



# OVERALL MODULE OBJECTIVES

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At the end of this module, you should be able to:

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Critically review the main strands in leadership theory and emerging trends.

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Critically evaluate significant societal variables on leadership such as gender, culture, ethics, globalisation.

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Critically evaluate the role of the leader in promoting organisational change

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Reflect on, and critically evaluate, their own personal leadership skills.

## MODULE ASSESSMENT

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There are two summative instruments of assessment for this module.

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These two summative assessments consist of an individual report worth 70% and a group case study worth 30% of the total marks.

# INDIVIDUAL REPORT

The task will be to 'Evaluate the leadership of Jack Ma. He is a business magnate, investor and philanthropist. He is the co-founder and former executive chairman of Alibaba Group.' You are to examine his leadership style. Your submission is to be made via Turnitin

## A GROUP CASE STUDY

This is based on the movie McFarland. This case study will account for 30 per cent of the overall module assessment - (each member of a team will receive the same mark). Your submission is to be made via Turnitin

## ON LEADERSHIP – OUR OBJECTIVES ARE TO

- Learn more about concept of Leadership
- Better understand various approaches to Leadership
- Define leadership and contrast leadership and management
- Begin to get you to think about your own Leadership potential (or lack of it!) and about developing your own skills to become an effective leader

**CAN YOU DEFINE LEADERSHIP?**

# WHAT WE KNOW ABOUT LEADERSHIP

- Leadership is characteristic of all organized human groups (Bass, 1990 - **The Bass Handbook of Leadership**)
  - Military
  - Religious
  - Nations, countries, and states
  - Education
  - Business



# LEADERSHIP DEFINITIONS

- To date there is no precise definition of the term Leadership
- There are almost as many different definitions of leadership as there are people who have attempted to define the concept

# WE KNOW LITTLE

“Leadership is one of the most observed, yet least understood phenomena on earth” (Burns, 1978 - *Leadership*)

- “The academic tradition is a collection of dependable empirical nuggets, but it is also a collection of decontextualized facts that do not add up to a persuasive account of leadership” (Hogan & Kaiser, 2005 - What we know about leadership. *Review of General Psychology*.)

# SO, WHO DO YOU THINK IS A GOOD LEADER?

- Imagine you are at a job interview
- You are asked to name someone you regard to be a great leader
- Who would you name?

# LEADERSHIP STYLES

In 1939, Kurt Lewin identified three types of leadership styles in business: autocratic, democratic, and laissez-faire.

# THE AUTOCRATIC

The autocratic leader understands the strength of authority. Autocratic leaders are not interested in opening the decision-making process to the entire group.

Instead, they choose to bear the leadership completely alone. They expect those who fall under their authority to follow orders.

## AUTOCRATIC LEADERS

- Some of the most famous autocratic leaders in history are Bill Gates of Microsoft, Napoleon Bonaparte of the French Empire, Adolf Hitler of the German Empire, Elon Musk of Tesla and SpaceX, and Howell Raines of The New York Times

# THE DEMOCRATIC

A democratic leader encourages the free exchange of ideas throughout the team. All members have a valued voice and the leader acts as a spokesperson or facilitator. Democratic leaders rely on the participation of every member of the group. They emphasize the value and expertise each member brings to the table. Every team member shares the freedoms and responsibilities of leadership

## DEMOCRATIC LEADERS

- Examples of democratic leaders are President Lyndon Johnson, Dwight Eisenhower (34th President of the United States), Nelson Mandela, Tim Cook (CEO of Apple), Muhtar Kent (CEO of Coca-Cola) and Larry Page (Cofounder of Google).



## THE LAISSEZ-FAIRE

Laissez-faire leaders are the hands-off type. They assign tasks and give general direction but they're usually uninvolved in day-to-day tasks. Employees decide on the best approach to fulfill their responsibilities. Laissez-faire leaders put a great amount of faith in the individual. They trust them to remain self-motivated, on-task, and accountable. If issues arise, these leaders are available to offer direction, but only upon request. Laissez-faire leaders allow each member of their team to succeed or fail based on their own abilities.

## THE LAISSEZ-FAIRE

- Successful laissez-faire leaders include Steve Jobs (the co-founder of Apple Inc.), Warren Buffett (the chairman and CEO of Berkshire Hathaway) and Herbert Hoover (the 31st President of the United States).

# BENEFITS & SETBACKS OF THE LEADERSHIP STYLES

**WHICH IS THE BEST LEADERSHIP STYLE?**

## CONSEQUENCES OF INCOMPETENT LEADERSHIP

Low morale, high turnover, and a  
decreased ability to have any  
sustainable success

### 3.3.1 CASE STUDY

#### **Lighten Up, Mary**

- The following case study describes the leadership struggles of the editor in chief at a college newspaper. The questions at the end of the case are designed to help you analyze Mary Lewis's philosophy and style of leadership based on concepts presented in the chapter.

## QUESTIONS

1. Based on the assumptions of Theory X and Theory Y, how would you describe Mary Lewis's philosophy and style of leadership? In what way did Mary's attitudes about her employees affect her leadership?
2. Clearly, Mary Lewis was not a laissez-faire leader. Using as many examples as you can, describe why Mary's style was the antithesis of laissez-faire leadership.
3. In what way did Mary Lewis change her style of leadership at the newspaper? How effective were the changes she made?
4. If you were coaching Mary Lewis on her leadership, what would you tell her?