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EFFECTIVE LEADERSHIP

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Ingredients of Effective Leadership

Leaders are born and their skill sets are developed over time. Outside influences and educational background will impact the role a person will play throughout their lifetime and influence their ability to lead.

Based on information from the text, Modern Management, (Certo 361) and from an article from the Levinson institute, it appears that there is no particular combination of traits or personality characteristics that signify an effective leader. An effective leader does, however, in most cases possess the intellectual ability to problem-solve and handle complex issues.

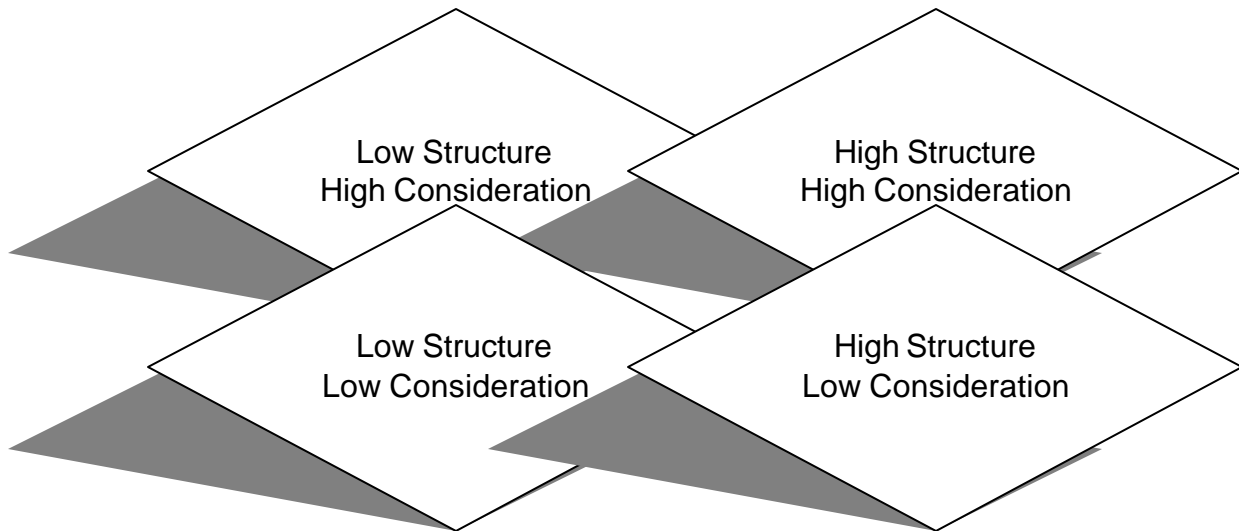
Additionally, the necessary skills and abilities to fulfill a leadership role are present – whether it is in a work setting (i.e., Company CEO or President) or life situations (i.e., Minister or Political Leader). This includes:

- Understanding the technical and functional aspects of the role;
- Understanding a diverse work force or community and knowing how to develop effective working relationships that motivate people to accomplish a common goal;
- Having a knowledge of the business – including how the organization functions, markets, the industry, and competition; and
- Knowing how to effectively implement managerial practices (The Levinson Institute).

In a study conducted by Ohio State University, it was concluded that leaders exhibit two main types of behavior: structure and consideration (Certo 359). Structure behavior provides clear instruction on how a job or assignment should be performed and establishes the boundaries between the leader and subordinates (Certo 359).

Consideration behavior creates an environment whereby trust and respect between the leader and subordinates is developed (Certo 359).

Based on these behaviors, four fundamental leadership styles emerge (Certo 359):



The leadership style an individual adopts should depend on the situation at hand. For example, in a mature organization, the leadership style adopted will probably be low structure/low consideration. Subordinates will be familiar with what needs to be done and will need little or no direction. Additionally, trust and respect between the leader and subordinate will have been developed resulting in a positive working relationship whereby the leader assumes the role of mentor or guide.

Preferred Personality Type

Leaders believe they can lead. They display self-confidence and inspire others to participate in their vision. Most people will follow someone whom they have deemed to be honest, forward-looking, inspiring and competent (Kouzes and Posner 22). In short, we want our leaders to be credible and capable individuals. "Leaders who demonstrate both credibility and capability will engender passion and performance, resolve and results, commitment and competence" (Hesselbein, Marshall, and Bechard 217).

Leadership Development and Training Programs

Leadership development and training programs can provide an executive with the tools to "identify and address critical business challenges," the ability to align personal and work goals and instill the courage to express one's beliefs and admit mistakes (Hesselbein et al 168-169). It has been stressed in various textbooks, journals, and trade publications that continued learning is necessary for effective leadership. Organizations can address future areas of concern by providing their leaders with training, and benefit by maintaining a leading role in the global marketplace.

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