stability, performance, reliability, efficiency, accuracy and customer service

**There significances of quality policy:**

**Trustworthiness**

Trust is a critical factor in creating and maintaining relationships with our partners, especially well knowing that we are in a competitive world where building trust in clients to make them feel comfortable in doing business with us is a must do. The quality policy statement lets them know that your company is not only trustworthy today, but we will continue to find increasingly better processes that they will ultimately and continually benefit from. By being upfront and displaying a company policy statement, you set the tone to build trust.

**Reliability**

Another key factor clients look for in a supplier is reliability. Reliability not only involves consistency in customer service and in timely deliveries, but quality. Take an example of your favorite school. It may be your favorite because the teachers are good for your kids and the headmaster is your friend. But it is also likely your favorite because your kids get quality education and therefore you rely on this school because you are assured of quality education. However, this reliability can easily be damaged and so if you want customers to know that they can rely on you; displaying your quality policy statement acknowledges you understand that.

**Sends a message**

If you continuously display your company’s quality policy statement, you are availing it for all to see and this not only for your customers, but your employees and even your suppliers. This sends a powerful message. Also, it does not only show you have given great thought to your quality standards, but that you expect everyone in your organization to give it respect. It can also set the tone for what you expect of your vendors. This too, can have benefits.

**Purpose of the company**

When the company is using the quality policy, one can easily know the purpose of the company reading from its quality policy displayed

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