**LEADERSHIP AND DIRECTION HOMEWORK**

**Lesson 4: LEADERSHIP AND DELEGATION OF AUTHORITY**

**HOMEWORK: Put in Conclusion the Professional Impact That Leadership can Have on People.**

**Leadership and Delegation of Authority**

In leadership when leaders give responsibilities to those that they lead is a delegation of authority. It is best for a leader to be a part of a team or a project in giving direction, support, advice and encouragement in accomplishing the intended goal. It is a wrong idea for leaders to believe that the work or project of the organization or company cannot be done best without their full involvement. It is required in leadership to recognize delegating responsibilities. A leader doesn’t always have to be the only one to do every task or job of the organization. The role of a leader is to identify the different tasks of the organization and delegate responsibilities to employees according to their abilities and areas of expertise. In delegating responsibilities a leader has the time to focus on weightier matters and greater missions of the organization. There are many consequences in leadership when leaders fail to delegate responsibilities to those that they lead. On the other hand, when a leader delegates responsibilities the chances for excellence and success are greater for him and his organization.

**Leader Concept**

One of the main concepts of leadership is setting the pace for others to follow. In setting the pace a leader inspires and influences a team or a group of people to achieve a common goal. Concept of leadership consists of three main types of leadership: Society Leadership, Process Leadership and Trait Leadership.

**Society leadership**: is found in the business or marketplace where the leader influences others to accomplish the objectives of the team and also directs the affairs of the organization into solidarity and unanimity. It is the leader’s initiative to focus on each member of the team to influence the team by providing the necessary training and tools that they need to do the job and achieve the goal. The leader defines the task and creates an environment of freedom for the team to be both responsible and accountable in the task at hand.

**Process leadership:** is the daily life of a leader. It is the process by which leaders put into practice their leadership knowledge and skills. Process leadership is the time and place in which an individual acquires the knowledge and skills of leadership. Knowledge and skill is an integral part of the process of leadership.

**Traits leadership:** are the characteristics and attributes in an individual that influences his or her actions. Trait leadership is what gives the notion that leaders are born and not made. To a greater degree, the knowledge and skills acquired by a leader can be influenced by his or her character and attributes. Trait leadership is restricted to the qualities of a leader while process leadership focuses on the relationship between the leader and the follower. Process and trait leadership are what make a complete leader. Leadership cannot only be learned by the leader but also can be observed by the followers. In leadership it is not enough to impress followers the knowledge and skills acquired, but what is applied. The knowledge and skill applied and the character and attributes displayed are what inspire a group of people to follow a leader.

**Leader Classification**

Leaders emerge from different situations and various walks of life. It is a basic requirement in leadership for self-discovery. It is very important if leaders are being entrusted with the responsibility to lead a group of people to accomplish a task and achieve a common objective that they recognize their unique personality traits and work style and ethics. It is also equally important for a leader to identify and distinguish the classifications of leadership practice and secondly, the factors that influence this practice. In the process theory of leadership, there is an interaction between the leader and the follower. A good leader does not underestimate the importance of this process of interaction, whether in good or tough times. The process of interaction simultaneously is the time of emulation of a good leader by their followers. The trait theory of leadership Intelligence, extroversion, fluency are some traits of a good leader. Fluency is the leader’s ability to effectively communicate his or her thoughts and visions to the followers at every given point in time. Extroversion is the leader’s ability to relate and express himself to the followers out of himself. Intelligence is the leader’s ability to be flexible in different situations. A good leader should be smart enough to discern the occasions and flow with the times, for instance, a good leader is at one time a teacher and at another willing to be a student, at one time a coach and at another a player. A good leader is ready and willing at all times to apply all of these traits; intelligence, extroversion and fluency to make his followers accomplish the task and achieve their goals.

**Group Behaviour**

Groups can be formed and identified by people’s interest, belief, status, e.t.c. Education, politics, family, religion and entertainment are some of people’s interests that identify them as a group. Students studying the same course at an institution can be identified as a group different from other students of the same institution. Groups can be a small or a large number of people. Religious and political groups are examples of large people group. The reason for this is because it is not limited to a particular place and period of time. There can be many branches or sections in other locations within the society, country or in the world. The purpose for which a group is formed is a factor that sustains its existence and every interest group has its unique purpose for which it is formed and exists. A religious group’s purpose can be worship of a deity, fellowship, faith, confession and study whilst the purpose of a political group can be to support and show allegiance to political candidates and parties, organize campaigns, rallies and protests. The leader and a follower in groups comes as a natural occurrence depending on their traits. Introverts mostly tend to go as followers and extroverts mostly tend to go as leaders. Vision, risk and dedication are characteristics that distinguish leaders from followers in a group. In vision, leaders can clearly project into the future to determine challenges and success of the group. In risk, leaders are willing to go the extra mile and are ready to venture into counting the cost and paying the price. In dedication, leaders are more committed to the group than followers in terms of their knowledge and understanding of the vision of the group. The willingness and the ability of leaders to lead conveys a sense of direction to followers of the mission and objectives of the group. At the end, leaders are a source of inspiration for followers to achieve their own personal and professional interest in the group.

**The Change - Direction and its Effects**

Emotional intelligence is not only a core variable that affects the performance of leaders, but it is also a determining factor of success and excellence in leadership and management. To succeed in any corporation or organization good leaders must have the ability to evaluate their emotions and control their emotions when interacting with their followers. Job performance and job satisfaction are directly affected by followers, because they are usually those that are actually engaged with the task of the organization at hand and the interaction of leaders with their followers determine their satisfaction and significance. Leaders must also provide the necessary tools and emotional support in their interaction effects for followers job performance and organizational commitment. In the interaction effect and emotional support, a leader affects the project indirectly as the leader helps mould both the job performance and job satisfaction of employees. Accurate predictions can be made of the outcome of a job, the products and services it is going to be of a higher quality when you have a good job performance by an employee and the turn over rate is going to be lower when you have a high job satisfaction. The absolute result is employees are going to be content with the company and they are not going to be out there looking for other jobs. On the other hand, poor job performance and low job satisfaction is failure of leadership in the process of interaction effect and emotional support. When we consider the stress and inconvenience involved in changing jobs, we can say in theory that most people do not like changing jobs. Whilst outcome of a job is related to job performance, turn over is directly related to job satisfaction. There are certain incentives or emotional support as we may call it that corporations and organizations do not provide as a booster for high level satisfaction for employee’s enjoyment and satisfaction, will see more employee turn over. Low level job satisfaction is a major contributing factor for employee turn over, because when employees are less content with their work they are much more likely to go out in search of other organizations where they will be satisfied with their job performance, belonged as part of a team appreciated as a person and a creative individual and not just as an asset or a resource.

**Emerging Aspects of Organizational Behaviour and Management**

An aspect of leadership is adaptation. Leaders and managers in every organization must have the ability to adapt to the ongoing changing process of people, system, plans, objectives, needs, transactions, resources, structure and technology of their organizations. Good leaders must be able to adapt to conditions of change so that it might not have a negative impact on their employee’s job performance. In the process of change, it is required that leaders discover and learn new effective ways of communicating the best way possible to their employees by enquiring, consulting, researching and reading. Organization in any form, being educational, business, and government, the need to understand organizational behaviour is very important. In understanding organizational behaviour leaders are able to apply acquired knowledge and manage individual or groups to be more objective productive and collaborative.

**Lesson 5: LEADERSHIP STYLES**

**HOMEWORK:** **In Synthesis What are Leadership Styles?**

There are various leadership styles. Leadership styles are different approaches effective leaders use to manage a group of people, adapting their unique styles at different leadership situations. With each of these various leadership styles, there are pros and cons, so we cannot say “one size fits all” A good leader is one who has taken the time to learn these various styles of leadership so that he can be able to use any of these leadership styles in any leadership situation with a particular group. One style of leadership doesn’t always work with different situations or groups. Each group has its own unique leadership need and requires a different approach of leadership in other for each member of that group to reach their full potential and as a group to achieve success. For instance, in a business organisation, a leadership style that works perfectly well in the production department might not work at all in the distribution department.

**TRANSFORMATIONAL LEADERSHIP**

Transformational leadership is said to be the best style of leadership because it takes a little bit of each of those styles and applies that which works with his own unique style of leadership with the situation as it is necessary. Transformational leaders are said to have integrity because of their ability to inspire a group of people with vision, set realistic goals and motivate towards these goals, manage distribution and communicate effectively with their team.

**AUTOCRATIC LEADERSHIP**

Autocratic leadership is a paramount transactional and conditional leadership where leaders are emotionally detached from their group, but give instructions on how and when a particular task must be done and give conditions for reward or punishment. It is the kind of leadership where the authority of the leader is strongly exerted on group members. This kind of leadership is characterized by absolute control, where an individual or centralized leadership make all the decisions and little or no contributions from group members. Autocratic leaders hardly or rarely accept advice and suggestions from group members even when it is in the group’s interest.

Benefits of Autocratic leadership: It makes room for quick decision-making. There is a rapid response when urgent situations call for strong decision- making, therefore, it avoids problems getting out of hand and work gets done promptly and efficiently. Autocratic leadership can be beneficial when strong leadership is required in certain situations. For instance, in crisis situations, where decisions must be made in time without the consultation of many people. The military is an example of an autocratic leadership which offers a clear chain of command from top commanders to their subordinate without dissent. It can also be beneficial for some routine and unskilled jobs, and in a situation where one person is the most knowledgeable in a group, all the other members of that group depends on that person for directions and decisions.

**CHARISMATIC LEADERSHIP**

In some ways charismatic leadership is similar to transformational leadership in terms of motivation and inspiration. Charismatic leaders are very active in influencing and motivating their team towards progress and success and thereby creating an atmosphere of excitement, commitment and contentment in the organization. Charismatic leaders are very energetic and exciting, connect with members of their group emotionally. Charismatic leaders maintain an order of unity and minimize distrust and division among members in the group. The downside of a charismatic leader is that they make themselves to be the main focus rather than their team or the organization they represent. This can cause a great disadvantage to the organization or a project of a team when the leader quits the organization. The charismatic leader has a self-serving attitude. This is done when every success of the team is attributed to the leader and not to the rest of the team.

**PEOPLE-ORIENTED LEADERSHIP**

Leaders that operate in this kind of leadership relate with every member of their team on a personal relationship level and give adequate attention to their welfare. They are concern about every aspect of their members lives and are focused on organizing, supporting and developing members of their team. They give every member of their group a sense of belonging and equality. The benefit of people-oriented leadership is that team members have the confidence that their leader has their back so they are more effective, productive and willing to be at work and to take risks. The downside of this leadership is that the wellbeing of the team is of much concern to a people-oriented leader than the accomplishment of the organization’s objectives, task or project. This is what spells a major difference between a people-oriented leadership and task-oriented leadership.

**SERVANT LEADERSHIP**

In servant leadership, the leader’s main objective and focus is serving the needs of the team. An example of a servant leadership is a leader of a religious organization, either in a Church or a Mosque. This kind of leadership requires a great deal of integrity. Leaders in servant leadership show others how to lead by example. They show others how to be generous, empathetic, persuasive, caring and vision minded. This type of leadership in a business organization focuses on the employees to produce knowledgeable, motivated, talented and committed workers for the advancement and development of the organization’s objectives and operations. They consent with other people’s opinions and see from other’s perspective and give their employees the necessary support and attention they need to be effective at their work and fulfil their personal goals. A servant leader in a company seeks the interest and focuses on the needs of the employees. Servant leaders communicate the needs of employees to the manager or the human resources department to make sure that those needs are taken care of. A servant leader in a religious organization for instance, a Pastor focuses most on the spiritual development of followers, and a servant leader in a business organization focuses most on the professional development of employees.

Communication Skills

Servant leadership in many ways compliments democratic leadership by involving employees in decisions when it is necessary and appropriate and build a sense of belonging and community. Because of the silent and private nature of this type of leadership, leaders lead from behind, preferring not to be the focus of attention and giving their team the privilege of the recognition and reward for their hard work. No matter the type of leadership, communication skills are a vital key for excellence and success in any organization. The first responsibility of a good leader is to help employees understand what the goals and objectives of the company are. Effective communication will help employees to understand what is their specific role in their task is and motivate them in their obligation and commitment to the company. Leaders in any type of organization should not just be concerned about making decisions, but should also be concerned about what their employees think about these decision making. Employees have a great need to understand why the company is making decisions the way it is. A good leader will use effective communication skills to help employees understand why decisions are being made. A leader must not substitute communication for anything, because communication skills next to attitude is the most important aspect of leadership, no matter which particular style of leadership the leader is using. Because leaders are also managers, they have to interact with employees and it is required that they make interaction as natural as possible.

Attitude is the most important aspect of leadership because the type of leadership style used and the type of leadership methods used depend greatly on the attitude of the leader-manager. Attitude is everything when leading by example or leading with charisma Communication then is the second most important aspect of leadership because it is the means by which leaders display their attitude and project detailed information to employees.

Give Regular Rewards and Recognition

In every style of leadership and fields of leadership such as sports, entertainment, education, business organizations, giving of rewards and recognition is not all about wining or loosing, and profit or lose. Also, the reasons for giving rewards and recognition in each field of leadership differs.

**Instances**

**Leadership in Education**

Students are given rewards for excellence, performance and hard work, and for recognition attitude and participation. In a school traditionally, rewards are given periodically, example: midterms, semesters and at the end of academic year, grades, prizes, certificates, promotions and awards are given to students. Recognitions are not always given periodically, most of the times they can be given spontaneously. In a classroom a student or group of students can be given recognition by their teacher for high participation in a classwork with words of appreciation, promotion as class prefect. A teacher can also take a group of students to a recreational centre for their positive attitude in a particular class as a way of recognition.

**Leadership in Business**

Recognition and rewards is a great way leaders can increase motivation and enhance productivity in their business organization. The attitude and performance of a worker is vital for productivity. Workers constantly needs recognition and rewards to maintain positive attitude and outstanding performance. Leaders must give recognition to workers by always appreciating workers when a job, a project or a task is efficiently and successfully done. Employees are motivated to do a job more efficiently when they receive recognition from their leaders. When goals and objectives are reached and success is achieved by an employee or a team, it is a good thing for leaders as well as managers to give rewards. Rewards are gestures to compliment their hard work and productivity. Recognition and rewards motivates employees to render excellent service, produce high quality products and on time. Recognition and rewards in a business organization brings a sense of self-worth and self-fulfilment to employees in a business organization.

**Lesson 6: GOAL SETTING**

**HOMEWORK: What Means Goal Setting?**

Goal setting is foundational for progress and success in leadership in any field of endeavour. Every business company has its unique goal and on a personal level, goal setting is a powerful tool in achieving objectives. In a business company, goal setting is all about leaders helping their employees understand their actual place they fit and help them understand their duties and responsibilities in order for the company to achieve its goals. Goals are meant to be challenge-able, achievable and acceptable, they are not meant to be a set-up for failure, so on a personal level, specific and ambitious goals tend to a higher level of performance than general or casual goals. The ability to achieve goals comes with the willingness to accept it and therefore defines the irregularities between goal setting and task performance. Goal setting limits an individual to the pursuit of far too many unrealistic and unattainable goals to the high priorities in his or her life.

The acronym SMART (Specific, Measurable, Achievable, Realistic and Time-targeted) is an intelligent and effective tool for the application of goal setting.

**Specific Goals**

Setting specific goals gives a sense of direction in working towards achieving the goals. It means the goals must be transparent and clearly defined. It must not be indefinite. Have it in mind that your goal is exactly where you want to be, so it must not be complicated or you lose your way.

**Measurable Goals**

Setting measurable goals involves accuracy with resources and preciseness in facts.

**Achievable Goals**

Set goals that are challenging and not comfortable to attain. Free yourself from boredom in the pursuit of life’s dream. Even if goals are to be challenging, they should not be impossible. Setting challenging goals but attainable brings purpose and self satisfaction.

**Realistic Goals**

Setting realistic goals is having a framework that relates with facts and data. These facts and data should be proper and significant to the path you have chosen in life. Learn to resist the temptation of setting unrealistic and impractical goals, it only leads to frustration and instability. Setting realistic goals gives an individual the ability to predict the future because of the framework that aligns facts and data.

**Time-targeted Goals**

Setting time-targeted goals is having a timetable for progress and success. Goals must not only have a timeline, but also a time-limits. Setting a timetable for achieving goals helps leaders monitor progress and know when success is due. It helps leaders also to be conscious of time-limit, that is to say leaders can set a new timeline when a goal is not achieved at a given point in time. Setting a timeline for achieving goals does not mean that leaders are not flexible to change, but it actually means a sense of urgency to results and consequences.

**Goal Setting in the Employee Level**

Companies always have objectives when they set goals. The objectives are the strategic planning process to achieve each goal set by the leaders of the company. The process of strategic planning is designed for the purpose of the period of which the company wants to achieve those goals. There are three major time-frame periods of goal setting; the short term, lasting between 6 months to a year, medium term for about 3 years and longer term 5 or more years. The actual responsibility of the leadership of every organization is the breaking down of the objectives within the time-frame period of those goals for each department and sections within the company, and then in turn the heads or managers of the departments and sections in turn to each employee. Finally, when every bit and piece of the company’s goals and objectives have been passed on to every employee, then a positive environment has been set for each employee to feel he or she is part of a great team, moving towards their higher good.

**Accountability Concept**

A challenging and a difficult goal calls for an effective and creative leadership. A good leader when faced with a challenging goal uses every opportunity to inspire the team rather than letting the challenge of the goal become a burden for his or her team. Inspiration is a tool that leaders are willing to use when their team is given a difficult goal to achieve. Effective leaders inspire their team to work cautiously and efficiently in achieving difficult goals. Employees tend to discover a greater part of themselves when they are faced with challenging goals. They are committed to the task of reaching the goal and in the process discover something worth giving to attain. So a goal that seems challenging to achieve but specific, does actually increase performance more than goals that are less challenging.

**Setting Goals Affects Outcomes in Four Ways**

1. Choice Goals: The place and time goals are focused on what is relevant and significant, not on what is insignificant and irrelevant.
2. Effort Goals: A goal is an unseen force that drives more energy. For example, on a good day a salesman reaches 10 clients a day, but with a set goal, reaches 20 clients a day.
3. Persistence Goals: An individual envisions outcomes or setbacks in the task at hand and becomes more enthusiastic and determined in the pursuit of a goal.
4. Cognition Goals: Goals make room for a change of positive attitude and good behaviour and also making flexible plans that improve oneself.

**Goal Setting in Business**

In a business setting, responsibilities and duties for employees have already been defined by the company’s leadership. It is now the responsibility of the company’s leadership to make it a goal to communicate these responsibilities and duties to their employees so that there will be maximum or considerable effort by employees. It is a very hard task for employers and managers to effectively monitor performance and regulate out-put of employees either constantly or periodically, goal setting becomes a self-regulatory tool that motivates employees to prioritize company’s task over personal tasks.

**Goal Setting Mechanisms**

These four mechanisms have been researched through which goal setting can affect individual performance.

1. Focus Attention: Attention is focused on what is significant to the set goal rather than what is insignificant. The focus is on the main point and not on the trivial points. Achievement and development can be extended or debilitated when focus is not on an exclusive end-result.
2. Energizing Effort: Goals that are said to be demanding and difficult tend to motivate greater effort towards performance compared to easy or common goals. Effort is being measured in exact proportion to the rate of the goal’s difficulty level.
3. Persistence Effect: Constrains and obstacles are energizers and motivators to achieve and overcome, not valid reasons for failure. Persistence is staying long enough to see a task completed within a time frame.
4. Cognitive Knowledge and Strategies: An individual is likely to succeed at task at hand when presented with plans of action and strategies. For every task, there must be a corresponding goal that engages the individual’s skills and knowledge to complete the task and achieve the goal.

**Goal Commitment**

The intensity of an individual’s commitment to his or her goals can be proportional to the performance of the task. Goal setting is a topical direction for work motivation on individuals, and goal commitment is an evaluative design for organizational task performance.

**Moderators That Indicate Goal Setting Success:**

1. Expected Outcomes: It is of vital importance for an individual to envision outcomes of goal attainment.
2. Self-efficacy: It is of vital importance for an individual to believe and have the confidence that the goal can be reached.
3. Commitment to Others: Commitment to others is commitment in achieving one’s goals.

**Building Consensus**

Time targeted must be a consideration when setting goals. You don’t want to spend all the time in achieving a particular goal. As you take on a particular goal and you envision the outcome to be successfully reached, then you can have a discussion with your manager to set a new goal because you don’t want to spend all the time on one particular goal.

**Teamwork and Employee Motivation**

Leadership in every business company must have a commitment in motivating their team. Both leaders and managers should creatively device ways and means on how to motivate their team to achieve goals. Motivation is a stimulus for a team to achieve goals. Members of a team have a need to be encouraged by their leader or manager at every step of the way whether in task performance or goal participation. Goal participation is also a motivational factor for employees. Leaders must involve employees in the goal setting process for the company to achieve great and difficult goals.

Feedback: Every time a team effectively performs a task or achieves a difficult goal, leaders must not fail to appreciate or give appraisal. When leaders fail to give positive feedback to their team, it sends a negative message and thereby progress and success is delayed. Employees feel discouraged when they are not appreciated, especially when a difficult goal is achieved. Feedback is vital for employee’s self-efficacy

**Developments in Goal-Setting Theory**

Goal Choice: The tendency for setting lower goals is certain when an individual fails to achieve previous goals. There are various social factors and the self-efficacy factor (self-esteem, Self-confidence and self-perception) that influence goal setting. It becomes a challenge for a leader not to set a lower goal when he fails to achieve a goal at a particular time with his team.

**Learning Goals:**

Leaders must resist the urge of sticking to a specific goal at some point in time. Achieving goals also comes with learning new skills and knowledge. “Tunnel vision” is the term given to a narrowed focus. When an individual is so focused on a specific goal, (s) he fails to seize the opportunity to learn new skills and acquire new knowledge. Learning goal is the best option in the situation of a specific goal. Learning goal is a generalized goal on which area to focus learning effort and demonstrate performance in specific goals interconnected to learning goals and accomplishment.

**Goals Traits**

Learning goals and performance goals are the two basic types of goals. Each of these goals are unique in their traits in connection with the type of goal choice.

1. Learning Goals: Learning new skills and acquiring new knowledge in a given task.
2. Performance Goals: This can be used in any activity and discipline. It is the opportunity given to apply knowledge and demonstrate skills. In goal setting activity, it is for the individual’s interest to avoid situations where inaccuracy and judgement are obvious in a given task. An individual is advised in goals selection to select goals that are easy to achieve and will appear to be successful.

**Lesson 7: SPEAKING POINTS**

**HOMEWORK: Which of the Items You May Use?**

Speaking points which are also known as talking points are concise and brief, easy to understand and to remember expressions and statements used to project ideas and information to counter an argument. They are used at public events and relations, (interview, conference, debate, discourse, marketing, campaign, e.t.c ). Politicians and government officials make the best use of talking points. Political strategists or think tanks follow the current governmental or political issues and work out ideological and informational objectives and project talking points from media pundits and personalities which later becomes a narrative they use in the debate to gain the favour of the public.

**Discussion Questions**

Corporate leaders and managers play a key role in creating the right environment for success and excellence in the workplace. The purpose for creating the right environment is that employees are motivated for excellent work performance. As long as the right environment is set, employees strive to achieve the intended goals and objectives of the company. As the saying goes “the more great managers your company has, the stronger it will be and the more it will grow and succeed.” So if this theory is true, companies should be more concerned about having competent leaders and managers than competent employees. Individuals in high positions of an organization should be concerned with their leadership actions, and consider ways to adjust concrete leadership structures of the organization, such as employees, system and operation, to abstract structures. Such as alliance, incentive, and merit. Leadership, Finance, Strategy, and Workplace are important matters and topics to be discussed about in leadership camp meetings, seminars and planning sessions.

**Workplace**

**Item 1: Expectation**

**What are my Expectations?**

1. Standards of Conduct for Organization’s Staff: It is my expectation for staffers to show highly professional standards of conduct in their relations with employees and to have a sense of responsibility in work performance.
2. Equality and Fairness: It is my expectation that employees on a general level, both high and low, old and new are treated equally and fairly by the staff and entire executive of the organization. Employees must not be treated based on segregation, but on the vision and values on which the organization is established.
3. Success and Error in Work Performance: It is my expectation that company’s executives have a scheme of reward for hard working and diligent employees in relation to commitment, conduct, effectiveness, and performance, and on the other hand, a considerable mechanism of corrective and discipline-action when employees fail to meet standards of conduct, commitment, effectiveness and performance.

**What do Others Expect of me?**

1. Attitude: It is expected of me to show a positive attitude at the workplace and time, either with co-workers or with customers.
2. Work Ethics: It is expected of me to show basic work ethics (punctuality, sincerity, respect, integrity, e.t.c) in relation to co-workers, senior officials and executives.
3. Job Performance: It is expected of me to perform my job creatively and constructively that would be suitable and acceptable in all forms or standards.

**How do You Use Expectation to Drive the Performance of the People You Manage?**

1. Description of Job Responsibilities: A high or effective job performance of employees depends on a direct appreciation and unbiased adherence to the company’s expectations. Top executives of the organization must include as part of the orientation process for newly hired employees approach programmes in relation to job responsibilities and workplace expectations.
2. Formal and Professional Leadership Training: As part of the company’s policies and objectives, employees will be provided with the opportunity to either take out some time or during work time to get some leadership training.
3. Fulfilling Financial Commitment: As a company executive, I will be committed to timely payments of salaries of employees who are directly under my supervision or at my department.

**How do you Know When to raise or lower the bar?**

1. When employees become unenthusiastic with a task it is time to raise the bar.
2. It’s time to raise the bar when some employees are being effective at a task and achieving goals and other employees are not. (Point out the excellent results and the positive attitude of high performers that influence their effectiveness and success.
3. When.

**How do you use Your Strength to Meet Your own Expectations?**

1. Self Motivation: As an employee, I will commit to doing my job effectively and complete tasks given to me in time without the need of supervision and waiting for incentives.
2. Success Oriented: As an employee, I will focus on the comprehensive objectives of the company and expected goal of the task in mind.
3. Reliability: As an employee I do my best to meet the expectation of my supervisors and managers when entrusted with task or duty, use or manage resources and properties with extra care and keep privileged information of the company remote.

**Lesson 8: TRANSFORMATIONAL LEADERSHIP**

**HOMEWORK: What do You Understand for Transformational Leadership?**

**Definition**

Transformational leadership is a leadership model that inspires and motivates employees towards performance, innovation, creativity and positive change in the organization. The executive level in an organization is a role model for employee interest, enthralment and ownership in a transformational leadership. Transformational leadership has a mechanism that creates a sense of identity and independence at the workplace and a culture of transformation of the organization as a whole.

**Development of Concept**

“James MacGregor Burns a historian and political biographer (1978) was the first to introduce the concept of transformational leadership as a theory”. [www.pocketbook.co.uk](http://www.pocketbook.co.uk) James MacGregor Burns: Transformational Leadership. Burns defined transformational leadership as the process in which both leaders and followers are involved in a reciprocal help relationship with the aim to promote the advancement of morale and fervor to higher heights. Although it was a descriptive research on political leaders when it was first introduced, it has been widely popularized, in organizations, institutions and industries. Burns established and differentiated two concepts; Transforming leadership and Transactional leadership. Transforming leadership is a value-added approach that causes a remarkable change in the life of people and organization. Transformational leadership creates vision and values, and inspires followers to move beyond expectations and aspirations. Transactional leadership is based on exchange between the leader and the follower and focuses on superficial motivation to reach certain goals and external rewards for the performance of a task. In practice, the transforming leadership approach focuses on the leader’s personality and qualities to motivate and inspire people to do a task, while the transactional leadership approach focuses on exchange, how to get a task done. This is the give and take approach. Burns theorized that both approaches of leadership are not mutually exclusive, and there are some areas where consolidation of both approaches may complement successful leadership.

**Four Elements of Transformational Leadership**

1. Individualized Consideration: The leader recognises and attends to the specific needs of each follower or member of the team. The leader is also able to listen to the concern and through observation what motivates each follower. Through coaching and mentoring, the leader offers appreciation, compassion, rapport and provides challenges in terms of opportunities for training for professional and self development. When the leader focuses on these activities, team members appreciate and celebrate their individual output towards growth and fulfillment in their individual placement and in the organization.
2. Intellectual Stimulation: The leader disapproves speculations and routine, values self- determination and innovation within the team. The leader encourages followers by asking for their consent and ideas and stimulates their creativity when challenges and problems arise. Leaders play a vital role in shaping the minds of their followers on thoughts about challenges and problems. Leaders create an environment of freedom for their followers to explore their thoughts independently without finding fault. The rapport between leaders and their followers is to explain objectives and the intent is to prepare followers for unforeseen situations and to see the big picture for success in their task.
3. Inspirational Motivation: Sense of purpose, confidence and motivation are vital needs for a team in any organization to succeed. It is the responsibility of a transformational leader to intelligible and persuasively share the vision of the organization. Sense of authority and purpose are outstanding communication skills, optimism and enthusiasm are dynamic actions required to make the vision acceptable and comprehensible. The leader’s ability to inspire confidence and sense of purpose becomes a contributing factor for their followers to leave their comfort zones and take meaningful action.
4. Idealized Influence: These leaders are dynamic role models that exhibit fascinating leadership qualities and personalities, and their followers imitate them with the intent for others to be like them. Followers are impressed by the values and morals their leader exhibits and they in turn practice such values and morals so that others could have the opportunity to learn these leadership qualities. Leaders earn their respect through their readiness to adhere to the set of rules and regulations of the organization and basic moral values and ethical norms of their community.

**Lesson 9: EMOTIONAL EFFECTS**

**HOMEWORK: How Emotional Effects can Influence?**

**Career Skills**

The career skills of a leader are what he or she needs to succeed in the place of leadership in any organization. Apart from having a vision, a drive and a commitment to achieve that vision, the career skills of a leader is the knowledge and the tools set at the disposal of the leader that are required for the vision to be a reality.

**The Leader’s Vision**

The leader’s vision is what distinguishes him or her from all the members of the team. The leader’s vision is a picture that is formed in the imaginary mind of the leader and what he uses to inspire and motivate others to take action with precision and passion. The leader’s vision is the projection of a crystal, exclusive and precise view into the future. Leaders possess the ability to see an opportunity, acknowledge a problem, figure out a solution, work-out a plan and focus on a goal to be achieved. Whether it is an opportunity, a problem, a solution, a plan or a goal, whatever it is, the leader focuses his will and intelligence to carry out his task with strategic organizational progress and influence. The leader’s focus is the clear target in mind which is the “big picture” of the vision as a whole. The leader is not distracted from the clear target in mind, but stays focused on the big picture. It is not as much as what an organization is achieving, but is much of the direction at which the organization is heading.

**The Drive to see it Through**

Having a vision as a leader is an essential quality of effective leadership, but it is not all that it takes to succeed in leadership. Because of knowledge, information, experience and exposure, lots of people are smart enough to recognize problems and figure out solutions and work-out plans. An outstanding quality that distinguishes leaders is that they proceed a step further to act upon their vision. It is the leader’s passion for the vision that makes it a mission. The passion for the vision comes with a sense of urgency and a sense of duty. The passion is the drive that sustains and compels the leader to go through every difficulty, obstacles, opposition and discouragement that comes from people. The drive is the passion that brings achievement and fulfillment in both professional and personal lives.

**Traits of a Leader**

A clue to distinguish leaders from followers is what is known as “leadership traits”. Leadership traits are characteristics or qualities for effective and successful leadership. It may seem that some people are just endowed with these characteristics, and others are not. The fact is that these characteristics can be formed and developed in the very place and process of leadership. There is no end in sight to which these traits can be perfected. There is always a time and a place in pursuing your dream and building your success by learning and developing these leadership traits. There is no fixed number to the list of traits of a leader.

**A People Person:** A leader doesn’t walk and work alone. A leader’s top most priority are people who are in his sphere of leadership, whether in the market or business places, in political arenas, in religious settings, educational institutions, e.t.c. It is of much importance that a leader develops these traits to understand the uniqueness of every individual and earnest the resources in people-relationship.

**A Positive Leader:** Being a positive leader is a prerequisite for success in leadership. A positive leader is involved in learning, guiding and complimenting the behaviours and sentiments of his or her employees. They try to understand the highs and lows of their employees. A positive leader shows appreciation and encouragement by giving appraisals and rewards, and not looking to find what they are doing wrong to find fault. A positive leader gives support and defends the interest of employees.

**Leadership Skills**

**Effective Communication**: Effective communication as a leadership skill is being an exceptional good listener and persuasive active speaker. Effective communication in leadership is to listen attentively, to hear the opinions of employees and to speak constructively without destroying their morale. The leader’s self-confidence is what empowers employees to be committed to the task at hand or goal presented by the leader.

**Motivation:** Motivation as a leadership skill is not a one time attempt or effort, it is an ongoing process in leadership. Employees in all levels of their appointment are to be continuously appreciated for their work performance. Motivational techniques are tools that leaders use to increase contribution, engagement and performance of employees at the workplace. Lack of motivation affects the organization negatively with employees being absent from work and reduced production rate.

**Planning**: Planning is not just a leadership skill, it is also a management skill. Planning as a leadership skill is the examining and strategizing aspect, while planning as a management skill is the organizing and regulating aspect of the goal or vision. Both the leader and the manager has to define their specific role in planning, to keep everyone going in the right direction and to avoid both project and management going the wrong direction.