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1.0 Introduction

Today's leaders face many challenges in achieving their goals, rapid changes in technology and more diverse work place changes in government regulations and organizations, competition and growing complexity of life, have increased awareness of the need for more effective leaders. Organizations and employees everywhere have a need for leaders who can help them respond to challenges of the current situation and achieve their full potential. The benefit of developing leaders includes; increasing competitive advantage, improving customer services and developing high quality products/ services, building a more diversified work place prospering and sustainability in global environment. It has been stated that at work, team work is important among employees and for entire organization because they are some certain things that people need to know and skills they need to develop to be successful.

Despite all the knowledge and skills on the subject, there are few specific definitions of leadership found. Among those developed included leadership experts such as John

(W Gardner, Kotter, 1988). Harvard business school defines leadership as the process of moving a group in some direction through non coercive means.

Effective leadership is defined as the leadership that produces movement in to long-term interest of the group, **(Gardner, 1990).** According to US Advisor presidents, leadership is the process of persuasion or example by which an individual, leadership team induces a group to pursue objectives held by the leaders to their followers.

Peter F Drucker, 1996, stated that regardless of a leader's own individual abilities, without followers, there is no leadership. Most discussions of leadership resolve around what leaders do and how they do it rather than attempting to provide a specific definition. The focus is to identify various skills, competencies and abilities that leaders need and provide guidelines on how to be successful.

Some of the earliest leadership studies were based on the assumptions that there is a set of traits or personality characteristics that leaders possessed and over the time emphasis shifted from traits and characteristics to behaviors and actions, (Peter F Drucker, 1996). Warren G. Bennis and Robert J. Thomas, 2002, concluded that traits and other individual's factors are given far too much prominence in the studies of leadership and rarely determine an individual ultimate success.

Most individuals who study leadership agree and no matter how desirable it might be to have a definable set of traits or qualities for determining leaders, in the end leadership success depends more on developing and using the skills that move organizations and people towards their common goals and objectives.

1.0.2. Leadership Impact and Performance

In all definitions and concepts reviewed earlier, the focus on what the leaders do was important to the extent that it had an impact on the performance of the followers. Effective leaders are people who help others reach their full potential, who are continually learning, and who make contributions to the organization success.

Regardless of your level in an organization, one has some opportunities every day to effect performance of the team on your team. The impact that one has will determine success as a leader. The evidence of leadership is performance and if people are doing their jobs, getting results and moving forward, leadership is effective.

Collins, 2001, informs us to keep focused instead of other factors, and downplay the role of top executives in the company's success, he adds that researchers concluded that leaders really do make a difference in performance through their day to day interactions and decisions really do have impact on the people around them.

According to Gardner, 1993, the most promising trends in leadership is the growing conviction that the purposes of the group are best served when the leader helps followers to develop their own initiative, strengths them in the use of their own judgement, enables them to grow and to become better contributors, and best leaders make it a point to develop more leaders around them.

Leaders will always be willing to change themselves as well as their organizations and have the adoptive capacity, (Bennis and Thomas 2002) to process new experience and also proactively seek new opportunities as agent of change who help organizations to transform themselves into something new and better. The successful leaders are those who help their people learn new rules and work with them to develop and implement the strategies to make positive change.

Leadership is the activity of influencing people to pursue a certain course and involves some power of mind behind the leader, which is not merely the authority of the commander but contains by necessity some strange strength of personality which attracts the ordinary man.

2.0. Rational for leadership and direction.

The element to continued success of community colleges and in their ability to adopt to and change with the current environment lies in the capacity of those who manage and lead to perform effectively. Although professional development activities and programs

are widely available in at least one large multi-level college district and absence of systematic midlevel management trainings.

Based on the recognition of the need for midlevel management development, the program of systematic leadership training is important for administrators and managers for demonstrating leadership and have requisite skills as individuals but can benefit the organization and themselves through a group oriented program and recognize the importance for the organization to prepare new leaders continuously. Workshops pertaining to the particular interest, areas of expertise and self-knowledge need for specialized training. (Kim1993) states that organizations ultimately learn via their individual members through transfer of the learning that occurs between the individual and organization.

In Leadership there is an opportunity to create a critical mass within the organization to enable it to be a learning organization (Senge, 1990). Thus management and delivery of organization services and expansion of management skills and knowledge base, and the ability to recognize and respond to external demand and challenges can be affected to the detriment of the organization.

Carter and Alfred, 1996, Covey 1992, states that training and development programs should involve naturally from the vision, mission and principles. They add that program should attempt to empower people to soar step forward bravely in to unknown against the background of change, stress and demand attending this reality, leaders at all levels are concerned with how to survive and succeed, develop a sense of future, and how to instill skills that will shape leaders at the departmental level.

Leadership skills are necessary and roles accompanying responsibilities that administrators should perform.

Leadership improves Performance management, through leadership and direction, organizations strive to achieve the optimum level of cost and revenue generation as well as obtain funder and societal satisfaction and goodwill in order to retain continued support and there are many conceptual models that apply to performance management, Armstrong & Baron, 2003).

Relational change takes in to account three features of the organizational life that are played down in traditional approaches to change management. This embraces to change that happens through other people and relationships therefore matter greatly. Despite the rhetoric of leaders wanting to be in control and have grip relational change acknowledges and works with the unexpected and unpredictable, rather than pretending that the reality managed through a fixed plan.

Many leaders today are trapped in very traditional and mechanistic ways of understanding organizations and change, they wonder why despite the effort pain and aggravation the change did not really deliver. Sometimes they turn their anger on others due to failures and are always firefighting in organizations.

By exploring how the traditional way of viewing organizations which is rooted in the metaphor and suggest change, should be predictable and controllable and leaders are responsible for gap identification and replacement. Development agency are promoting the engagement of men in gendered violence prevention programs as the new standard for prevention practices. The new focus on gender transformative programs that seek to transform cultural gender norms as their primary strategy for change, has also come with substantial new resources.

According to Casey et al, 2013, across all regions of the world, the primary organizational level challenge to sustainability was lack of funding and difficult securing ongoing resources to continue to build on organizational accomplishments. These issues of funding and legitimacy are tied to the history of efforts to engage men in the violence prevention within the field of gender and development.

At the core of the debate whether men and boys should be a central concern of age gender and diversity and runs parallel to an increasingly global rejection of violence against women, (Pierotti, 2013), was a concern that bringing men into Gender Age and Diversity would mean that men replace women in the global development of gender rather than men becoming one aspect of a rational approach to gender in development program, (White,2000).

In the business on leadership in both academic and popular press, the power of authentic leadership is found not in the external arrangements but in the heart, says Parker Palmer, 1990).

3. 0. Compare and Contrast for leadership Direction

The Construct leadership and closely associated and well-rehearsed contrasts leaders, followers and fellowships have ceased to provide adequate ways of representing the work activities of organizations. Leaders and commentators commit errors when they undertake organizational analysis, they tend to take it for granted in the presence of leadership in the work practices of various educational context.

The existence of leadership is assumed to be incontestable and the only matter is dispute concern its texture specifically, the amount and the quality of leadership.

Commentator also tend to assume that leadership will be manifested in relationship between two abstract categories of persons ie leaders and his followers in to either of which categories an organization's entire membership may be grounded.

Sometimes the leadership composition of these categories may change so that followers may occasionally display leadership and leaders become followers on some issues but the commitment to the leader's follower binary is pretty much immutable.

Leadership theorists also assume that among the various ingredients which might be invoked to account for organizational outcomes and achievements, leadership is more significant than any other factor.

Leadership per the agency of leaders, is incorrectly positioned at the front or input end of the explanatory template normally used to account for the flow of action. That is with very few exceptions, leaders are conventionally contracted as agents of initiation.

Another alternative for understanding the place of leadership is to begin analysis and explanation at the opposite back end and the difference approach would be to focus on

the outcome of the work place practices to be accounted for possibilities of which leadership may turn out one.

3.0.1. Leadership and Change

Many authors make the intrinsic link between leadership and change which is evidenced in the generic leadership literature and more specifically in the information services literature. There is no doubt that all activity towards change and transformation of services always refer to the importance of good and strong leadership. (Kempster and Gent, 2002). It is recognized that task of leading such services has changed beyond recognition (Carrall, 2004) with constant change and norm rather than exception.

Hooper and Potter, 2001, in innovation and creativity looks at leadership as increasing challenge of change and effective leaders have to thrive and move from comfortable to uncomfortable. Kouzes and Posner 2003) urges that an effective leader must challenge the status and seek opportunities that embrace for change.

Socialization through recruitment and training in to norms, values skills and vocabularies of an occupational community is an equal important source of individual and collective identification and membership, Maamen & Barley 1984). Both public and library sectors are concerned about leadership and particularly succession planning for the future. Mullins 2005, says that there is lack of understanding of the distinction between management and leadership and concludes that leadership qualities are scarce with senior managers.

In assessing the challenges for leadership in information services, it is useful to consider recent challenges facing different sectors and type of services. It's important to consider how leadership at all levels contribute to overcoming challenges and what kind of leadership an individual can provide most innovative. The purpose of this is to build leaders at all level and recognize them in all types of individual roles.

Leadership has been described by (Yukl 2002) as a sense of moral duty and leadership with a higher purpose. This relates directly to leaders' value and integrity, strongly emphasized by Potter (2002) as fundamental to leading in a changing environment.

Leaders with a strong ethical driver would therefore considers issues such as equity, inclusion and impact.

A number of studies have looked into issues of leadership as asset of behaviors rather than as a particular personality style. The purpose of the behavior approach propose that leadership is comprised of two general kinds of behaviors, ie task behaviors and relationship behaviors. The task behavior help the group members achieve their objectives and goals, while relationship behaviors help subordinate feel valued and comfortable with each other and the situation.

The central focus of the behavioral approach is to identify how leaders can combine these two dimensions to influence others in their effort to reach the goal. The behavior approach does not provide a clear set of descriptions for leaders but reminds leaders that they should consider how their behavior affect others on a task and relationship level.

One limitation of the behavior approach is that researchers have been focused on identifying a universal style of leadership, much like traits theorist and because of the situational element at the core of this approach, this goal has not been attained. The assumption of leaders is that they must adopt their style to the demands of the situation and situational leadership stresses that leadership is composed of two dimensions, directive and supportive and this means the leaders should change the degree to which they are directive or supportive, depending on the changing needs of employees. The situation or both, the leaders should match his/her style to the competence and commitment of employees.

For instance, if the leader is working with a group of low skill level, she/ he might need to be more directive, and if the group is more skilled and motivated, the leaders may not need to provide a great deal of direction but instead should focus on creating an environment where employees feel valued and recognized for their contribution.

There has been a number of criticism of contingency or situational theories and most have to do with the inability to directly correlate employee behavior to those of the leader. This approach is widely used in organizational training sessions because of its focus on leader flexibility and the unique needs of employees.

3.0.3. Transformational leadership.

This emerged as an important approach in **1978 by James MacGregor**, who attempted to link the roles of leadership with fellowship by claiming that leadership is different from power because it is inseparable from Follower's needs. In attempting to clarify this, he distinguished between two types of leadership; Transactional and transformational.

Transactional leadership is the most leadership model in which the ability is viewed as an exchange between the leaders and his/her followers. The leaders' guides followers in the direction of established goals by clarifying the role and tasks requirements.

Transformational leadership is where a person engages with others and creates a connection that raises morale and the level of motivation. This type of leadership is attentive to the needs and motivates followers and tries to help them reach their full potential.

3.0.4. Charismatic leadership

This is another area of leadership act in a unique way that have specific charismatic effects on their follower. Personal characteristics of such leaders include being dominant, having a strong direction to influence others, being self-confident and having a strong sense of having one's moral values. In addition to exhibiting specific personality traits, charismatic leaders demonstrate certain types of behaviors.

They are strong role models for the beliefs and values they want their followers to adopt. They are competent and communicate high expectations. They also arouse task-relevant motivates in followers that may include affiliation, power and esteem. Transformational leaders set out to employ followers and to nature them in exchange, like other of theoretical development, however, transformational leadership approaches

have come under criticism for a number of reasons which include; lack of conceptual clarity and resulting difficulty in measurements.

Another example in different meaning is the issue of status, which does not exist in the world apart from Humans. This is something that human beings have constructed to make meaning and differentiate and align themselves with certain others. Status is constructed differently depending on one's cultural values and beliefs.

3.0.5. The social construction of reality and leadership.

The view of leadership enables us to see leadership differently in that it's not akin to substance that resides in an individual. Instead it's a process that emerges in a particular situation, a process that involves meaning making among the actors. Who are part of that situation. Not everyone would agree that George W Bush was an exemplar of leadership and the same might be said on Obama Baraka. In other words, leadership is the eye of the beholder. However, if we adopt a social constructionist view of reality, we can put side our concerns of approaches to leadership that attempts to pin down a universal set of attributes that define phenomenon and begin to recognize the importance of the contingency nature of reality.

4.0 Conclusion.

It has been attempted to define leadership and its relationship to management and the leadership journey we can undertake is a personal one and must consider leadership in different ways at different points in our career and life (Taylor, 2002) Performance management requires an understanding of the environment, the organization, the processes within the organization and the contribution of individuals to the organization. It's essential that you bear the wider component of performance management in mind at all times and individuals do not work in a vacuum and cannot be managed in isolation from their environmental and organization ecologies.

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