

MGTS2603 Sample Notes

LECTURE 1

WHAT IS LEADERSHIP?

- The ability to inspire confidence and support among the people who are needed to achieve organisational goals
- A leader achieves this by telling employees their vision and being able to manage crisis and conflict

FOLLOWER

- A person who is influenced by a leader
- Effective leaders influence followers and followers influence their leaders

LEADERSHIP

- Long - term relationship between leaders and organisational or group members
- Involves having a vision of what an organisation can become
- Requires elicit cooperation and teamwork
- Produces change

PARTNERSHIP

- The leader and the group members are connected in such a way that the power between them is approx. balanced

THE IMPACT OF LEADERSHIP

- Two perspectives:
 - Leadership makes a difference to orgs performance

- Leadership does not make a difference to orgs performance
- Crisis management
- Organisational performance
- Employee satisfaction
- Successful management

EFFECTIVE LEADERSHIP

- Influencing and setting challenging organisational objectives
- Change
 - To adapt to the rapidly changing environment
- Leading people
 - There is a link between the company's financial success and its commitment to leadership practices that treat people as an asset

LEADERSHIP VS. MANAGEMENT

Leadership

- Pervades all managerial behaviour
- Influences how leaders perform other roles
- Includes:
 - Hiring and training
 - Giving instructions and coaching
 - Evaluating performance

Leadership Roles:

Interpersonal Roles	Informational Roles	Decisional Roles
Figurehead Leader Liaison	Monitor Disseminator Spokesperson	Entrepreneur Disturbance handler Resource allocator Negotiator

Management

- More formal and scientific than leadership

- A set of explicit tools and techniques
- Based on reasoning and testing

SKILL DEVELOPMENT IN LEADERSHIP

Developing leadership skills requires a number of different strategies

- Conceptual knowledge and behavioural guidelines
- Conceptual information demonstrated by examples of leaders in action
- Experiential exercises / simulations
- Feedback on skill utilisation, or performance and others