

According to joan f marques management essay

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According to Joan F. Marques, leaders are born and awakened through the process of life and certain environmental factors that contribute to polishing leadership skills in the person (Awakened leader). The author says about due to factors of globalization, diversity of the leader are essential in current status. (Ayoko and Hartel, 2006, p. 345). A study of research was done, the participants were shown the result that concluded this leader may have been born with certain skills that enhanced his or her chances and marked his or her initial aspirations toward becoming a leader, the wakefulness within the leader was born through the trial and error process. It means that the leader might be born with certain natural leadership skills and they might get more leadership skills through the trial and error process to derive their skills.

Although many organizations think of trial and errors as wasting time and resources, but trial and errors process must go through to get more awakened leaders. According to Joan F. Marques, some people are born to be natural leaders, but that is a massive simplification. However, there are many of them who have worked hard in their life to acquire those leadership skills. In the author's opinion, he believed that the best leaders, those leaders must keep every working day presents a challenge to let them learn up new things in their life to polish up their leadership qualities and it might bring them to the top level in the leadership level not matter in organization or society. However, former CEO of the Arrow Electronic, Stephen P. Kaufman, believed that there is a threat to the bosses when they reach the top level in the leadership. Therefore, he stated that CEOs should improve their leadership from time to time to compete with globalization factors and also reduce the threat that what he claimed. According to Kippenberger, T, he

believe that leadership skills can be improved thru experience (made). Author was explained about John Adair's Action- Centred Leadership model unites managements and leadership perspectives in set of skills that individuals can be improve through experience. John Adair are argued that there is three level of leader which is teams leader, operational leaders, strategic leader that emerging to be replace one single leader in the top level. He also explain about the leaders should recognized themselves in first step before develop their leadership. He also listed what leader need to know four types of the authority such as position, knowledge, personality, and also moral authority to order to makes people more cooperate with the leaders. His approaches was focus on a group of people ' s actions. The group of people work together to develop a unique personality which contain three overlapping section, achieved the task, maintained the team, and also develop the individual (satisfaction). Whole model is concluded that leadership can be learnt thru experience. According to this journal (no author), leadership is made but not born. The journal was stated that leadership could be polish thru combination of potential and training. A good example provided inside the journal is Thomas Watson Jr. from IBM Corp. who was struggled completed the high school education but now he become role model in IBM Corp. Another example given in journal was Kegan's theory. A study was done about psychosocial development occurred during the fours years of academic and military instruction. The result are showed that students who showed the greatest psychosocial growth also demonstrated specific leadership behavior in their interactions with colleagues. In today, there are more demands from employers that

employees need to arise and develop the leaderships by themselves not from their employees or CEOs. Journal also stated that many corporations spend tons of money to investing training to polish their potential employees to be a good corporate leader, such as HP, AMEX, General Electric and others. Journal also explained that leadership also can be develop in family in teenagers stage before their get on the jobs. According to (William Gentry, Jennifer J. Deal, & Marian Ruderman, 2012), a study was conducted among 361 people who took the Center for Creative Leadership (CCL) World Leadership Survey (WLS), most of them are top executive in corporations that show result 19% of them agreed that leader are natural born, mean while 29 % of them are agreed equal of born and made of leader, the rest of the respondents which is 52% agree that leader are made but not born. Majority of them believe leader can be made thru training, trait and also experiences that the potential leader go thru about in their life. According to Joanne Graf, many people might not possess the knowledge and authority of a traditional leader, such limitations are no longer seen as a barrier. Actually, people gain new power and confidence through the courage and commitment required to accept a challenge that exceeds their previous experience. When the opportunity to make a difference is sufficiently compelling, people willingly risk stepping forward as a leader. Whether mundane or profound, everyone can recall a similar instance. The author are trying to say that confidence and new power which naturally born individual on leaders are bring the leadership on themselves more that the experience that them have go thru. According to Ronald E. Riggio, Ph. D., He stated that research about leadership and show result at one-third was born naturally

and other two-thirds was made. He concluded that leaders are mostly made. He also stated research suggests that extraversion is consistently associated with obtaining leadership positions and it brings effectiveness of leadership. Leaders also need to be smart to analyze situations and figure out courses of action. In other words, intelligence is also associated with leadership, but not refer to general IQ, but social intelligence which means understanding of social situations and processes. In opposite, introverts persons of average social intelligence are not means particularly empathic to be a good leader. Perhaps, remember that leaders are made. Leaders can be change to be a better one thru process of training and other which polish up their leadership skill. Lately, there are very strong emphasize on important of self-development among the leader themselves rather wait for series of training from organizations. <http://www.psychologytoday.com/blog/cutting-edge-leadership/200903/leaders-born-or-made> According to Mike Myatt, Chief Strategy Officer, N2growth, he stated that leaders are made by both which means born and made. He believed that some people are born naturally with certain leadership qualities. There are some people are not born with natural with leadership qualities, but they can acquired the leadership qualities in later. He also mentioned about those natural born leader need to be developed themselves from times to times. If this do not happened, they sooner later might be replaced by made leader. He also agreed that those are not natural born leader can acquired the leadership with hardworking thru developing process on themselves. It also can be taught with only that particular person have put lot of effort to learn it. In conclusion, he mean three qualities need to be in the person to be a effective leader which are

character, efforts, and also desire. <http://www.n2growth.com/blog/leaders-born-or-made/> According to Professor Preston C. Bottger and IMD Research Fellow Jean-Louis Barsoux, the leadership mostly are made. We understand that many organizations educators are tend to be agreed that leadership can be developed, with given adequate amount of personality, intelligences and psychical energy. Nowadays, job are become more complex. Most of the organizations are heavily invest with leadership course to polish out their potential leaders in the organizations which could help them to contribute the expanding of profitable business. Author also mentioned about the leadership need to be keep it up from time to time basis. <http://www.imd.org/research/challenges/TC022-10.cfm> According to wall block, leaders are sort of born, but they're always can be made. Some of leader are born naturally with psychological and character traits which their will demonstrate in their life about the leadership. They are intelligent enough to do the job which have been assigned at most of the time. By the time, the people become adult, they can help other people how to achieve the results. When they adult, we have expected the basic elements on leader which we not need to waste the time to train up them. But, he also agreed that leadership can be taught at most of the time. The learning leader can emulating other leader what the best of the other leader was doing. The learning leaders also can be getting feedback from other to modify to become better in leadership quality. Most important is, they willing to develop by themselves. That is a

Marshall Goldsmith and Howard Morgan studied the progress of 88, 000 managers who had been to leadership development training. The people who returned from the training, talked about it, and did deliberate work to

apply their learning were judged as becoming more effective leaders. The ones who didn't showed no improvement. The author are claim that leadership study is lifetime process not a moment of process. A effective leader always seeking new opportunity to develop new skill in leadership, and also visibility. He conclude that there are not any formula that develop quality leader in any organizations. <http://www.threestarleadership.com/articles/bornormade.htm>