

1 Leadership and teambuilding

This chapter of the book is divided into two parts:

- 1 Leadership and
- 2 Teambuilding.

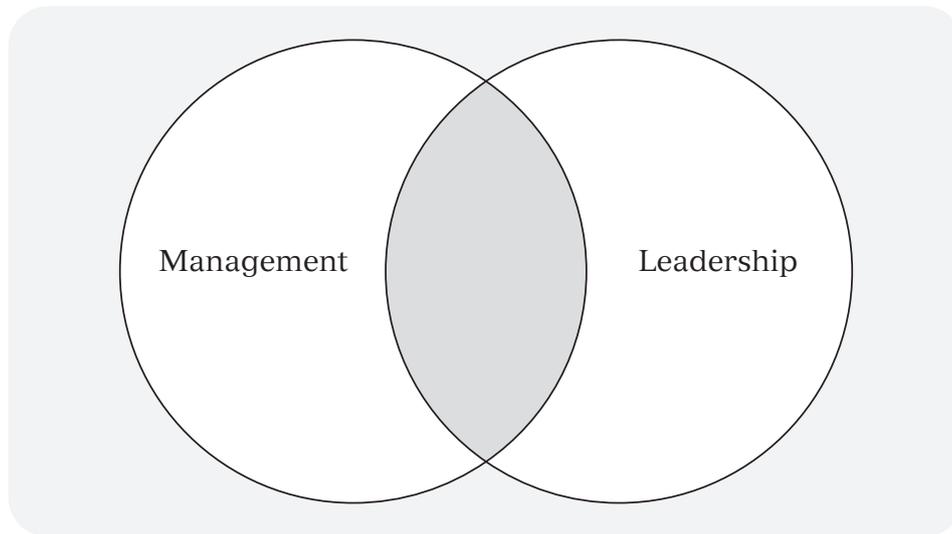
SECTION 1: Leadership

A survey of successful chief executives on the attributes most valuable at top levels of management indicated the following in order of rating:

- 1 Ability to take decisions
- 2 Leadership
- 3 Integrity
- 4 Enthusiasm
- 5 Imagination
- 6 Willingness to work hard
- 7 Analytical ability

- 8 Understanding of others
- 9 Ability to spot opportunities
- 10 Ability to meet unpleasant situations
- 11 Ability to adapt quickly to change
- 12 Willingness to take risks
- 13 Enterprise
- 14 Capacity to speak lucidly
- 15 Astuteness
- 16 Ability to administer efficiently
- 17 Open-mindedness
- 18 Ability to 'stick to it'
- 19 Willingness to work long hours
20. Ambition
- 21 Single-mindedness
- 22 Capacity for lucid writing
- 23 Curiosity
- 24 Skill with numbers
- 25 Capacity for abstract thought

There is (has and probably always will be) a debate about the differences and overlaps of leadership and management. Current opinion is that they are different concepts but they overlap considerably.



Perhaps management has the overtone of carrying out objectives laid down by someone else. It is certainly true that a well-managed business, in the sense of having perfect organisation, still needs that extra something.

Leadership has five distinctive nuances not found in management. A leader must:

- 1 Give direction**
- 2 Provide inspiration**
- 3 Build teams**
- 4 Set an example**
- 5 Be accepted.**

Henri Fayol (in 1916) divided the activities of an industrial company into six main groups:

- 1 **Technical** – production, manufacture and adaptation.
- 2 **Commercial** – buying, selling and exchange.
- 3 **Financial** – search for and optimum use of capital.
- 4 **Security** – protection of property and people.
- 5 **Accounting** – stocktaking, balance sheets, costs and statistics.
- 6 **Administration** – forecasting and planning, organising, commanding, co-ordinating and controlling.

Good administration is the hallmark of good management and the proper and efficient use of resources. Managers become leaders when their personality and character, their knowledge and functional skills of leadership are recognised and accepted by the others involved.

Leadership can be ‘specific to the particular situation’ and its ‘authority’ can derive from:

- 1 **position** (as in job title, rank or appointment),
- 2 **personality** (as in natural qualities of influence) and
- 3 **knowledge** (as in technical professional skills).

Fayol listed these following qualities as being needed by a person in ‘command’. A person in command should:

- have a thorough knowledge of employees
- eliminate the incompetent

- be well versed in the agreements binding the business and its employees
- set a good example
- conduct periodic audits of the organisation and use summarised charts to further this review
- bring together the chief assistants by means of conferences at which unity of direction and focusing of effort are provided for
- not become engrossed in detail
- aim at making unity, energy, initiative and loyalty prevail among all employees.

The seven qualities of leadership

A leader is the kind of person (with leadership qualities) who has the appropriate knowledge and skill to lead a group to achieve its ends willingly. This section will look at the qualities and functions of leadership.

Personality and character cannot be left out of leadership. There are certain generic leadership traits, the seven important ones are:

1 Enthusiasm

Try naming a leader without it!

2 Integrity

Meaning both personal wholeness and sticking to values outside yourself, primarily goodness and truth – this quality makes people trust a leader.

3 Toughness

Demanding, with high standards, resilient, tenacious and with the aim of being respected (not necessarily popular).

4 Fairness

Impartial, rewarding/penalising performance without ‘favourites’, treating individuals differently but equally.

5 Warmth

The heart as well as the mind being engaged, loving what is being done and caring for people – cold fish do not make good leaders.

6 Humility

The opposite of arrogance, being a listener and without an overwhelming ego.

7 Confidence

Not over-confidence (which leads to arrogance), but with self-confidence which people know whether you have or have not got it.

In testing whether or not you have the basic qualities of leadership, you should ask yourself these questions.

	Yes	No
Do I possess the above mentioned seven qualities? (This 'test' will subsequently reveal whether or not you really do!)	<input type="checkbox"/>	<input type="checkbox"/>
Have I demonstrated that I am a responsible person?	<input type="checkbox"/>	<input type="checkbox"/>
Do I like the responsibility and the rewards of leadership?	<input type="checkbox"/>	<input type="checkbox"/>
Am I well-known for my enthusiasm at work?	<input type="checkbox"/>	<input type="checkbox"/>
Have I ever been described as having integrity?	<input type="checkbox"/>	<input type="checkbox"/>
Can I show that people think of me as a warm person?	<input type="checkbox"/>	<input type="checkbox"/>
Am I an active and socially participative person?	<input type="checkbox"/>	<input type="checkbox"/>
Do I have the self-confidence to take criticism, indifference and/or unpopularity from others?	<input type="checkbox"/>	<input type="checkbox"/>
Can I control my emotions and moods or do I let them control me?	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	No
Have I been dishonest or less than straight with people who work for me over the past six months?	<input type="checkbox"/>	<input type="checkbox"/>
Am I very introvert, very extrovert (or am I an ambivert – mixture of both – as leaders should be)?	<input type="checkbox"/>	<input type="checkbox"/>

If leadership depends on the situation, you need to ask yourself, whatever your qualities, whether you are right for the situation:

	Yes	No
Are your interests, aptitudes and temperament suited to your current field of work?	<input type="checkbox"/>	<input type="checkbox"/>
If not, can you identify one that would better suit you where you would emerge as a leader?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the 'authority of knowledge' in your current field (and have you acquired all the necessary professional and specialist skills through training that you could have done at this point in your career?)	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	No
Are you experienced in more than one field/industry/function?	<input type="checkbox"/>	<input type="checkbox"/>
Are you interested in fields adjacent and relevant to your own?	<input type="checkbox"/>	<input type="checkbox"/>
Do you read situations well and are you flexible in your approach to changes within your field?	<input type="checkbox"/>	<input type="checkbox"/>

Functions of leadership

In leadership, there are always three elements or variables:

1 The leader

Qualities of personality and character.

2 The situation

Partly constant, partly varying.

3 The group

The followers: their needs and values.

This section of the book looks at leadership functions in relation to the needs of work groups. These needs can be seen as three overlapping needs:

1 Task need

To achieve the common task.