

Foundation of Leadership

- Concept of Leadership
- Functions of Leadership (Roles, Duties, Responsibilities, etc.)
- Levels of Leadership
- Elements of Leadership
- Differences between Leadership and Management
- Similarities between Leadership and Management

Thinking about Leadership



Thinking about Leadership

- ❖ Leadership excites scholars and practitioners.
- ❖ Observed in presidents, armies, kingdoms, and companies.
Examples: Gandhi, Mother Teresa, Martin Luther King, Nelson Mandela, Kwame Nkrumah

Concept of Leadership



- ❖ Leadership as an influencing process of leaders and followers to achieve objectives (Lussier & Achua, 2020).
- ❖ A process of interaction (Northouse, 2007).-
- ❖ Involves leaders, followers, situation, environment.-
Example: Esther Afua Ocloo influencing women entrepreneurs.

Thinking about Leadership

Universal definition is difficult.- Studied in multiple ways:

- **Personality (*character, persona, temperament, make-up*)**
- **Physical traits**
- **Behaviours**
- **Situations**

Others focus on:

- **Leaders**
- **Followers**
- **Environments**

Definition

- **Influence process** towards objectives (Lussier & Achua, 2022)
- **A process** whereby an individual **influences** a group of people to achieve a common goal (Northouse, 2020)
- Northouse's (2023) definition moves leadership from the concept of personality to the concept of a **process of interaction**
- **Relationship** between leaders and followers (Kouzes & Posner, 2002).-
- **Developing and communicating** vision (Kenneth, 2007).
- **Ability to influence and motivate** (House et al., 1999).

Contemporary Definition

- ❖ An **interaction among the people involved in a process** which includes the **leader(s)** and **followers**
- ❖ Leadership input includes; the **leader(s), followers and environment**
- ❖ Process is the **interactions** within the inputs that translate into **influences** leading to commitment towards the achievement of collective and individual goals.
- ❖ Leadership is **influencing** and **guiding** others towards achieving a common goal, regardless of **formal authority**.
- ❖ Example:
As Ghana's first President, Nkrumah led the country to independence by influencing the masses with his vision of a free and united Africa.

Components of Leadership

Northouse (2001) identified four components common in almost all definitions of leadership:

- ❖ Process
- ❖ Influence
- ❖ Group context
- ❖ Goal attainment

Key Elements of Leadership

Lussier and Achua (2007) identify 6 key elements in the definition:

- ❖ **Organisational objectives**
- ❖ **People**
- ❖ **Process**
- ❖ **Influence**
- ❖ **Change**
- ❖ **Leaders–Followers**

Comprehensive Key Elements



Characteristics of Leadership

- It is a **process** and an **interaction**
- It involves both **leader(s)** and **followers**
- It involves **negotiating** and **influence** (multidirectional)
- It involves **common** and individual **goals** which are defined by **context**.
- It brings about **constructive change**

Levels of Leadership

- **Personal Leadership**
- **Direct Leadership**
- **Organisational or Managerial Leadership**
- **Strategic Leadership**

Levels of Leadership



Personal / Individual Level

- Leading **self** and **dyadic** process between the leader and the individual followers
- At the personal level, the development of one's leadership drive is dependent on 5Ps & 5Rs
- Position-Right
- Permission-Relationship
- Production-Results
- People development-Reproduction
- Personhood-Respect

Example: A Ghanaian student leader practicing discipline and respect.

Group Level

- ❖ Focus on the leader and group followers.
- ❖ Contributing to group effectiveness.- Initiatives to resolve group problems.-

Example: Team captains in Ghanaian football teams.

Organisational Level

- Leader's ability to **influence** and **harmonizing** the entire organizational performance through **collaborative** efforts of the subordinates towards **goal attainment**
- Competencies required at this level includes:
 - Technical Competence
 - Social Competence
 - Conceptual Competence
 - Spiritual Competence

Strategic Leadership

- Strategic leadership is the type of leadership that transcends beyond **time and space**
- It involves the ability of the leader to **envision** a global opportunity, mobilise resources and take advantage to create value for the benefit of society
- This leadership effects changes in the organisation and sees beyond the ordinary lens in order to leave **Footprints** and indelible marks in the minds of the organisational members/society.

Requirements for Strategic Leadership

- Selfless/devotion
- Committed
- Strategic thinker
- Courageous
- Resilience
- Openness
- Ability to navigate
- Discipline
- Visionary

Strategic Leadership Process

- Strategic thought process
- Ability to sell the vision
- Strategic planning
- Strategic Implementation
- Strategic evaluation
- Strategic review

Example: MTN Ghana's rollout of Mobile Money

Functions of Leadership



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- **Inspire** a shared vision
 - **Create followers**, deliver value and ensure that the followers are also self-leaders.
 - Bring **constructive change** that is responsive to the true and long-term needs of all stakeholders.
 - Solve problems, **Mediate** and **Resolve** conflicts
 - **Harness resources** to achieve the vision

Leadership & Management

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- A Manager and Leader are often used to designate the same person who leads a firm
 - Management is a **career** while leadership is a **calling**
 - A leader is someone who people **naturally follow through their own choice**
 - Manager must be **obeyed and respected**

Leadership & Management

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- Managers obtain position through time and loyalty in the organization and not their leadership qualities
 - A leader may have no organizational skills but his **vision rallies people behind him**
 - Leadership is the main component of **change providing vision and dedication necessary for its realization**

Leadership & Management

- Leadership is a skill gained from education, experience, interaction with people and others.
- Effective leadership depends largely on how leaders define and share the vision with followers and follow through.
- Leadership is just one important component of the directing function of management.
- A manager cannot just be a leader, he/she also needs formal authority to be effective.

Differences between Leadership and Management

- Management - Doing things right = Efficiency
- Leadership - Doing the right things = Effectiveness
- Tactical thinking - Doing things right = Management
- Strategic thinking - Doing the right things = Leadership
- Management includes: planning, directing, organizing, measuring and controlling

Differences between Leadership & Management

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- Management = doing things right (efficiency).
 - Leadership = doing the right things (effectiveness).
 - Tactical vs. strategic thinking.
 - Managers: plan, organise, control.
 - Leaders: inspire, coach, empower

Managers do the following

- Administer
- Maintain
- Control
- Pursue short-term view
- Ask “how & when”
- Imitate
- Accept status quo
- Do things right

Leaders do the following



-
- Innovate
 - Develop
 - Inspire
 - Pursue long-term view
 - Ask “what & why”
 - Originate
 - Challenge status quo
 - Do the right things

THANK YOU

