Compare and contrast the concepts of leadership and power. draw comparisons betwe...

In On Heroes, Hero-Worship, and the Heroic in History, Thomas Carlyle1 demonstrated the concept of leadership associated with a position ity. In 1994 House and Podsakoff2 summarized behaviorial approaches of " outstanding leaders" obtained from various research findings and they were, Vision, Passion and self-sacrifice, Confidence, determination, and persistence, Image-building, Role-modeling, External representation, Expectations of and confidence in followers, Selective motive-arousal, Frame alignment, to persuade followers to accept and implement change, and Inspirational communication. It has been described as the probable rate and amount of influence of a person or a position occupant (Bass, 1981)3. Similarly, power can be measured in several different ways. For example, it can be measured in terms of target perceptions or in terms of objective characteristics of an agent and the agent's position (Yukl & Van Fleet, 1992)4. The capacity for individual and organizational transformation must be accompanied by moral responsibility, for transformational leaders shape powerful social and institutional cultures, which may either, be liberating or oppressive.

Sources of Interpersonal Power may be 1) Expert -- based on knowledge and expertise, 2) Referent -- extent to which subordinate likes or identifies with supervisor, 3) Legitimate -- job title, 4) Reward -- ability to reward subordinates and 5) Coercive -- ability to punish subordinates. 5 While Sources of Political Power (Yukl, 1989)6, Control over decision processes, 2) Forming coalitions, 3) Co-optation, and 4) Gaining influence in large organizations likely to be more a matter of political power than individual power. While tleader-member relations, task structure, and position power to

deal with situation, determines the best kind of leader. Again, effective leaders are might be those who attract and make their followers as similar to themselves as possible in terms of potential for quality work and team building capabilities. But also the supervisionary style should include supportive, directive and participative approaches to propel team towards achievement. Again, power may also be positively used for effective decision-making, which constitutes rationality of decision, acceptance of decision by subordinate and effective time given to make the decision. Power of a leader also may stimulate interest among followers to view work from new perspectives, generate awareness of the mission, develop colleagues and followers to higher levels of ability and potential and motivate colleagues and followers to look beyond their own interests to those of the group. Thus this idea may be contested further by saying that leaders broaden and elevate the interests of their employees, even while generating awareness, acceptance and mission that give them the powers to make employees look beyond their narrow interests and see a bigger organizational goal, together with a heightened capacity and commitment towards a greater productivity.

Leadership is an important area of consideration for assuring excellence in the management of power within an organization. However, determining exactly what aspects of leadership to stress and how public science organizations can take concrete steps to assure positive leadership within its establishment are daunting tasks. Thus, leadership defines itself naturally as " the process of using power to obtain interpersonal influence." 7 The question then arises, why must leaders achieve success at influencing the

behavior of other people at work Harry Truman puts it quite well when he says, " Leadership is the ability to get men to do what they don't want to do and like it." 8 In short, the core problem for leaders in any organization involves getting others to do what is required to accomplish the organization's goals and how effectively and powerfully they can motivate them and intellectually stimulate them towards a common goal or mission without harming their integrity or self-worth. Leadership activities of setting a direction, aligning people to that direction, motivating and inspiring is less administrative in terms of direct use of power, but interpersonal and powerful in action.

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