The ingredients of good leadership flashcard

While the practice of leadership has been around since time immemorial, its concepts have developed through time. The idea of leadership is subjective as situations vary from one point to the other. Nonetheless, the idea that leadership is a constant process remains the same. People grow while the demands of the time change.

With it, leadership develops to be able to cause a group of individuals who happen to be together to arrive at a common goal they have set for themselves to achieve. The Ingredients of Good LeadershipLearning about the leadership is a lifetime process. The learning does not stop because there is always a novel idea about the topic waiting to be explored. Time and again, one's leadership skills need further enhancement and development in order to meet the changing demands of the times. Leadership is a course of action wherein an individual influences the thoughts, actions, and approaches of other people (Mills, 2005).

Leaders are those people who are responsible for setting the direction their team will be heading to. They are those who help their team picture what are laid in store for them. They help their team visualize the prospects of what they can expect as an outcome of a certain task they are working on. Leaders encourage and inspire their team to successfully realize the objectives they have set their minds to achieve early on. The absence of leadership would cause a group of individuals to quickly fall into disagreement and be at odds with each other because they see things in a different manner and they are inclined towards dissimilar solutions. Leadership helps a team to arrive a common goal while harnessing their collective efforts to realize an end (Mills, 2005).

For leadership is the ability of someone to cause other people to carry out something significant which could not be achieved alone. It is energizing a group of individuals in order to arrive at a common goal. Leadership DefinedLeadership is defined as a process which involves fostering change in the long run (Astin & Astin, 2000). Contrary to the concept of management, which refers to maintenance or preservation, the idea of leadership implies a process which involves movement from where the team is at right now into a destination quite different from where they came from. Moreover, leadership has something to do with intentionality.

This means that the implied change is not accidental but instead headed in the direction of a certain goal which is both desired and treasured (Astin & Astin, 2000). Leaders, therefore, are not necessarily the ones holding formal leadership posts. On the contrary, each and everyone hold the potential of becoming leaders. Moreover, given that the ideas of both leader and leadership recognize the presence of other people, by description, leadership is a collective process (Astin & Astin, 2000). The Eight Theories of LeadershipThere are eight theories of leadership (" Leadership Theories," 2007).

The Great Man Theory is first of the eight theories. It is based on the assumptions that leaders are not made but born and that great leaders emerge from great need. Previous studies on the subject of leadership were concerned on the study of great leaders. The great leaders then usually came from the upper classes of society since only a few from the lower classes are given chances to lead during the earlier times. As a result, it was

believed that leadership and breeding goes hand and hand (" Leadership Theories," 2007).

The second of the eight theories of leadership is called the Trait Theory (" Leadership Theories," 2007). This theory is based on the assumption traits are inherent. Along these lines, this theory suggests that there are certain traits which are particularly suited for leadership. Good leaders are born with the proper or sufficient combination of such traits (" Leadership Theories," 2007). The third of the eight theories of leadership is called the Behavioral Theory (" Leadership Theories," 2007). Contrary to the Great Man Theory, the Behavioral Theory of Leadership is based on the assumption that leaders are not born but made.

Successful leadership is founded on learned and definable behavior (" Leadership Theories," 2007). The kind of leadership that this theory suggests is one that does not seek inherent qualities or capabilities (" Leadership Theories," 2007). Instead, it is a kind of leadership which looks at what leaders can actually achieve. This theory's claims that while success may be defined in terms of describable actions, therefore it must be rather simple for other people to behave in a similar manner (" Leadership Theories," 2007). The fourth of the eight theories of leadership is called the Participative Theory (" Leadership Theories," 2007).

The assumption where this theory is based suggests that the understanding of the pertinent issues by those who are tasked to carry out a certain task is increased when they are actually involved in the decision-making process. The Participative Theory of Leadership claims that involvement causes

people to become more committed to actions (" Leadership Theories," 2007). Working on a common goal increase collaboration and lessens competition. The fifth of the eight theories of leadership is called the Situational Theory (" Leadership Theories," 2007). This theory is based on the assumption that the best course action that the leader would take is dependent upon a wide range of situational factors.

Whenever there surfaces a need for a decision to be made, an effective leader, as suggested by this theory is someone who does not simply fall into a sole preferred style, for instance, transformational or transactional methods (" Leadership Theories," 2007). The idea of a leader suggested by this theory is someone who focuses on factors such as the acquisition of resources, external relationship, the management of the demands of the team, as well as on the management of the backgrounds and frameworks of the team (" Leadership Theories," 2007). The sixth of the eight theories of leadership is called the Contingency Theory (" Leadership Theories," 2007). It is based on the assumption that the ability of a leader to lead is dependent upon several situational factors. This theory is a class of behavioral theories which argue that there is no singular method which proves to be the best way to lead (" Leadership Theories," 2007).

In contrast to the Situational Theory of Leadership which seems to concentrate more on the behaviors that the leader must promote taking into consideration the situational factors, the Contingency Theory of Leadership adopts a wider view which is inclusive of the variable factors concerning the capability of the leader as well as on the variables present in the situation (" Leadership Theories," 2007). Moreover, the Contingency Theory claims that

while a particular style of leadership may be a success at one point, it may be a failure when applied to a different situation. The seventh of the eight theories of leadership is called the Transactional Theory (" Leadership Theories," 2007). This theory is based on the assumption that the system of rewards and punishment forms as a motivation for people to accomplish a task. The kind of leader that this theory suggests is someone who focuses on the creation of clear structures where the requirement for as well as the expectations that their subordinates can look forward to after accomplishing a certain task are made clear. The moment these leaders delegate the work to their subordinates, the latter are held solely responsible for the success or failure of the task delegated to them (" Leadership Theories," 2007).

Regardless of the availability of necessary resources or a person's capability to accomplish the task at hand, delegation is coupled with responsibility as far as this theory is concerned. Rewards are granted when success is achieved. Punishment is given for failure (" Leadership Theories," 2007). The last among the eight theories of leadership is called The Transformational Theory (" Leadership Theories," 2007). This theory is based on the assumption that people are lead by inspiration.

They tend to follow the lead of those people whom they look up to. Passion and vision drives people to accomplish great things. Energy and enthusiasm must be incorporated in the process so as to achieve great results (" Leadership Theories," 2007). The kind of leader that the Transformational Theory suggests is someone who injects both energy and passion in everything they do (" Leadership Theories," 2007). These leaders are

concerned with the welfare of those whom they influence. They share their aspiration for success.

These leaders begin with the creation of a vision. They build a concept of the future to motivate and transform potential followers (" Leadership Theories," 2007). The road to success may not be quite clear and that it might have sharp turns every so often. But then again, no matter how obstruction may blur the team's vision of success, they will ultimately find their way in the long run.

The Purpose of LeadershipWhen the traditional purpose of leadership is put into question and several basics are offered, a novel concept of leadership emerges (McCrimmon, 2008). Unless the need for a radical change in perspective is realized, the concept of leadership made available may not cater to the present demands of the times (McCrimmon, 2008). The purpose of leadership today is to guarantee that new directions are established at the same pace as the external changes take place (McCrimmon, 2008). Leaders today are in charge of the realization of organization's goals.

Such goals are the delivery of the present progress as well as the creation of their future destination. The principle of the delegation of tasks implies the need to separate roles for such distinct duties (McCrimmon, 2008). There is a need to improve the narrowly manipulating and mechanistic operation of the management in order to meet the demands of the times. Leadership is left to promote changes needed to increase the team's competitive advantage.

Effective LeadershipEffective leadership involves interdependence (Kehler, 2008). No one can accomplish a certain goal as successfully as they can when they are in a team as when they are alone. While it is true that individual traits are vital in reaching a goal, a combination of this works best. Effective leadership draws strengths to fill in weaknesses. The effectiveness in leadership lies in teamwork. While a team is lead based on strength of a leader, a team is drawn together based on the strengths of its members (Kehler, 2008).

The motivation of the team to reach a common goal is ignited by that thought that they are doing it together (Kehler, 2008). Effective leaders recognize the importance of giving credit to where it is due. They know that it is important to constantly encourage their team to work harder. These leaders know for certain that the key to effective leadership lies in understanding not just the strengths of the leader but also the strengths of those who follow their lead (Kehler, 2008). People will not pursue a standard of excellence higher than that of their leaders (Keller, 2008). It is a must for leaders to aim for excellence.

A leader should always aim high so that the people whom he or she wanted to influence will follow the lead. Effective leaders are persistent (Kehler, 2008). They are not contended to remain inside their comfort zones. They are willing to test and stretch their limitations. Exceptional talent is not necessarily a trait of effective leaders (Kehler, 2008). They simply discern the lessons that life's experiences have taught them.

The see mistakes as opportunities to stand up and rise from their fall. Problems are constant in everyday life. As a leader, one is tasked to find and work out a solution to any problem which may arise along the way (Kohler, 2008). Solving a problem is a must do for all leaders (Kohler, 2008).

They can not simply run away from it and wait for it to work out a solution for itself. Sometimes, people are inclined into thinking that someone else will solve the problem from which they have found no solution. But it must be remembered that things will never work out this way. Each and everyone have a problem of their own, one that is exclusively theirs to resolve.

Each and everyone must be ready to confront the difficulties of life. In essence, they should already anticipate its coming. Even though uncertainties as to whether or not one heads the right track, it is not advisable to run away when things are at their worst. The ability to confront and work out a sound solution to a problem is what distinguishes an effective leader from a plain follower (Kehler, 2008).

Importance of LeadersThe absence of leadership in organizations causes them to progress very slowly, to be idle, and to ultimately lose track (Mills, 2005). A great deal of the literature on the subject of organizations emphasizes the decision-making process and suggests that if such decision the organization arrives as is accurate, timely, and complete, it follows that all things will fall into place (Mills, 2005).   However, a decision on its own does not produce any changes. After arriving at a decision, the difficulty of implementation presents itself to the organization.

Such difficulty lies on the manner of getting things done in a timely and efficient way (Mills, 2005). Difficulties in implementation are actually issues about the way leaders influence their team's performance, change the course of events, and rise above conflicts (Mills, 2005). Leadership plays a significant role in the successful implementation of the decisions the team has arrived at. The Basics of LeadershipPrimarily, leaders intend to win. Secondly, they need the eager cooperation of their team in their quest for triumph (Mastrangelo, 2008).

On the whole, there are two leadership basics namely, Professional Leadership as well as Personal Leadership (Mastrangelo, 2008). The first leadership basic, Professional Leadership covers the formal part of leadership – establishing the mission and vision of the organization, constructing the method for attaining organizational goals, as well as lining up strategies and procedures, work force and infrastructure in order to meet the goals of the organization (Mastrangelo, 2008). The second leadership basic called Personal Leadership is the individual behavior of leaders in acting upon the responsibilities of the first leadership basic which is Professional Leadership (Mastrangelo, 2008). This side of leadership may be viewed as the people's side of leadership. It is also the most dominant force in the process of developing co-operators in a team.

It is important for leaders to realize that they hold a position of interdependency (Mastrangelo, 2008). Moreover, they should never forget that they are the ones responsible for building effective relationships within and outside the team (Mastrangelo, 2008). Personal Leadership starts with

developing such relationships. The basics of leadership are not easy to achieve. Competent leaders are not created over time.

The establishment of Professional Leadership requires a consistent record of giving a clear direction, building a process to arrive at that direction, and organizing the basic resources to arrive at that direction (Mastrangelo, 2008). The presence of such consistent behavior is much more important in Personal Leadership (Mastrangelo, 2008). Acting properly toward other people, behaving morally, and building integrity by means of consistent action likewise, do not happen overtime. Nonetheless, it is worth the while. Concentrating on Professional and Personal Leadership will facilitate the creation of co-operators within the team, and such co-operators in return will be of assistance in molding a successful leader (Mastrangelo, 2008). Are Leaders Born or Made? Leaders are born.

Leaders are made. There is truth to both statements (Bock, 2006). Leaders are somewhat born but are at all times made (Bock, 2006). Future leaders only need to be born with intelligence as the rest of the traits of a good leader may be learned along the way (Bock, 2006). Possessing superior intelligence is not a leadership requirement. However, leaders need sufficient intelligence in order for the team to be able to realize their goal.

The moment a person grows into adulthood, his ability or lack of it in assisting other people to reach their goals may already be evident (Bock, 2006).   For as leaders, it is expected to them to lead their team towards the realization of the direction they have set their minds and efforts on. It is expected of leaders to assist in the development and growth of those people

who follow their lead. Leaders are expected to be in charge of realizing goals (Bock, 2006).

It is not necessary for one to be results-oriented to lead a fabulous life. However, successful leadership requires that the enthusiasm and determination to be measured by the results of the brand of leadership displayed (Bock, 2006). Furthermore, leaders must be prepared to decide on matters which will have an impact not only on themselves but on other people as well. The aforementioned things are the main ingredients of good leadership. People who exhibit such qualities may be able to learn the multiple skills required from them in order to be effective in leadership. Regardless of how they match up to the main ingredients, no one comes out from the womb of their mother or from adolescence with the competence ready to become effective in leadership (Bock, 2006).

It is necessary for each and every person to learn how to be one. Anyone who possesses the basics of leadership may be able to learn how to become a leader (Bock, 2006). However, there are other basics of leadership which cannot be taught. People learn how to find their lessons in places where leaders display their respective marks of leadership.

People willing to become good in leadership choose the role models they would want to emulate. They seek people from whom they could acquire important lessons from. The generation and utilization of feedbacks helps leaders improve (Bock, 2006). The best leaders welcome and anticipate feedbacks not just from their bosses but from their colleagues and even from

their subordinates. Afterwards, these leaders adjust their behavior in order to arrive at better outcomes.

Leaders acquire learning by means of exploring things as assessing their performance. They believe that failure only comes when one does not gain a single lesson from the experiences he or she has gone through (Bock, 2006). The Difference between Managers and LeadersLeadership is setting a novel direction or visualization for the team to set their sights on. The leader spearheads his team to arrive at that direction (" The Difference Between Leadership and Management").

Management on the other hand, controls or guides the team in accordance to the standards that have already been established (" The Difference Between Leadership and Management"). The difference between the two may be seen by taking into account the possible the consequences of the absence of one can cause. The absence of management in leadership sets a direction or visualization for the team to set their sights on without much consideration of the process which would lead to the realization of such direction. The absence of leadership in management, on the other hand, manages resources to uphold the status quo or guarantee that things are in accordance to established norms. The presence of both leadership and management therefore sets a novel direction and manipulates the available resources needed to arrive at that goal.

The Difference between Male and Female ManagersWomen are inclined to implement are more democratic form of leadership (Puliaevea, 2002). They make an effort to develop the self worth of those under their leadership,

distribute power and disseminate information, as well as encourage involvement. Women lead by way of inclusion and depend on their interpersonal abilities, charisma, and links in order to form their influence base. In contrast, men are more prone to employ a directive command and control form of leadership (Puliaevea, 2002). They depend on their position's recognized authority to be able to influence other people.

The inclination for woman leaders to be democratic as compared to men lessens when the former are employed in jobs where men comprises the majority (Puliaevea, 2002).   Evidently, collective norms and stereotypes of male leaders overrules individual inclinations with the intention that women leave their feminine approaches in such jobs and behave more autocratically (Puliaevea, 2002). In contemporary organizations, teamwork, information dissemination, flexibility, and trust are taking the place of confidentiality, competitive individualism, control, and rigid structures (Puliaevea, 2002). Managers who are considered to be the best are the ones who provide assistance whenever needed, listen, and inspire the group of individuals they seek to influence. Apparently, a lot of female managers appear to do such things better than their male counterparts (Puliaevea, 2002). The leadership styles typical employed by females can help make them become better negotiators than males for the reason that they are more unlikely to concentrate on competitions (Puliaevea, 2002).

Leadership in the 21st CenturyLeadership is for everyone (" 21st Century Leadership," 2001). Certainly some people are much better at performing a certain task as compared to others. Nonetheless, it does not follow that other people are not capable of accomplishing such task. In today's

organizations, each one is both a team member as well as a project manager. Therefore, everyone must learn and demonstrate leadership (" 21st Century Leadership," 2001).

Learning is incorporated in leadership (" 21st Century Leadership," 2001). The leader is responsible in discovering new ideas and. A leader knows how to disseminate such information to the rest of the team. Guided by the belief that knowledge is power, contemporary leadership is displayed through the spread of learning. Contemporary leadership is centered on the team (" 21st Century Leadership," 2001).

Hierarchy is here to stay (" 21st Century Leadership," 2001). However, the best organizations are those who allow the members of their teams to become leaders themselves. No one would want to remain inferior when they know that there exists a place where they can be treated not as subordinates but as equals. Contemporary leadership is not authoritarian (" 21st Century Leadership," 2001).

Today, one's influence is exhibited by means of the words he utters rather than from who he is as a person. Contemporary leaders communicate by means of rather than to the people they lead. Novel methods of communication emerge from contemporary leadership styles. Followership is involved in contemporary leadership (" 21st Century Leadership," 2001). Responsibilities of leadership vary from one person to the other.

Nonetheless, people learn from each other. As a result, each person is able to leave his or her influence to the rest of team. Leaders of the 21st century are those who work best in developing novel direction for their team; he or

she who is a good listener; and last but not the least, he or she who

empowers his or her team in order to achieve the goals they have placed all

their efforts on. ReferencesAstin, A. W.

, & Astin, H. S. (2000). Leadership Reconsidered: Engaging Higher Education

inSocial Change. Battle Creek, MI: W. K.

Kellogg Foundation. Bock, W. Monday Memo. (2006).

" Are Leaders Born of Made?" Retrieved August 11, 2008, from http://www.

threestarleadership. com/articles/bornormade. htm.

ChangingMinds. Org. 2007. " Leadership Theories.

" Retrieved August 11, 2008, fromhttp://changingminds.

org/disciplines/leadership/styles/transformational_leadership. htm. Kehler, K.

J.

Women Today. (2008). " Nine Principles for Effective Leadership."

RetrievedAugust 11, 2008, from http://womentodaymagazine.

com/career/leadership. html.

Management 2008. 2001. " 21st Century Leadership." Retrieved August 11,

2008, fromhttp://www.

manage2001. com/21l. htm. Mastrangelo, A.

Knol. (2008). " Leadership 101 : Back To The Basics". Retrieved August 11,

2008, from http://knol. google. com/k/angelo-mastrangelo/leadership-

101back-to-the-basics/6sf9ph9pw3md/10#.

Mills, D. Q. (2005). Leadership How to Lead, How to Live. Waltham, Mass: MindEdge Press.

McCrimmon, M. Leaders Direct. (2008). " The Fundamental Purpose of Leadership." Retrieved August 11, 2008, from http://www.

leadersdirect. com/leaderspurpose. htm. Puliaevea, K. Donetsk State Technical University. (2002).

" Differences in Management: DoMale and Female Have Different Leadership Style?" Retrieved August 11, 2008, from masters. donntu. edu. ua/publ2002/fem/puliaeva. pdf. Teamtechnology.

co. uk. " The Difference Between Leadership and Management." RetrievedAugust 11, 2008, from http://www.

teamtechnology. co. uk/leadership-basics. html.

Tice, Carol. (2007, February). Building the 21st Century Leader. Entrepreneur Magazine.