**EDWIN CHIEJINE OGWU**

**UD74564HHU83735**

**Doctorate in Human Resources**

**ADVISOR**

**DR. EDWARD LAMBERT**

COURSE NAME

**LEADERSHIP AND DIRECTION**

ATLANTIC INTERNATIONAL UNIVERSITY

**DECEMBER 2021**

Table of Contents

[Introduction 1](#_Toc89941703)

[Leadership and Direction. 1](#_Toc89941704)

[The Old and the New in Leadership 2](#_Toc89941705)

[LEADERSHIP THEORY 3](#_Toc89941706)

[Situational Leadership Theory 3](#_Toc89941707)

[Transformational Leadership Theory 3](#_Toc89941708)

[Transactional Theories 3](#_Toc89941709)

[Behavioral Theory 3](#_Toc89941710)

[Great Man Theory of Leadership – 4](#_Toc89941711)

[Trait Theory of Leadership 4](#_Toc89941712)

[The Complexity and Effectiveness of Leadership 4](#_Toc89941713)

[High Expectations from Leaders. 5](#_Toc89941714)

[Levels of Organizational Leadership and Their Span. 5](#_Toc89941715)

[Principles and Methods of Leadership Development. 6](#_Toc89941716)

[Administrative leadership requires developmental education and training. 7](#_Toc89941717)

[Self-leadership. 7](#_Toc89941718)

[Networking and Key Communication Skills 9](#_Toc89941719)

[Types and Styles of Leadership 10](#_Toc89941720)

[Ethical Leadership 10](#_Toc89941721)

[Authentic Leadership 10](#_Toc89941722)

[Servant leadership 11](#_Toc89941723)

[Transactional Leadership 12](#_Toc89941724)

[Transformational Leadership. 13](#_Toc89941725)

[Charismatic Leader 13](#_Toc89941726)

[Horizontal leadership 14](#_Toc89941727)

[Team Leadership**.** 14](#_Toc89941728)

[Innovation Leadership**.** 15](#_Toc89941729)

[Authoritarian Leadership (Autocratic) 16](#_Toc89941730)

[Democratic or Participative Leadership 17](#_Toc89941731)

[Laissez Faire or Delegative Leadership 17](#_Toc89941732)

[Adaptive Leadership. 17](#_Toc89941733)

[Situational Leadership. 18](#_Toc89941734)

[Strategic Leadership 19](#_Toc89941735)

[Coach-Style Leadership 19](#_Toc89941736)

[Bureaucratic Leadership 20](#_Toc89941737)

[Contribution 20](#_Toc89941738)

[Multiple choice question 22](#_Toc89941739)

[Conclusion 24](#_Toc89941740)

[Bibliography 25](#_Toc89941741)

# Introduction

A leader needs to have direction and clarity of purpose, they need this as a way of life, a professional and in his personal dealings with people around him, to be an effective an efficient leader in the society or an organization. The leader must know the direction the organization is heading and make that his priority. Leadership require a proactive trait to help their team or followers achieve organizational goals. Leaders need to develop themselves for efficiency and effectiveness to meet organization evolving challenges. A good leader must synchronize followers’ value with organization mission and goals. Followers feel comfortable with leaders when they perceive that their leader is effectively directing them towards a defined goal.  Good leadership motivates the follows with his carriage, skills and knowledge, empathy, direction, and encouragement. Above all he participates in the process of achieving team goals.

Most leaders concern themselves more with the daily routines of leadership and doing their daily activities. They attend to regular organization’s meetings, writing and reading reports, organizing slides for presentations and reading correspondence and emails. Leaders should also spend time to discharge their other responsibilities, including staff performance evaluation, perform leadership obligations to their followers or employees under them. Often leaders enmesh themselves in the above daily or regular activities leaving the core duty of directing and developing both themselves and their follower.

# Leadership and Direction.

Popper (2004) says that when followers obey the command or direction of their superior or someone with power and authority over them, it is not certain to say that they act in fear of being sanctioned or if they are depending on the source of the leaders’ authority (physical power, “knowledge, expertise or material resources”). People follow leaders sometime because of the ideology and believe, in what the leaders believe and sometime become extremist in the leaders’ ideology. The legitimacy arrogated to a leader, power to reward followers and the power to reprimand or punish followers are some reasons why followers obey and follow their leader. A leader must be willing to lead by directing followers through the route of goals achievement for the organization.

# The Old and the New in Leadership

Leadership style changes as quickly as contemporary leadership needs evolves. Nature abhors vacuum and so leadership must intertwine quickly with the realities of the present day situation and the events of present happenings that governs our realities. The theories of leadership change consistently because of; new concepts, unplanned emergency situations, new conceptualization and situations that requires emergency call to leadership. While old theories and philosophies of leadership still remain very relevant in the daily administrative bottleneck in leadership, attempts at invention, new ways of doing things, and the change in general daily operational practices in organizations makes leadership approach vary substantially. Leaders who want to remain effective and relevant must key into new leadership approach styles.

Leadership and communication are Siamese twins, as such, change in communication may also mean adjustment in leadership style. In the 1990’s, communication channels were so cumbersome, I recall that in an attempt to receive an important operational fax message that was classified, someone was detailed in the office to wait as long as five hours to receive a message coming from someone in a different time zone. Today, internet mails and other communication channels has fundamentally simplified messaging and communication. No organizational structure remains the same forever, sometime change in the skills and ability of leadership and the workforce, adjustment to technology, climate change, and compliance, adjustment and respect for human rights can prompt change in leadership style. In today’s organization’s goal setting, the contest of individualism in achieving set objective is being eroded, team work and team leadership management has become the order of the day.

# LEADERSHIP THEORY

Vasilescu (2019) listed the following leadership theory:

Contingency Theory

This theorist says there is no one way of leading, that leadership is situational. They agreed that varying variables influences different situation. A leader should be able to take appropriate decision to suite the condition requiring decision making at different times and conditions. White and Hodgson states that, "Effective leadership is about striking the right balance between needs, context, and behavior.”

## Situational Leadership Theory

The situational theory is related to the contingency theory; it also emphasizes variation in situations that prompt leadership decisions. Paul Hersey and Ken Blanchard, said that the leader’s style and how matured the followers are counts in the situational leadership theory. Situations determine the applicable leadership style.

## Transformational Leadership Theory

Transformational Leadership theory, also called Relationship theories, emphasis the relationship between leaders and their subordinates. They refer to leaders who are Charismatic, those who inspire and encourage followers to transform themselves into experts in the task they perform.

## Transactional Theories

Also known as Management theories or exchange leadership theories are built around daily activities, “supervisors, organization and teamwork” Simplilearn (2021). The transactional leaders are good at rewarding performance and punishing employees who err in the discharge of the duties.

## Behavioral Theory

This theory attributes effective leadership to be as a result of leader’s training and development. They propose that individual can develop themselves by learning to become a good leader. Pundits in this says it is a direct contrast to the great man theory of leadership.

## Great Man Theory of Leadership –

This theorist believes that leadership qualities are by birth, that greatness is inherent and that great leaders are born to be. That this type of leaders acquires the following Simplilearn (2021) “personality traits of a leader — charm, confidence, intellect, communication skills, and social aptitude — from birth”. That these qualities distinguish them from others.

## Trait Theory of Leadership

Like the great Man theory, the trait theory also assumes that leaders are born with leadership traits and that this distinguishes them and make them fit to purpose for leadership. The theory mentioned qualities like; intelligence, accountability, sense of responsibility, and creativity, among others, that make this set of persons outclasses others in leadership.

# The Complexity and Effectiveness of Leadership

In organized environments, leaders coordinate the workability of the system undermining the challenges and difficulties. Leadership influence others by effective use of organization’s human resources (workforce), funds, technology, research, and development and other endowed resources to achieve desired goals. These goals (Gulick and Urwick 1937 cited in Wart 2013) are achieved by proper planning, organizing, staffing, directing, coordinating, reporting, budget and control. It is a known fact that leaders’ influences workforce happiness, and are also key contributors to organizational satisfaction and success. A leader who guarantees his follower a voice, builds a strong and trusted relationship would have made his job of controlling and directing followers easier. Leaders are expected to develop skills that enable them to tinker through difficult times, such that they enjoy effective followers.

# High Expectations from Leaders.

Management, followers and citizens expect so much from leaders, leaders are assessed with very high expectations. Sometime, high and unattainable targets are set for leaders making success in leadership difficult. Leadership is not as easy as we perceive it, if it were easy, leaders would all have strived to make themselves more effective and efficient. A leader could be perceived as “administratively effective but very hand full are exceptional” (Wart 2013). There is no one fit it all role or pattern for different dimension in leadership, the approach to leadership is situational, as such, each circumstance requires another level of competence to achieve the required result.

(Van Mart 2013, cited Fernandez, Cho, and Perry 2010) “Explained how leaders performs ﬁve major roles more or less simultaneously”. The roles are:

The leaders must be in the forefront to lead in the task and ensure that the goals are communicated; meeting with subordinates and accepting suggestions coming as a result of interaction and team meetings and using the outcome to improve the situation, while evaluating performance outcome. Leaders need relationship skills to enable them to relate with the people they lead. Leaders need to reward followers’ creativity and innovation. Prioritize diversity in the workplace, while respecting the voice of minority. Build integrity and trust between him and the followers. Wart (2013) opine that the roles mentioned involves contradictory values and goals, which term to reduce trust among the leaders and follower.

# Levels of Organizational Leadership and Their Span.

* The frontline managers who supervise direct operation need technical competences, in the technical applications and relationship for effective performance.
* The middle level managers coordinate the lower level managers and supervises the operations.
* The senior managers or call them the management are the executives, they operate internally and externally, they interface with the market trends and make policies to realign the organization goals to the world or market needs. They interface with government and politicians to realign with contemporary monetary and fiscal policies. The senior management are expected to forecast the threat levels and provide mitigating palliatives for organization’s sustainability.

# Principles and Methods of Leadership Development.

Organizations select leaders into leadership positions based on the assumption that the resources selected are qualified and sometime have expertise in their professional calling. The leaders in turn believe that they have all it takes to excel and need little or no training to perform. It becomes difficult to convince certain leaders that they require training in their area of endeavour, for growth, development and improvement in their level of competence. Organization who want to progress competitively in the global business arena must continuously train and develop their leaders.

In developing a training program for managers and leaders, the industry and organization takes into account; the work context, product line, organizational goals, leadership composition and any other considerations.

(Haskins and Shaffer 2009 cited in Davis 2014), mentioned some practical principles of a good leadership development program. They include: **Assessing Learner and Organizational Needs -** The first principle for quality leadership development initiative commonly referred to in the literature is that organizations must objectively assess their leadership development need through an organizational review. The purpose of this review, or required analysis, is primarily to identify leadership skills and knowledge gaps across the organization, so that the leadership development initiative is targeted at meeting the specifics. This is done through a total review of the organization to identify the skills and knowledge gaps in the organization and how to bridge them in the future. **Delivering the Program -** The system should develop a work system in such a way that leaders learn through doing. Davis (2014) said that a good and fashionable learning for leaders is needed, and that learning to lead outside the classroom by engaging with others in construction of leadership behavior through exploration retreats is required. **Measuring Return-** Leaders development must provide the organization with return on investment. This enable the organization to ascertain if the leader’s activities have improved the lots of the organization. **Reviewing Outcomes -** The leadership development program must be reviewed for effectiveness. Davis (2014), “leadership creativity should be measured at post-completion stage for effectiveness as measured against their embraced pre-program objectives and stated learning outcomes’. **Qualifying Personnel -** The organization have to ensure that only skilled, knowledgeable and highly qualified persons with reputation should be allowed to design and deliver leadership development initiatives. The organization must carefully validate and do due diligence on the qualification of those they wish to outsource development programs to. **Involving Senior Leaders -** Organization’s senior leadership positions must be involved in a leadership development initiative. The involvement of senior managers would validate transfer of knowledge, values, attitudes and corporate identity. **Aligning and Integrating Leadership Development Activities -** Organizations are to align leadership development initiatives with organization goals, so that the leadership, individuals, and organization grows together. **Facilitating Flexibility -** Modern leadership development initiatives should be premeditated with concentrated resourcefulness and tractability so that the program would enable knowledge accessibility by participants as quickly as possible. **Partnering with External Providers -** If leadership development initiative must involve external providers for leadership initiative, theorganization top echelon must be actively involved and make meaningful input. **Testing Programs Pre-launch -** Leadership development initiatives must be tested before they are fully launched. This would enable adjustments to the program where necessary, before they are fully put in use. **Ensuring Open Communications -** The leadership development initiative must have open communication channels.

## Administrative leadership requires developmental education and training.

Administrative leadership requires leaders with special skills in organizations’ special area. This will enable them to make technical input in their function. The first line must be a specialist, conversant with the activities and roles of the followers. (Hunt 1996 cited by Wart 2013) mentioned the following as forms of leadership: “direct, organizational, and systems—based on the echelon or the stratum of the organization that the leader occupies”.

# Self-leadership.

Neuhaus (2021), said that “Self-leadership is someone or leader knowing and understanding the person he is. Identifying your desired experiences, and intentionally guiding yourself towards them”. Optimistic self-leadership is the ability to recognize and use one’s strong point and mind towards initiative development, and upholding self-influencing behaviours. Neuhaus, further said that self-Leadership, sort to determine the “what, why and how” we do things. (Neuhaus 2021 cited Manze (1986) says that, “complete self-influence perception that concerns leading oneself toward performance of naturally motivating tasks as well as managing oneself to do work that must be done but is not naturally motivating”. They further said that self-leadership is what is needed for an effective team leadership. The more an employee develops self-leadership traits, the more independent and self-sufficient they become in their working process and the greater their output. Self-leadership requires individuals to align their values, inspiration and aspiration to organization’s goals in their leadership journey.

Neuhaus (2021), further said that Self-leadership entails three central theories: “self-control, social-cognitive theory, and self-determination”.

[*Self-control*](https://positivepsychology.com/self-control-theory/) – that a self-leader must manage, regulate himself and desire to achieve goals to their logical conclusion.

*Social-cognitive theory* – this explains the relationship between the environment, social political system and the leader’s judgements and leader’s interaction with them.

[*Self-determination theory*](https://positivepsychology.com/self-determination-theory/) – that self-leaders must be intrinsically motivated and purposeful in life. He must be on the driver seat in the process of achieving goals.

Power, Influence, Networking and Key Communication Skills.

Power, Influence

Lunenburg (2012), how do leader derive authority and power? What gives leaders the potentials to influence followers to do things? Lunenburg (2012) said that John French and Bertrand Raven (1950) mentioned five sources of power in an organization: “legitimacy, rewards, coerce, expert, and referent”. Leadership powers in organization results from organizational orders and appointments. Job positions and titles come with authorities and power to influence followers. The CEO of a company has the power to approve budgets, expenses, employment, termination, diversification, and a lot of others.

Lunenburg (2012) **Legitimate power** – this is power the leaders derive from the position he occupies in an organization, he said that it is also regarded as “Formal Authority” that is the leader being enabled by the organization the right to influence, direct and order followers to do things. The power given to leaders can be excise within their scope of authority to manage the organization’s activity. The legitimate authority does not allow the leaders to intrude into people’s life after work or order them to perform duties outside their scope of work. Lunenburg (2012) **Reward Power** – this is power given to managers to reward followers. Rewards power plays a big role in the influence of followers. Workers desires promotion, financial rewards, positioning and appointments. These reward power vested on the leader, make a follower subservient to the leader, as the follower knows that the leader has the power to reward him with one or more of the things mentioned. Lunenburg (2012) **Coercive Power** – followers understands that when you sign into an organization as an employee to work, you are subjected to the rules and procedures inherent in the organization. The leader is vested with the authority to reward or punish followers with outstanding performance and loyal or those who disobey or fall short of organization’s standard requirements. Followers also have the coercive power vested in them by the organizational rules and procedures to checkmate leader’s excesses, these followers coercive power ensures that the leaders do not arbitrarily apply unethical rules as a result of their legitimate power. Lunenburg (2012) **Expert Power** – this is the powers vested on a leader due to his verse skills, knowledge and professionalism in his area of endeavours. Followers obey and follow them to learn from them, they also follow because they know and understands that their leader’s expertise power can lead to their achieving personal targets and organizational goals. Lunenburg (2012) **Referent Power** – followers are induced not to disobey because of the relationship between them and their leadership. The leaders have influence over followers because of personal relationship with the leader, leaders know that the relationship existing between you and them would subject you to doing things that you would reject if it was not coming from them.

## Networking and Key Communication Skills

Leadership entails proper communication and networking. Leaders have to devise ways to access both internal and external peers for information and resources sharing. This connection should not just be for socialization, but for business links aimed at resolution of organizational problems, and creating opportunities for the achievement of organizational goals. Leadership networking and ability to positively influence follower usually gives leader an edge, it does more magic in the workplace than when positions and power is forcefully applied. In trying to network among people, there must be; sincerity of purpose, sharing of useful resources, effective communication, conflict management skills, presence of power and legitimacy (reputation alliance and position), and ability to display proper negotiation skills. <https://www.ccl.org/articles/leading-effectively-articles/top-6-rules-leadership-networking/>

# Types and Styles of Leadership

## Ethical Leadership

Ethical leadership is known for the respect they accord their followers. They give voice and attentively listen to their followers’ contributions. Ethical leaders are empathic and do not undermine their followers’ contributions. The leadership style respects norm and values and the right to dignity of her followers, he is honest, fair, trusted, and trust others, and have leadership charisma. Zhang, Zhou and Mao (2018), “Ethical leaders demonstrate and promote normative and appropriate conduct through personal actions and interpersonal relationship”.

## Authentic Leadership

Avolio, Walumbwa, and Weber (2009) cited Luthans & Avolio (2003) saying that authentic leadership is “a procedure that attracts both positive psychological abilities and a vastly established organizational setting, which enables self-awareness and self-regulated positive behavour on the part of the lead and the follower in organization, promoting positive self-development”. Authentic leadership is said to focus on constructive accomplishment instead of emphasizing failure and faults. Walumbwa, et al. (2008) took the stand that authentic leaders by their definition connotes a high moral character, and concluded that moral character is the prerequisite for authentic leadership.

Employees and followers find it difficult to trust their leaders. Creating trust in your followers requires the leader to act and remain authentic in leadership approach. A leader need to bring the totality of himself to work and remain productive in achieving organizational goals. Acting the role of leadership causes problem between the leaders and subordinates. Authentic leader co-opt moral awareness, ensures balance in communication and information management and foster followers’ development.

## Servant leadership

To lead, you have to first see yourself as offering services to humanity and the people you are leading. A former governor of Niger state in Nigeria Mr. Babangida Aliyu said he should be addressed as the chief servant of his state. If he really worked the talk and offered him as a servant leader is reserved for subsequent discussion. Servant leadership theory seem like changing or reordering the statutory order or building a new normal. In the normal bureaucratic setting, the hierarchy is such that servants are aids to executives. In this reorder, the executive offers himself as a servant leader, meaning that the executive is a servant to his followers. In servant leadership style, the lead provides suggestions to the followers and the followers also provide useful advice for the leader where they feel necessary to do so. The servant leader functions by occasionally participating in the day to day operational activities of the followers.

Heyler and Martin (2018) said that the term “servant Leadership” was created in the 1970’s by Greenleaf, but the work was published in (Greenleaf 1977). (Barbuto and Wheeler 2006 cited in Heyler and Martin 2018) describing servant leadership as an “altruistic Calling” i.e., “unselfish, humane, selfless and philanthropic service in organization”. This is an outcome of servant leadership desiring to better the lots of others. Servant leadership seem an entirely different leadership style from others, in that the leader gets himself involved and make the followers participate. The lead and the follower participate in working towards organization’s set goals. The followers are treated by the servant leaders as the reasons for the existence of the leadership, and the leaders do everything necessary to ensure the followers are comfortable in the working environment to enable the followers to discharge their duties in furtherance of achieving collective goals.

The servant leadership listens, accepts advice from followers, he is empathic, have foresight, focused and trusted.

## Transactional Leadership

Transactional leadership concerns himself more with the following; improvement and increase in the outcome of subordinates’ input, the managerial ability of the supervisors, team performance, and organization’s output. Transactional leaders use the carrot and stick approach to achieve tasks. Transactional leadership is based on the assumptions that; followers achieves their peak if the sequence of command is clear. Transactional leader believe that his use of the stick and carrot motivates followers. That working in tandem with the manager’s directives is the primary aim of the followers, and that followers must be; closely marked, micromanaged and followed up for achievement of leader’s desired outcome. This approach is mostly applied in profit making organizations, where achievements are rewarded and failures are cautioned or punished. It is more like a zero-sum game where the winner takes it all. It may also be likened to a team prepared for a tournament, you win the tournament and you are praised and everyone is happy, but when failure stares at you, you take the blame alone. The Manchester United coach, Mr. Ole had to face the outcome of the team’s performance alone and he alone had to exit the club.

The transactional leaders are more interested in letting the status quo remain, unlike a transformation leader who initiates a vision and sells it to followers for a bye-in. Transactional leaders as the name implies are more and more interested in the current deal and are not interested in growth or change in the job or organization outcome, they are current rules enforcer. Transactional leaders are good at setting targets and procedures that makes the most of efficiency and productivity of an organization. Transactional leaders survive more in crises situation; they are crisis managers. A good leader must make ensure that followers are equipped with the necessities to carry out their jobs. Leaders are to participate, encourage, develop, train, direct and be oriented towards achieving goals by motivating followers.

## Transformational Leadership.

Van Wart (2013) opine that a leader may not achieve a charismatic status, but can walk through the leadership turbulent waters to become a transformative leader.

Transformational leadership is where a leader work with followers to achieve set goals. The transformational leaders think outside the box, and create an avenue to improve or change the current operational system. He visualizes the future, and guide the followers by his inspiration, while influencing them towards making the desired change. The transformational leader causes change in the followers, organization, social system and community. His ultimate goal is to develop followers into achievers, and subsequently make them acquire leadership skills, he is a moral buster. His style challenges followers to control and take ownership of their work process. He helps them to discover their strength and weaknesses and work followers through overcoming their weaknesses. He aligns follower’s value with the organization’s goals and changes expectations and aspirations of a team.

Transformation leaders develop followers to a level where the followers are; loyal, admire, trust and respect him. The transformational leaders see beyond the pay for work done concept, they lead followers to actualize organization changes through their ideas. The transformational leader mentor individual followers, sees followers’ problem as his and empathize with deep feeling for followers. He communicates and celebrates individual’s contribution and achievements. He tasks followers to get the best out of them, he intellectually encourages followers, and self-motivates and create intrinsic motivation and satisfaction in followers. The transformational leader is a role model to followers, he builds and develop high ethical behaviours, trust, and self-esteem in the followers.

## Charismatic Leader

The charismatic leader influences followers from his personality, he uses his communication skills, persuasive power, he uses his ability to connect with the followers to charm them. Very few leaders possess the quality to be called a charismatic leader. The followers are available and willing to take instruction from him.

## Horizontal leadership

Horizontal leadership style is a flat network leadership where every member of the organization gives command, working information and communication flows from every corner. The traditional top bottom hierarchy is down played. Leadership as a total system and power is decentralized from individual to everyone. Proponents of this belief in power sharing, influencing and peoples’ empowerment. <http://www.nwlink.com/~donclark/leadership/horizontal.html>

Flattening the organization hierarchy to a network of people oriented system, where commands flow from multiple directions is actually a tall order to some system. Does this work in real sense? What are the fundamentals? Is it a likelihood of partnership or collaboration? I have a strong belief that team work is possible, but horizontal hierarchy may be sluggish during implementation.

Wart (2013) opine that Horizontal leaders are often found in professional organizations, and it is called collaborative leadership, horizontal leadership advocates power sharing within the system. The traditional hierarchy is de-emphasized to give way for network leadership and communication. This can be better imagine in a community lifestyle. It may also be applicable in a team of professionals. Organizations where leaders and followers share equal vision and work towards same goal may successfully implement such leadership style.

## Team Leadership**.**

The theory of the self-managed team entails a contingency approach that thrives only under special conditions. Team leaderships ensure distribution of power and authority among team members, group leadership comes as a result of the knowledge and skills of one of the group’s member. The group is allowed to assign its leadership to a member considering the talent and skills displayed in the group’s activities, the member that distinguish himself is selected to lead. Wart and Suino (2015) “thus, direction, support, participation, achievement, inspiration, and external connectedness are mutually determined and executed”.

Team Leader should be organized and productive in managing the team to enable the team to achieve her goal as a work or project unit in the organization. He has to support and manage team meetings, encourage and inspire followers. A team lead must value the contribution of her team members, he participates and focus his effort towards achieving desired output, identify with the project team and actively partake in doing work, be a motivator and lead the team members towards self-sufficiency, self-reliance, and respect. The leaders evaluate the follower’s and team members’ performance, while leading them on the path of achieving organization goals.

## Innovation Leadership**.**

Horth and Buchner (2014) Innovative leadership style implies, leaning with a mindset for creativity and innovation. Managing the workforce and work processes requires leadership with innovative mind set. The organization structure, management of human capital resources, decision making within the organization, managing the pathway towards achieving organization goals and organization’s change management system are all tools an innovative manager or leader need to achieve leadership by innovation. Operating in an environment enveloped by uncertainty requires leadership creativity. Continuous feedback process in workplace encourages innovation.  An innovative leader seeks to change existing work process by driving the organization towards tactical results and cutting out an edge for their organization in the industry. To be innovative, the leaders need to reposition his team and lead them to perform optimally. Organization innovation comes from both the team members and external sources, and so innovative leaders must cultivate a work environment that encourages followers’ improvement. Innovation trends and partners’ technology, and so an innovative leader must embrace new technology and find a new way of doing things. Team leadership and team members must cultivate and build trust to foster innovation. Glenn Llopis; (2014) opine that innovation could be achieved if leaders ask themselves and followers these three critical questions; “What must I keep doing? What must I stop doing? What must I start doing?”.

Innovative leader has to build trust among team members, collaborate with his team to discover new things and new ways of doing them. He must communicate learning within the team, make changes happen at the right time. He must keep taking calculated risks and participating in changing the ways things are done, by correcting followers to align their values with the organization’s vision and goals. To make a workplace innovative, the leader needs to inspire the people by exemplary leadership. He must encourage followers not only to work hard, but to look for new ways of achieving goals, this is achieved by way of persuasion and display of strategic and excellent vision.

## Authoritarian Leadership (Autocratic)

Authoritarian leaders give clear directives on what is to be done, they are autocratic in nature, and they provide followers with the direction to follow in achieve goals. This is a command and control leadership style. The military and armed forces practice command and control leadership. There is clear delineation between the leader and the followers. They do not consult or seek input from followers, decisions are independently taken. Team work seem absent in an autocratic leadership style. This is a clear opposite of a democratic leadership style. Authoritarian leadership is best when there is no sufficient time for consultation in managing or provision of answer to a situation. Decision making is straight and direct and the decision maker must be knowledgeable enough to take and right decision. This style of leadership sometime create dissatisfaction among followers, who sees the leader as being bossy and overbearing.

Cherry, K (2020)Authoritarian leadership has their good and bad sides. Depending on the task, certain situations are better manage by the authoritarian approach. Authoritarian leadership allows for quick decision, clear oversight functions and chain of command, clear directives and leadership responsibility. On the other hand, it deprives followers from making input, causes resentments and demoralizes followers who feel they are being used like robots without being allowed to display their expertise and creativity.

<https://www.verywellmind.com/what-is-autocratic-leadership-2795314>

## Democratic or Participative Leadership

Pundits in the study of leadership are of the opinion that democratic leadership style is the most efficient and effective organizational leadership style. This being that the leaders in this style of leadership guides the followers on what to do and how they are done, they allow participants to make input and even allow inputs from external groups. The contribution of follower is often of high quality and can help the organization attain and surpass their goals. While the leaders of this style of leadership allows their members to make input, the leadership has the final say. Team work and team efficiency flourish in a democratic leadership setting. Democratic or participatory leadership allow followers to contribute good ideas and creative solutions. Members seem to be more committed to the group contribution, leading to high and quality productivity. Though the democratic leadership is judged as more efficient and effective, allowing everyone to contribute to decision making may water down communication, leading to low quality decision making. Sometime majority opinion may override quality decisions of minority

## Laissez Faire or Delegative Leadership

Laissez-faire leadership, also known as delegative leadership, seem not to be here or there as leadership does not stand firm to decision making. Followers are always wanting their opinion and shows little or no cooperation. Both the leaders and the followers seem to be dependent on one another and are unable to make meaningful individual contribution. Leadership in this style hardly provide guidance to the followers and leave decision making to the group members. It does not assign roles to individuals, and so reduces individual motivation in the long run. Delegative leadership causes members to relegate their responsibility and results to blame game. Literatures in this leadership style suggests that this leadership style function better in a team where everyone is a professional and highly qualified.

## Adaptive Leadership.

Khan (2017). Describe adaptive leaders as leaders who make changes in tandem with the organization’s external environment. They recognize potentials in changes made in the external organization in their industry, to consider the best path that may positively contribute to the goals of their organization. This leadership style changes organizational behavior to sooth the external changes. They are flexible in their approach.

Adaptive leaders do not consider the “leader-follower relationship”, but takes external factors in the industry or organization environment into consideration while making decisions, the leaders, and followers are made to function within the dictate of their industry (Khan 2017 cited Glover, Rainwater, Jones, & Friedman, 2002). People and followers are allowed to take part in decision making during tough times to proffer solution. Leadership in this style understands the problem, define and critically examine them, and try to proffer workable solutions. (Yukl and Mahsud, 2010 cited by Khan 2017) opine that many organizations resist adaptive leadership approach because the leadership style “challenges beliefs, values, and norms” which may cause followers to resist the approach. (Yukl, 2010 cited by Khan, 2017). Says, adaptive leadership contemplates all external and internal factors affecting the organization, by “planning for a changing world”.

## Situational Leadership.

Situational Leadership is said to have been developed by Paul Hersey and Kenneth H. Blanchard. It is obvious that the analysis of leadership style shows that there is no size fit all in leadership and direction. Leadership is more of adaptation to organization and unique situational behaviours. A successful manager changes approach in line with the situation they fund themselves. Managers diagnose the apparent demand of achievable goals and develop how to manage the process. Different approach is given to different situations, a manager with new employees with little or no experience would pay more attention to the work process assigned to the new entrants, while same manager may just allocate same job to experienced hands and relax to receive the input and outcome of the allocated job. The situational leadership idea is built around managers playing a directive and supportive role, considering the situation he finds himself. Managers are not expected to micromanage employee in a situational theory approach.

Paul Hersey and Kenneth H. Blanchard said that there are some steps a situational leader should follow. That is; **Identify goals and make them**, achievable, specific, measurable, realistic, and timely. Identify your followers’ skills, knowledge, and commitment, use the appropriate style that sooth each of the situation.

<https://com-peds-pulmonary.sites.medinfo.ufl.edu/files/2014/01/Hanke-Situational-Leadership.pdf>

## Strategic Leadership

Becker said that a strategic leader hunts for opportunities to reposition their organization. They are in the mainstream of organizational policies, they intersect between organization’s operational activities and growth opportunity. He stabilizes the workforce conditions while protecting company executive and organization’s interest.

A strategic leader supports all levels of employees because he is always thinking strategically, organization desires strategic leaders to balance between organization’s policies and employees’ welfare. Strategic leaders set very high standards as they multi dimensionally support varying company’s interest employees’ welfare at once. Though they are said to set “dangerous precedence with how many people they support at a time and thinking of what appropriate direction for the company if all employee gets their way”.

## Coach-Style Leadership

Coach-Style leaders analyses the strengths and weaknesses of their team members and focus his attention on nurturing the strengths of the team members. They strategize and network within team members to ensure that members work as a team to achieve their goals. Coach leadership are mostly adopted in sporting teams. They are similar in operation to democratic and strategic leaders. They ensure the development, growth, and success of the individuals and team.

The coach style leader looks at the strength of each member that can be developed to contribute to the entire team success. He at the end build a strong communicating team, he improves team character, uniqueness and creates diverse skills in members towards achieving team targets. This leader tries to bring out the hidden talents in team members by allocating new task to them. This in the long run bring to bear new and hidden skills in individual team members.

## Bureaucratic Leadership

Bureaucratic leaders play by the rules, they ensure that they strictly follow laid down work pattern, they may give little attention to employees inputs or suggestions, meanwhile they are not autocratic. Employees’ inputs that are not in tandem with organization policies and past way of doing things are rejected. Bringing in new strategic ideas or proposing a different strategic approach may be out rightly rejected by a strong bureaucratic leader. Public service, old and large organizations and successful companies operate bureaucratic leadership. The rules are already there, as such employees in the organization to a large extent understands them, so they do not feel controlled like they feel under an autocratic leader. Employees in a bureaucratic setting are not guaranteed freedom in managing their roles. Innovation and tall goal ambitions or a quick growth stiles are discouraged.

# Contribution

Leadership in every organization work assiduously towards achieving organizational goals. The style or approach of the leaders may differ, but all leaders have the mandate to achieve goals. Leaders must synchronize their values with the organizational goals. Giving the legitimacy and power to manage followers or employees in an organization also requires that you develop the skills and knowledge needed to lead the team to achieving the organizations’ goal.

A leader must strive to become efficient and effective in his roles, build up necessary leadership qualities, and must be willing and open to the dynamics of the organizations vision and goals. The leader needs to align employees’ roles, goals, perception, and ensures team synergy with the organization’s goals. Leaders must be focused, trusted, build inclusion, clarity of purpose, achieve followers’ buy-in and be in agreement with his team on their path to execution of work plan.

Autocratic and Bureaucratic leaders may not be open to strategic changes and interventions from the followers, but it is obvious that leaders who want to compete in the global market space must be open to new and innovative ways of doing things and achieving goals. Good leaders see the workforce as partners in progress and not like tools for achieving desired goals.

Leaders are human and every person requires continued development to enable them to meet with the challenges of innovation and technological development. He must make himself available to learn and embrace internal and external changes within the organization and industry in particular, and the changing economic, political and global environment in general.

There are traits that are necessary for a good leader to imbibe;

Accountability - a leader must take responsibility for all outcomes of his team performance, be it positive or negative outcome. Good leaders must appraise the employees at every given circumstance, he should praise good and exceptional performance and provide constructive critic for failure or under performance, while providing direction and training for effective performance.

Adaptability - a good leader must adapt to situations and ensure flexibility to adjust in certain unforeseen circumstances. He needs to accept and overcome challenges as they stare at him in the cause of their duties.

Confidence - good leadership must develop confidence in dealing with issues around his role. Leaders who demonstrate confidence help to motivate the followers, as they are assured that their leader would always do the right thing at the right time. In times of difficulties in the team, team members would be double assured that the confidence assumed by the leader would lead the team out of current challenges.

Creativity – good leaders chart new ways of doing things, they are innovative and sort new ways of achieving their goals. They are not afraid of trying new things, they are always looking for alternative approach to achieving goals.

Empathy – best leaders empathize with the followers, they take interest in the plights of their followers and have deep feelings for the conditions the followers find themselves.

Focus – leaders must be focused on their goals. He must give attention to critical and important aspects of their roles. He also need to apportion time to attend to managing organization resources he superintend on; he needs to be stable in his dealing.

Positivity – leaders must be positive in all circumstances, be it at difficult times or not. He must build his personality to enable him to surmount obstacles and be able to absorb constructive criticisms.

Risk-taking – a leader should show character in decision making, he should have a high appetite for risks, but must also be calculative in taking risk to avoid problems. He should be confident in making calculated risky decisions.

Team-building – leaders build the teams to enviable positions, he needs collaboration with members to ensure achievement of team goals. He must develop, train, motivate, evaluate team performance and provide direction for the team.

Communication – leaders must develop a good communication skill. He must ensure that communication flow between team members and organization is seamless.

Everyone prefers dealing with people with integrity. A leader who lacks integrity, and is unwilling to change in line with the dynamics of doing things may find it difficult adapting to the new global economic order. Indecisiveness poor communication, untrustworthy being apathetic are highway to failure in leadership roles.

# Multiple choice question

1. Great Man theory of leadership believes that? **(a) Leaders are born** (b) Leader are made (c) leaders are developed in the course of life (d) None of the above.
2. The transformation leader is also called? **(a) Relationship leader** (b) Transactional leader. (c) Autocratic leader. (d) All of the above
3. The behavioral theory of leadership attributes effective leadership to? **(a) Leaders training and development** (b) Leader’s autocratic behaviours (c) Leaders relationship with the follows (d) None of the above
4. A qualified and properly recruited leader by an organization requires continued? **(a) Training and development** (b) coercion in bulling of follower (c) None of the above (All of the above
5. Which of the following is not a level of leadership level in an organization? (a) first line front managers (b) Middle level managers (c) Top level and executive managers **(d) Senior management driver**
6. For a leader to effectively play the role of directing the follower, the leaders require the following power except (a) Legitimacy **(b) Dictatorship** (c) Coerce (d) Reward
7. A good leader must align follower’s value with the organization’s **(a) Goals** (b) Rewards system (c) Collective bargaining agreement (d) overtime management
8. To attract good a follower, a leader must possess the following except (a) Integrity (b)Trust (c) good communication skills **(d) A questionable character**
9. A bureaucratic leader is all but (a) Plays by the rules (b) Ensure that they strictly follow laid down work pattern (c) May give little attention to employees inputs or suggestions **(d) Are strictly autocratic.**
10. Networking and effective communication is necessary for a leader for the following purposes except? (a) For business development **(b) Manager’s socialization,** (c) For business links aimed at resolution of organizational problems, (d) For creating opportunities for the achievement of organizational goals.
11. In developing leadership training program, the organization should involve (a) Organization Top Management (b) Outsources it to qualify and trusted professionals (c) Take into consideration the organization production line and the leadership role. **(d) All of the above**
12. In team leadership selection, the team members appoint the member who show character and excel in team activities **(a) True** (b) False
13. The power to coerce also give followers the right to checkmate the leader’s excess **(a) True** (b) False
14. Literatures in the study of leadership are of the opinion that democratic leadership style is the most efficient and effective organizational leadership style. (a) True (b) False
15. The transactional leaders believe in the use of carrot and stick style to motivate followers to achieve their desired end **(a) True** (b) False

# Conclusion

The general orientation and perception of leadership is that the leaders know it all and as such direct the followers to work while he supervises the followers. Van Wart and Suino (2015) said that the general perception of leadership is that the leader does not do work, they depend on the followers to execute their works. If the accretion is anything to depend, the followers must be “trained, motivated to maturation. Continued development and overall satisfaction are critical to organization development, productivity, and effectiveness”.

Leaders are expected to get things done, coordinate and maintain a good organizational system, provide employees with a healthy working environment, training, and the tools to get the work done. They strive to bring efficiency and effectiveness through controls and coordination while depending on the use of his legitimacy and power. Leaders bring in their technicality proficiency into the job, maintaining and resolving technical problems as they occur, while ensuring that organization production is coordinated.

# Bibliography

Becker, B. The 8 Most Common Leadership Styles & How to Find Your Own Quiz [Available Online] from: <https://blog.hubspot.com/marketing/leadership-styles> Accessed: December 06, 2021.

Cherry, K (2020) Autocratic Leadership, Key Characteristics, Strengths, and

Updated on June 10, 2020. [Available Online] from: <https://www.verywellmind.com/what-is-autocratic-leadership-2795314> Accessed: December 4, 2021

Hersey, P. and Blanchard, K.H. (2014) [Available Online] from: <https://com-peds-pulmonary.sites.medinfo.ufl.edu/files/2014/01/Hanke-Situational-Leadership.pdf> Accessed, December 03, 2021.

Heyler, S. G. and Martin, J. A. (2013). ‘Servant Leadership Theory: Opportunities for additional Theoretical Integration’ *Journal of Managerial Issues*. 2(xxx), pp. 230-243.

Horth, D. and Buchner, D (2014) “Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results” [Available Online] from: <http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf> Accessed, December 02, 2021.

Khan, Natalie (2017), Adaptive or Transactional Leadership in Current Higher Education: A Brief Comparison. *International Review of Research in Open and Distributed Learning*. 18(3), pp.178-183 May – 2017. [Available Online] from:

<https://files.eric.ed.gov/fulltext/EJ1142294.pdf> Accessed, December 08, 2021.

Liopis, G (2014), “5 ways leaders enable innovation in their teams” [Available Online] from: <http://www.forbes.com/sites/glennllopis/2014/04/07/5-ways-leaders-enable-innovation-in-theirteams/> Accessed, December 07, 2021.

Lunenburg, F. C. (2012) Power and leadership: an Influence process. *International Journal of Management, Business, and Administration* (15) 1., pp 1-9. {Available Online] from: <http://www.nationalforum.com/Electronic%20Journal%20Volumes/Lunenburg,%20Fred%20C%20Power%20and%20Leadership-An%20Influence%20Process%20IJMBA%20V15%20N1%202012.pdf> Accessed, December 05, 2021.

Neuhaus, M. (2021). What Is Self-Leadership? Models, Theory, and Examples. Positive Psychology. [Available Online] from: <https://positivepsychology.com/self-leadership/> Accessed, December 05, 2021.

Popper, M. (2005), main principle and practice of leader development. Leadership & Organization Development Journal. 26(1), pp. 62-75. [Available Online] from: <https://www.verywellmind.com/what-is-autocratic-leadership-2795314> Accessed, December 01, 2021.

The top 6 rules of leadership networking. Leading effective article. [Available Online] from: <https://www.ccl.org/articles/leading-effectively-articles/top-6-rules-leadership-networking/> Accessed, December 03, 2021.

Simplilearn (2021), 7 Major Leadership Theories Every Manager Should Master in 2021

[By Simplilearn](https://www.simplilearn.com/authors/simplilearn?source=frs_detailsPage) updated on Sep 29, 2021 [Available Online] <https://www.simplilearn.com/top-leadership-theories-every-manager-should-know-article> accessed, December 07, 2021.

Vasilescu, M. (2019) “Annals of the Constantin Brâncuşi”. *University of Târgu Jiu, Economy Series*, (4)2019, pp. 47-52. [Available Online], from: <https://utgjiu.ro/revista/ec/pdf/2019-04/06_Vasilescu.pdf> Accessed December 06, 2021.

Walumbwa, F.O., Avolio, B.J., Gardner, W.L., Wernsing, T.S. and Peterson, S.J. (2008) "Authentic Leadership: Development and Validation of a Theory-Based Measure" *Management Department Faculty Publications*. (34). pp. 89-126. [Available Online] from: <https://digitalcommons.unl.edu/managementfacpub/24> Accessed, December 04, 2021.

Wart, V.M. (2013). ’Lessons from Leadership Theory and the contemporary Challenges for leadership. *Public Administration Review*, 73(4), pp. 553-565.

Wart, V.M. and Suino, P. (2015) Leadership in Public Organizations: An Introduction. (2nd ed). Routledge Taylor and Francis Group, New York. Ebook [Available Online] [Leadership in Public Organizations: An Introduction - Montgomery Van Wart - Google Books](https://books.google.com.ng/books?id=9jAlDwAAQBAJ&printsec=frontcover&dq=Van+Wart,+M.+and+Suino,+P.+(2015)+Leadership+in+Public+Organizations:+An+Introduction.+(2nd+ed).+Routledge+Taylor+and+Francis+Group,+New+York.&hl=en&sa=X&ved=2ahUKEwjhw-vI2Mr0AhU5IMUKHfjHAB0Q6AF6BAgHEAI#v=onepage&q&f=false) Accessed, December 02, 2021.

White, R. P. & Hodgson, P. (2003). The newest leadership skills. In M. Goldsmith, V. Govindarajan, B. Kaye, & A. A. Vicere (Eds.). *The many Facets of Leadership.* Upper Saddle River, NJ: Pearson Education.

Zaccaroa, S.J., Rittmana, A. L., Marks, M.A. (2001) ‘Team leadership’. *The Leadership Quarterly* 12 (2001) 451 – 483

Zhang, Y., Zhou, F. and Mao, J (2018) Ethical Leadership and Follower Moral Actions: Investigating an Emotional Linkage, Frontiers in Psychol., (9)1881, pp.1-11. [Available Online} from: <https://www.frontiersin.org/articles/10.3389/fpsyg.2018.01881/full> Accessed, December 06, 2021.