

Comprehensive Leadership Lecture Notes (Weeks 1-11)

Week 1: Foundations of Leadership

Concept of Leadership

- **Definition:** Leadership is an influencing process between leaders and followers aimed achieving specific objectives.
- **Interaction:** It is a process of interaction rather than just a personality trait.
- **Components:** Northouse identifies four common components: Process, Influence, Gro Context, and Goal Attainment.
- **Contemporary View:** An interaction among leaders, followers, and the environment leading to commitment towards collective goals.

Functions of Leadership

- **Vision:** Inspiring a shared vision and communicating it effectively.
- **Value Creation:** Creating followers, delivering value, and fostering self-leadership.
- **Change:** Driving constructive change for long-term stakeholder needs.
- **Problem Solving:** Mediating conflicts and solving problems.
- **Resource Mobilization:** Harnessing resources to achieve the organizational vision.

Levels of Leadership

1. **Personal (Individual):** Leading self; depends on the "5Ps & 5Rs" (Position, Permission, Production, People development, Personhood).
2. **Group (Direct):** Contributing to group effectiveness (e.g., Team captains).
3. **Organizational:** Influencing the entire organization's performance.
4. **Strategic:** Transcends time/space; envisioning global opportunities and creating socie value.

Difference between Leadership and Management

Feature	Management	Leadership
Focus	Doing things right (Efficiency)	Doing the right things (Effectiveness)

Thinking	Tactical, short-term	Strategic, long-term
Action	Plan, organize, control, administer	Inspire, coach, empower, innovate
Power Source	Position, time, loyalty	Influence, vision, followers' choice
Status Quo	Accepts and maintains	Challenges and originates

Week 2: Theories of Leadership

Great Man Theory

- **Core Belief:** "Great leaders are born, and not made."
- **Context:** Popular in the 19th century (Carlyle); associated with historical figures like Ju Caesar or Kwame Nkrumah.
- **Criticism:** Ignores the influence of society and social conditions (Herbert Spencer).

Trait Theory

- **Focus:** Identifying innate qualities (traits) of great leaders (early 20th century).
- **Key Traits:** Intelligence, Self-confidence, Determination, Integrity, and Sociability.
- **Limitations:** No universal list of traits; fails to account for situations; subjective.

The Managerial Grid (Blake & Mouton)

- **Dimensions:** Concern for Production (x-axis) vs. Concern for People (y-axis).
- **Styles:**
 - **(1,1) Impoverished:** Low concern for both. Minimum effort.
 - **(1,9) Country Club:** High people, low production. Happy but unproductive.
 - **(9,1) Authority-Compliance:** High production, low people. Dictatorial, high turnover
 - **(5,5) Middle of the Road:** Balances necessity of work with morale.
 - **(9,9) Team Management:** High concern for both. Committed team, efficient organization.

Expectation Theories

- **Pygmalion Effect:** Positive expectations from a leader lead to improved follower performance (Self-fulfilling prophecy).

- **Golem Effect:** Low expectations from a leader lead to poorer follower performance and a lack of self-trust.

Week 3: Contemporary Theories of Leadership

Fiedler Contingency Model

- **Premise:** Effectiveness depends on the match between leader style (fixed) and the situation.
- **LPC Scale:** Measures style. **Low LPC** = Task-oriented; **High LPC** = Relationship-oriented
- **Situational Favorableness:** Determined by Leader-Member Relations, Task Structure, Position Power.
- **Best Matches:**
 - **Task-Oriented:** Best in very favorable or very unfavorable situations.
 - **Relationship-Oriented:** Best in moderately favorable situations.

Hersey & Blanchard's Situational Leadership

- **Premise:** Leaders adapt style to follower "Maturity" or "Readiness" (Competence + Commitment).
- **Styles:**
 - **S1 Telling:** High Direction, Low Support (For **D1:** Unable & Unwilling/Insecure).
 - **S2 Selling:** High Direction, High Support (For **D2:** Unable but Willing).
 - **S3 Participating:** Low Direction, High Support (For **D3:** Able but Unwilling/Insecure).
 - **S4 Delegating:** Low Direction, Low Support (For **D4:** Able & Willing).

Path-Goal Theory

- **Premise:** Leader clears the path to the goal and removes obstacles.
- **Styles:**
 - **Directive:** For ambiguous tasks/external locus of control.
 - **Supportive:** For stressful/repetitive tasks.
 - **Participative:** For autonomous followers/internal locus of control.
 - **Achievement-Oriented:** For high achievers seeking challenges.

Week 4: Leadership in Practice & Governance

The 5 Practices of Exemplary Leadership (Kouzes & Posner)

1. **Model the Way:** Set examples; lead by doing.
2. **Inspire a Shared Vision:** Envision the future and enlist others.
3. **Challenge the Process:** Search for opportunities to innovate and improve.
4. **Enable Others to Act:** Foster collaboration and trust.
5. **Encourage the Heart:** Recognize contributions and celebrate victories.

Leadership and Governance

- **Principles:** Promote stability, ensure accountability, enhance responsiveness, encourage participation, and support ethical governance.
- **Social Responsibility:** Obligation to consider the well-being of society (CSR, sustainable ethical decision-making).
- **Organizational Culture:** Leaders shape cultures (Hierarchical, Collegial, Entrepreneur Clan, Results-Oriented).

Week 5: Trust and Power in Leadership

Concept of Trust

- **Definition:** Willingness to be vulnerable based on positive expectations of another's conduct.
- **Dimensions:**
 - **Integrity:** Honesty/moral character.
 - **Competence:** Skills/ability.
 - **Consistency:** Reliability.
 - **Loyalty:** Protecting others.
 - **Openness:** Truthfulness.
- **Building Trust:** Requires clarity, compassion, character, contribution, competency, connection, commitment, and consistency.

Concept of Power

- **Positional Power (Formal):**
 - **Legitimate:** Based on title/office.
 - **Reward:** Ability to grant benefits.

- **Coercive:** Ability to punish.
- **Information:** Access to vital data.
- **Personal Power (Informal):**
 - **Expert:** Based on knowledge/skill.
 - **Referent:** Based on charisma/admiration.
 - **Connection:** Based on networking.

Week 7: Traditional Leadership

Perspectives & History

- **Definition:** Authority tied to traditions/customs.
- **Ghana Context:** Includes Chiefs and Queen Mothers; supervised by the National House of Chiefs (NHC) and Regional Houses.
- **History:** Pre-colonial centralized (Kings) and decentralized (Family heads) systems were impacted by Colonial "Indirect Rule."

Architecture in Ghana

- **National House of Chiefs:** 5 Paramount Chiefs per region; appellate jurisdiction.
- **Council of State:** Includes NHC representatives to advise the President.
- **Restrictions:** Chiefs cannot engage in active party politics (Article 276).

Roles & Challenges

- **Roles:** Political, Social, Military, and Judicial (adjudicating customary disputes).
- **Modern Challenges:** Balancing tradition with democracy; the "weak partner" in governance; calls for "Development Chiefs" who drive community progress.

Week 8: Leadership Styles and Skills

Forms of Leadership Styles

- **Lewin's Styles:**
 - **Autocratic:** Leader decides alone (Good for crisis/expert leader).
 - **Democratic:** Leader consults (Most effective for motivation/creativity).
 - **Laissez-Faire:** Leader delegates fully (Least productive unless team is expert).

- **Transformational:** Inspires vision, intellectual stimulation, and individual consideration
- **Transactional:** Exchange-based (rewards for performance).

Skills of Leadership

- **Administrative:** Problem analysis, judgment, managing resources.
- **Interpersonal:** Coaching, sensitivity, conflict resolution, stress tolerance.
- **Communication:** Oral, written, and non-verbal (body language).
- **Related Skills:** Range of interests, personal motivation, flexibility.

Week 9: Decision-Making Models

Cognitive Resource Model

- **Stress Factor:**
 - **Low Stress:** Leader's **Intelligence** predicts success.
 - **High Stress:** Leader's **Experience** predicts success (Intelligence may hinder).

Rational vs. Incremental Models

- **Rational:** Comprehensive; weighs all costs/benefits to find the "best" option.
- **Incremental:** "Muddling through"; fine-tuning existing policies due to constraints (time info).

Vroom & Yetton's Normative Model

- **Decision Styles:**
 - **Autocratic (A1/A2):** Decide alone (with/without gathering info).
 - **Consultative (C1/C2):** Consult individuals/group, then decide alone.
 - **Group (G2):** Facilitate group consensus.
- **Selection:** Depends on decision quality, acceptance requirement, and time.

Week 10: Leading Teams and Crisis Management

Teams vs. Groups

- **Group:** Shared norms/goals, but individual accountability.
- **Team:** Complementary skills, mutual accountability, shared purpose.

Stages of Development (Tuckman)

1. **Forming:** Uncertainty, ice-breaking.
2. **Storming:** Conflict, role testing.
3. **Norming:** Cohesion, establishing rules.
4. **Performing:** Functioning, task focus.
5. **Adjourning:** Closure.

Crisis Management

- **Definition:** Unexpected, non-routine event creating high uncertainty/threat.
- **Steps:** Keep focus, communicate openly/often, provide context, set the tone, be visible maintain culture, redefine the "new normal."

Week 11: Ethical Leadership

Concepts

- **Ethics:** Principles evaluating right/wrong behavior.
- **Morality:** Rules guiding conduct.
- **Ethical Leadership:** Respecting beliefs, dignity, and rights of others while leading.

5 Principles of Ethical Leadership (Northouse)

1. **Respect Others:** Treat people as ends, not means.
2. **Serve Others:** Mentoring, empowerment, stewardship.
3. **Are Just:** Fairness and impartiality in decision-making.
4. **Are Honest:** Openness, representing reality fully.
5. **Build Community:** Seeking goals compatible with everyone.

Ethical Decision-Making

- **The "Reasonable Man" Test:** What would a reasonable person do?
- **Tests:** Rule of Private Gain (is it selfish?), Universality (if everyone did it?), Benefits vs.