**Chapter 1 : Introduction to Leadership**

**What is Leadership?**

1. Leadership implies a relationship with other people
2. Leadership is something that is exercised over time rather than in a single act or event
3. Leadership takes place in relation to some organisation, agency, institution or community

What Leadership is not!

* It is not present simply because a person occupies a “leadership position”
* It is more than a style, a trait, a group of behaviours, or a degree of effectiveness
* It is not a part that is identified as encompassing a whole, e.g. risk-taking, decisiveness, foresight

Characteristics of Leadership

* Rooted in meaning
* Emerges out of a vision
* Emerges out of a dramatic sense
* Requires the articulation of a vision
* Embodies the vision in organisational structures
* Continuous or periodic renewal of the institution

Importance of Vision

* Peters & Austin, 1985

A Vision is a concise statement/picture of where the organisation and its people are heading

In leadership the issue is not the substance of the vision but the importance of having one, being able to communicate it and implement it.

Vision comes first!

* Starts with a single individual
* “committee’s vision” – be wary!
* Dream or fantasy – a sense of the possible
* Bandwagon or hearse!
* Beware! – too many attempts at the vision process can create apathy.
* Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world!

Vision Statement

“We are ladies and gentlemen serving ladies and gentlemen”

Leadership Skills

* Technical – least important ?
  + Organisational
  + Administrative
* Human – very important ?
  + People management
  + Motivation
* Conceptual – most important ?
  + Strategic planning
  + Vision

The Risks of Leading Change

* Leadership can come from any place within or even outside an organisation.
* The more authority you have, the more you risk when you exercise leadership.
* Leadership is dangerous because you are rarely authorised to lead.
* If leadership were about giving people good news the job would be easy.
* People do not resist change as such. People resist loss.
* You place yourself in the line when you tell people what they *need* to hear rather than what they *want* to hear.
* The problems that require leadership are those that the experts cannot solve
* The solution to these *adaptive challenges* lie not in technical answers, but rather in people themselves.
* Successful leaders in any field tend to emphasize personal relationships.
* Remember when you ask people to participate in adaptive change, you are asking a lot. You may be asking them to choose between two values, both important to the way they understand themselves.
* You may be asking people to close the distance between their espoused values and their actual behaviour.