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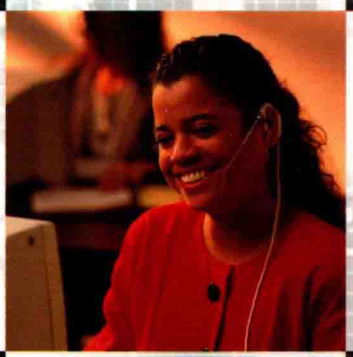

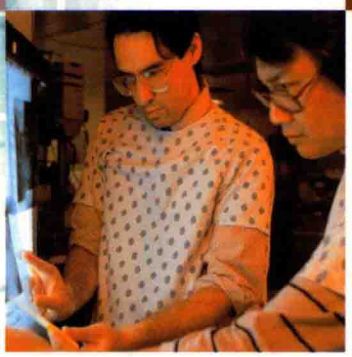

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Introduction to Leadership

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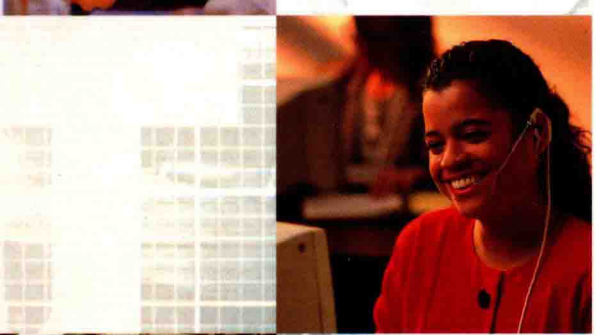
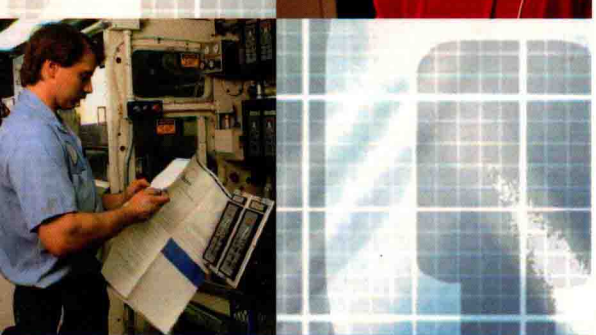

Introduction to Leadership

'The clear layout and flexibility of the workbooks makes this a useful addition to any management training programme. The mixture of checks and exercises ensures learning is confirmed and immediate feedback is available as delegates progress through the book.'

Bob Mackay, Group Training Consultant, Christian Salvesen

'We have found the workbooks to be a very useful component in our blended learning programmes. They contribute significantly to our ability to offer flexible modes of attendance and so meet the training constraints experienced by employers.'

Les Jones, Programme Manager, Staffordshire University
Centre for Professional Management

Super Series provides unrivalled support for all those involved in first line management and supervision. Now in its fifth edition, this highly successful series is the only flexible learning programme specifically designed and developed by the *Institute of Leadership and Management* (ILM) to support their new unit-based qualifications for first line managers.

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Whether you are a tutor/trainer or studying management development to further your career, this fifth edition of **Super Series** provides an exciting and flexible resource to help you achieve your goals.

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Introduction to Leadership

FIFTH EDITION

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Series preface

Whether you are a tutor/trainer or studying management development to further your career, Super Series provides an exciting and flexible resource to help you to achieve your goals. The fifth edition is completely new and up-to-date, and has been structured to perfectly match the Institute of Leadership & Management (ILM)'s new unit-based qualifications for first line managers. It also harmonizes with the 2004 national occupational standards in management and leadership, providing an invaluable resource for S/NVQs at Level 3 in Management.

Super Series is equally valuable for anyone tutoring or studying any management programmes at this level, whether leading to a qualification or not. Individual workbooks also support short programmes, which may be recognized by ILM as Endorsed or Development Awards, or provide the ideal way to undertake CPD activities.

For learners, coping with all the pressures of today's world, Super Series offers you the flexibility to study at your own pace to fit around your professional and other commitments. You don't need a PC or to attend classes at a specific time – choose when and where to study to suit yourself! And you will always have the complete workbook as a quick reference just when you need it.

For tutors/trainers, Super Series provides an invaluable guide to what needs to be covered, and in what depth. It also allows learners who miss occasional sessions to 'catch up' by dipping into the series.

Super Series provides unrivalled support for all those involved in first line management and supervision.

Unit specification

Title:	Introduction to leadership		Unit Ref:	M3.10
Level:	3			
Credit value:	2			
Learning outcomes *The learner* **will**	**Assessment criteria** *The learner* **can** ***(in an organization with which the learner is familiar)***			
1. Understand leadership styles	1.1	Identify the factors that will influence your choice of leadership styles or behaviours in workplace situations		
	1.2	Explain why these leadership styles or behaviours are likely to have a positive effect on individual and group behaviour		
2. Understand leadership qualities and review own leadership qualities and potential	2.1	Assess own leadership behaviours and potential in the context of a particular leadership model and your organization's working practices and culture, using feedback from others		
	2.2	Describe appropriate actions to enhance own leadership behaviour in the context of the particular leadership model		

Workbook introduction

1 ILM Super Series study links

This workbook addresses the issues of *Introduction to Leadership*. Should you wish to extend your study to other Super Series workbooks covering related or different subject areas, you will find a comprehensive list at the back of this book.

2 Links to ILM qualifications

This workbook relates to the learning outcomes of Unit M3.10 Introduction to leadership from the ILM Level 3 Award, Certificate and Diploma in First Line Management.

3 Links to S/NVQs in management

This workbook relates to the following Units of the Management Standards which are used in S/NVQs in Management, as well as a range of other S/NVQs:

B6. Provide leadership in your area of responsibility.

4 Workbook objectives

A leader is best
When people barely know that he exists.
Not so good when people obey and acclaim him,
Worst when they despise him.
'Fail to honour people,
They fail to honour you';
But of a good leader, who talks little,
When his work is done, his aim fulfilled,
They will all say, 'We did this ourselves'.

Lao-Tzu, Chinese Philosopher, 6th Century BC.[1]

Team leaders are special people. In work organizations, they have the key task of making things happen, not directly, but through the teams they lead. This is a difficult job: one that requires patience, determination, and an ability to motivate.

Many writers and teachers down the centuries have attempted to define the qualities of leadership. Is it something inherent – something you're born with, or can anyone be a leader? And what does a leader have to do? What techniques can be employed, what actions taken, to turn a collection of individuals into a well-ordered, fully functioning unit?

In this workbook we will try to answer these questions. We'll examine ways in which you, as a team leader, can improve your leadership skills, and so help your team to become more effective.

In Session A, we focus on the attributes of leadership itself, and try to decide which of them can be acquired or learned. An interesting aspect of this is a comparison between the skills needed for management and those which a leader should have. Most managers are expected to be leaders, but is a leader necessarily a manager?

Session B is concerned with just two facets of leadership: responsibilities and roles. We will put forward the view that a leader has three kinds of responsibilities: those to the task, to the team and to the individual team member. This three-fold burden, and the leader's many other duties, may result in role conflict or role ambiguity; we look at this subject at the end of the session.

[1] Quoted in *Effective Leadership* (Extension 1).

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For Session C, the style of leadership comes under the spotlight. Each individual brings their own skills, attributes, attitudes, strengths and flaws to the team. The leader must be adaptable and adopt a *style* of leadership that is appropriate to the team at that time.

4.1 Objectives

When you have completed this workbook you will be better able to:

- assess your own leadership qualities and potential;
- enhance your leadership skills;
- recognize the responsibilities of leadership, and the roles to be played by a team leader;
- identify and adopt a style of leadership appropriate to the needs of the team and its particular situation.

5 Activity planner

The icon states the unit to which the Work-based assignment relates.

The Work-based assignment (on page 72) involves gathering views about your leadership qualities and skills from a number of people. It is designed to help you meet Unit B6 of the national occupational standards in management leadership 'Provide leadership in your area of responsibility'.

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Session A
Are you a leader?

1 Introduction

> 'For leadership is not magnetic personality – that can just as well be demagoguery. It is not "making friends and influencing people" – that is salesmanship. Leadership is the lifting of a man's vision to higher sights, the raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations. Nothing better prepares the ground for such leadership than a spirit of management that confirms in the day-to-day practices of the organization strict principles of conduct and responsibility, high standards of performance, and respect for the individual and his work.'
>
> Peter F. Drucker, *The Practice of Management*[2]

Peter Drucker's words, written in 1955, apply to team leaders in all walks of life, and of course to women as well as men.

Some leaders are tall and muscular; others are small and petite. One leader may be outgoing and jolly, while another always looks serious. All leaders have their own individual personalities, styles and approaches to the task. Identifying the characteristics of leadership is not easy.

But there are many qualities that all leaders have and need. In this session of the workbook we'll be looking at what those qualities are. We'll be asking whether leadership can really be learned. And we'll try to determine what a good leader should be and what a good leader should do.

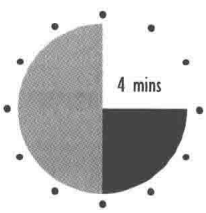
[2] Peter F. Drucker (1989), *The Practice of Management*, Butterworth-Heinemann.

2 What is a leader?

An overheard conversation:

> 'Leaders are born with special qualities. Some people stand out from the crowd. You've either got it or you haven't.'
>
> 'Nonsense. Anyone can become a leader. It's a skill and can be learned like any other.'

Activity 1



Do you agree with either of these arguments? Give a brief reason for your answer.

EXTENSION 1
John Adair's excellent book *Effective Leadership* is intended to be a self-development manual for leaders and potential leaders.

There are arguments to be made for both sides. Throughout history there have been remarkable leaders, who seem to have had 'charisma' – the ability to inspire followers with devotion and enthusiasm. Some examples that come to mind are listed below, in no particular order.

Mahatma Gandhi (1869–1948) the Indian nationalist leader, trained as a lawyer and, having spent twenty years in South Africa fighting for better treatment of Indians there, returned to his native country, leading the campaign for home rule.

Nelson Mandela (born 1918) was also a lawyer, and the son of a tribal chief. He became South Africa's first non-white president, despite having been imprisoned for sabotage and treason from 1964 to 1990.

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