

# Leadership

**Leadership** is the ability to apply **influence**, which can maximize the efforts of others, in order to achieve a goal. If the definition of leadership is influence, then the object of this influence is people.



Different qualities that leaders may possess:

DECISIVENESS

EMPATHY

COMMUNICATION

AWARENESS

CONFIDENCE

MORAL VALUES

FOCUS

OPTIMISM

EMOTIONAL  
INTELLIGENCE

ACCOUNTABILITY

CHEERFULNESS

RESILIENCE

CLARITY+VISION

HONESTY

COURAGE

Leadership Styles:

*There is no specific style that is right for every situation. The best leaders will understand the strengths of each style and adapt their approach to suit the situation.*

# Authoritative Leader:

## Example:

Donald Trump (US President, Owner of Trump Organization)  
Alex Ferguson (Former Manchester United team manager)  
Margaret Thatcher (Late U.K. Prime Minister)  
Jack Welch (Former CEO, General Electric)

**Key Phrase:** "Follow my direction"

## Description:

These leaders follow a commanding and hands-on style of leadership. Authoritative leaders are known to keep their teams on their toes, while constantly providing direction and instructions.

## When it works:

1. Great during crisis situations or when the team needs a new vision because circumstances have changed.
2. Can get work done with impressive efficiency, with no ifs, buts or excuses.
3. Effective when dealing with an underperforming employee if other avenues have been exhausted.

## Shortfalls:

1. Can stifle creativity and innovation, and lead to employees feeling undervalued.
2. May curb the development of future leaders within an organization due to a lack of autonomy and opportunity to take charge.
3. Might invoke fear among staff, instead of true respect.
4. There can be conflict if team members are experts who know more than the leader.

# Pacesetter Leader:

## Example:

Elon Musk (CEO, Tesla & SpaceX)  
Jeff Bezos (CEO, Amazon)  
Bill Gates (Former CEO, Microsoft)

**Key Phrase:** "Let's dream big and set standards"

## Description:

These leaders set the pace for their own company and others in the industry to follow. When Elon Musk opened up Tesla's patents, he set standards for the future automobile industry to follow - a perfect example of a Pace Setter. Other automobile companies will likely need to match Musk's actions to keep pace with Tesla.

## When it works:

1. Fast results led by a true visionary to revolutionize an industry and cater to future markets.
2. An individual can lead by example and can empower skilled and motivated people around them to complete the task.

## Shortfalls:

1. If the pace is relentless, staff can get easily burnt out trying to keep up.
2. It can lead to micro-management of employees, as markers are kept against expected outputs, which can cause de-motivation and low morale.
3. Can be overtaken by transformational leaders.

# Transformational/ Visionary Leader:

## Example:

Susan Wojcicki (CEO, YouTube)  
Elon Musk (CEO, Tesla & SpaceX)  
Bill Gates (Principal Founder, Microsoft)  
Larry Page (CEO & Co-Founder, Google)  
Mark Zuckerberg (CEO, Facebook)

**Key Phrase:** "We can do it better"

## Description:

These leaders challenge the status quo by introducing a new way of doing something. They are constantly looking into the future to stay at the cutting edge of industry advancements.

## When it works:

1. Providing innovation in industry.
2. Specifically effective addressing outdated approaches and redefining internal structure.
3. Can cater to niche markets.

## Shortfalls:

1. Can be a higher level of risk involved.
2. Can cause conflict with people who resist change.
3. Can decrease motivation and morale if the vision is too far from reality

# Coaching Leader:

## Example:

Nelson Mandela (Late South African Prime Minister) - coaching people on hope.  
Nick Bollettieri (Tennis Coach to Andre Agassi, The Williams Sisters & Maria Sharapova)

**Key Phrase:** "Try this"

## Description:

Develops people for the future, focusing on the strengths and weaknesses of individual team members. This type of leader coaches a person or group to realize their potential and in the process achieves the identified goals.

## When it works:

1. Knowledge transfer takes place organically, leading to increased competence.
2. Great for creating successors.
3. Creates feelings of empowerment and motivation amongst a team, as well as loyalty to the leader.
4. Most effective when followers are responsible, experienced and agreeable.

## Shortfalls:

1. Requires both students that are capable and willing to learn, as well as a leader with good instructional qualities to be effective.
2. Will not have significant impact if quick results are required.
3. Over-dependence on the leader can discourage independent work and innovation.
4. Rarely works with large teams and organizations.

# Charismatic Leader:

## Example:

Barack Obama (U.S. President)  
Michelle Obama (U.S. First Lady)  
Winston Churchill (Late U.K. Prime Minister)  
Oprah Winfrey (TV Show Host & Media Proprietor)

**Key Phrase:** "Excellent communication"

## Description:

Charismatic leaders are individuals who use their personality and communication style to gain the admiration of followers. Typically, they can communicate effectively, possess emotional sensitivity, put a considerable emphasis on social ties, and can maintain emotional control in numerous situations that may cause stress or troubling emotions.

## When it works:

1. Ability to increase loyalty and commitment.
2. Increased trust and respect is likely to increase productivity as employees are more likely to adhere to high expectations.
3. Humility and effective communication turn any mistakes into learning opportunities, increasing innovation and efficiency.

## Shortfalls:

1. Possible creation of a 'yes culture' due to admiration of the leader, which can prevent the challenge of unfavourable plans.
2. A focus on human relationships may distract from finer technical and practical details.
3. Could be perceived as self-promoting.

# Affiliative Leader:

## Example:

Joe Torre (Manager NY Yankees, 1999 World Series) - effective management of team cohesion and individual egos.  
Sheryl Sandberg (COO, Facebook & Founder, Leanin.org) - known for her compassion and development of team mentality.

**Key Phrase:** "People first"

## Description:

Directly impacts the emotions of workers to create bonds and harmony, in order to motivate and resolve conflicts. The goal is to build groups that work well together in accomplishing the objectives set forth by the organization. They promote unity and emotional harmony.

## When it works:

1. Developing team bonds in order to recover from low morale or organizational change.
2. Loyalty and trust encourage openness and collaboration.
3. A more hands-off approach promotes freedom, flexibility and creative ideas, increasing autonomy and job satisfaction.

## Shortfalls:

1. A focus on emotional relationships can lead to a lack of direction, affecting performance.
2. Excessive focus on positive feedback can lead to complacency and a lack of individual growth as employees are not forced to address shortcomings.



# Democratic/ Participative Leader:

## Examples:

**Steve Jobs** (Former CEO, Apple) - following his return 10 years after resigning he hired other experienced leaders and entrusted them to make key decisions (inc. Tim Cook, then COO now current CEO).

**Indra Nooyi** (CEO, Pepsi Co.) - endeared herself to shareholders and employees through vision for the future and interest in personal connections

**Muhtar Kent** (CEO and Chairman, Coca-Cola) - worked his way up the corporate ladder and known for seeking input from others on key decisions.

**Key Phrase:** "It is amazing how much you can accomplish when it doesn't matter who gets the credit"

## Description:

A facilitator as opposed to a director who builds consensus through participation. Decisions are based on the input of others that may or may not be on the same hierarchical level.

## When it works:

1. Employees involved in the decision-making process will be more inclined to feel obligated to ensure it works.
2. Organizations that serve a clientele that can also be included in the decision-making process.
3. Creative industries seeking wider experiences and diversity within a group.

## Shortfalls:

1. Individuals with a lack of expertise will not have the knowledge to influence informed decisions.
2. Not conducive to a quick decision making process.



**Always remember:**  
*Take a condor moment to assess the situation and honestly gauge what's working - remain flexible to changing your style and strategy.*

# The Foundations of You as a *Leader*

When identifying your particular style of leadership it is important to be true to your core values and embody them in your work - exactly as you would do as a member of any team. These values simply come to life in a different way as a leader. The difference is that you are influencing others to fulfill those values as well, not just yourself. ***Trust your instinct and intuition.***

The following 5 questions will help you to identify certain traits that you will embody. These are by no means finite - instead, think of them as a starter pack from which you can develop. ***The leader you will become is already inside you.***

## 1. HOW DO I LIKE TO HELP PEOPLE?

Think of the last few times you've helped others on your team. When did you jump in and lend a hand? Why then, and what did you contribute? If your instinct is to let others learn on their own and rush to their aid only in times of crisis, it's likely that will be your instinct as a leader too.

Are you always looking for ways to help others improve, giving advice and feedback freely? Then your ideal leadership style may be more about active coaching, rather than trial by fire.

Neither one is necessarily "better" than the other; the right approach for you just depends on your personality.

## 2. WHAT WAS MY FAVORITE LEADER LIKE?

Think of the best leaders you've met or heard about over the course of your life. Which traits of theirs did you most admire? If you have relished the freedoms provided by a certain coach to deliver results on the sports field, then this may reflect in the way you lead. Valuing the autonomy to make on-field decisions means you are more likely to provide the same as a leader yourself.

## 3. WHAT WAS MY LEAST FAVORITE LEADER LIKE?

Now think of the worst leaders that you've met. What traits of theirs did you most detest? Learning from others mistakes is a key element to personal development. Things that have bothered you the most or that you have identified as negative are likely to be the same things that you instinctively turn away from as a leader yourself.

## 4. WHAT MAKES ME FEEL FULFILLED?

Think back to that last time you felt fulfilled. What was the scenario that led to that? Perhaps it was the satisfaction you gained by aceing a particular project, or maybe it was just about learning a new skill. If these situations provide strong memories then these are likely the opportunities you will seek out for your team, too, because recognition and learning are clearly important to you.

## 5. HOW IMPORTANT TO ME ARE SOCIAL RELATIONSHIPS?

Do you emphasize your social ties around school, sports teams, after-school clubs? Are you, as an individual contributor, drawn to the comradery associated to being part of that team? You may become the type of leader whose management style is based on social trust and belonging. If, on the other hand, you've tended to value results above all else, you may naturally lead a more results-driven team. Again, neither approach is categorically better than the other; you just need to adopt the one that matches whatever your authentic preferences have been prior to becoming a leader.