

BEING A LEADER and LEADERSHIP

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LEADERSHIP :

Learning good leadership skills and becoming a successful leader are not easy tasks. With this basic introduction of leadership, we can begin to appreciate the responsibilities that successful leaders have to themselves, their subordinates and their organization.

leadership is the ability or process to influence, lead, or guide others so as to accomplish a mission in the manner desired by providing purpose, direction and motivation. Organizationally speaking, there are positions to which leaders are assigned. they usually have others reporting to them. This structure is similar in team sports, church, and government. *It is a "chain of command" that is respected and followed.*

There has been a great interest in determining what makes a good leader. in fact we can trace studies back in the nineteenth century. As a result, **Leadership** studies have been categorized into three general, Traits, Behaviors and Contingency.

Traits approach:

It was believed that leaders were born. It was a man's heritage that provided this innate ability to lead. one was born with special characteristics or trait to enable him to lead others effectively. In order to prove this philosophy, researchers studied existing political, industrial, and religious leaders. They expected to find that these leaders would possess certain characteristics that distinguished them from their followers. Their findings identified a number of traits that were common to those in leadership positions. (war times era, patriots. አገርና ጎብረተሰብ ያከበረና ያሰቀደመ አርበኛ)) Traits such as intelligence, dependability, sociability, aggressiveness, originality, popularity and humor. there was no evidence to support that just having those traits would help one become a leader and these

inconsistent findings led others to continue the search and understanding of how effective leaders lead.

Behavioral approach

Researchers began to look at and categorize the "behavior" of effective leaders. They felt this was a more positive research approach because behaviors can be observed much more objectively, measured, more precisely, and they can be taught. A researcher Kurt Lewin identified that:

- Democratic style of consulting with their followers and allowing them to participate in decision-making.
- Autocratic style of making decisions alone.
- Laissez-faire style of providing no direction at all.

Since very different behaviors were identified, there was no evidence which style was most effective and each style created different reactions from different followers. So the researchers could not clearly articulate the BEST way to lead effectively

There were two primary leadership behaviors stood out among the many: relationship and structure.

Relationship behavior dealt with the concern for people and included behaviors such as treating team members as equals, being friendly and approachable, making work pleasant, listening to other's ideas, and looking out for the personal well-being of others.

Structure behaviors dealt with the concern for task and included such behaviors as setting and communicating expectations, establishing work schedules, sharing work procedures, and making work assignments.

There were some evidence coming forth that people-oriented leaders were liked with follower satisfaction levels and that effective leadership required both task and relationship behaviors. Does effective leadership come from just traits and behaviors of the leader? How are traits and behaviors influenced by the type of task and the type of work group?

CONTINGENCY APPROACH

There was a desire to include situational factors in leadership effectiveness studies and that effectiveness of the leader's personality, style and behavior is contingent upon the requirements of the situation and further supports the believe that:(ሰው ማለት ሰው በጠፋብት (ጃግና)ጊዜ ሰው ሆኖ በሕዝብ መሃል መገኘት ነው:☺)

- there is no one best way to lead
- The situation factors the most effective style and behaviors
- You can teach leadership behaviors
- The leader has an impact on group or organization effectiveness.
- Leadership effectiveness is affected by interaction, between situational factors and personal characteristics.

Leadership effectiveness have somewhat integrated view of traits, behavior and contingency approaches.

Those most common are the " trait approach and situational approach".

The desire to assist people in the behaviors that effectively influence, lead, and guide others remains a highly regarded search. The more you understand the behaviors that create the desire to follow, the more you will be able to determine the leadership behaviors that will work best for you. And even more important, the ones that do not. *Have you ever wondered how some leaders influence, excite, stimulate, energize others? Did you reflect on those times so you could copy the behaviors you like? What was they did that made you remember them?*

As researchers continue to study the characteristics of leaders and as the world we live in continues to change through technology and human growth, we are finding that one key ingredient to leading others successfully, is the ability to successfully lead oneself. Leading from the inside out is the foundation to building successful relationships in your family, church, community, and school. Your relationship with others are the foundation of trust! Trust is the foundation of empowerment and alignment of the mission you are leading others to accomplish. Leading from inside out through values, ethics, characters and attributes.

LEADERSHIP FROM THE INSIDE OUT

Value is the driving force behind an action. When a leader gives his or her group a particular mission, it is usually based on what that leader believes to be right. Both the leader's decisions and actions as well as the followers' actions must be motivated by their inherent values - strong feelings of right Vs. wrong, ethical vs. unethical, or important for the majority vs. important just for personal gain.

Ethiopia needs leaders who possess character and competence. They must be willing and able to live up to a defined set of values, possess the required attributes, and developed the required skills.

Values are ideas about the worth or importance of things, concepts, and people. they come from your beliefs or attitudes, and they influence your behavior because you use them to decide between alternatives. you may, for instance, place value on the things as truth, money, friendship, justice or selflessness.

Your value can influence your priorities. Because they are the basis for beliefs and attitudes, you may become emotional regarding certain issues. These values begin early in life and develop throughout your adulthood. you develop, possess, evaluate, and prioritize beliefs or values in an order of importance that helps guide your daily existence in society. Strong values are what you put first, what you will defend most and what you give up least. Leading from the inside out means to set example and model the behavior that you want others to do. By knowing what is important to you so you can make sure your actions are supporting the things you value most. You need to lead yourself before you can lead others.

Self- image is how you see yourself. It is what you think about your characteristics, your physical body, your morals, and values, your needs and goals, and your dreams. Having a good self- image is being satisfied with and accepting what you see in yourself. When you become a leader, you need to constantly be aware of how you see yourself. Be honest with yourself and try not to have illusions about what you are or what you would like to be. If you believe that you cannot do the task, or if you are not consistent with the values that you think have, then you begin to have doubts about yourself. Leaders who openly display doubt, hesitation, or uncertainty in their own abilities will likely cause their

followers also to have doubt in them and in their leadership. you will need to determine what is important to you and what your value most. To develop and maintain the correct ethical climate, leaders should reach out to their organizations, know the details of their job, trust their people , and take risk on their behalf. Recognizing that actions speak more powerfully than words, leaders encourage openness and even criticism they listen and support followers who show initiative, and they forgive honest mistakes made in the process of learning. Leaders have ethical responsibilities.

- Be a good role model.
- Develop followers ethically.
- Lead in such a way that you avoid putting you teammates into ethical dilemmas.

Ethics are principles or standards that guide professionals to do the moral or right thing- that is, what ought to be done.

Character is a person's inner strength; it is not only a major factor that determines how a person behaves, it is also the link or interaction between values and behaviors. A person of character does what he/she believes is right, regardless of the dangers or circumstances involved, where as a person's behavior shows his or her character. Character can be strong or weak. people with strong character recognize what they want and have the drive, energy, self-discipline, willpower, and courage to get it, whereas people with weak character do not know what is needed and they lack purpose, willpower, self-discipline, and courage. Beliefs, values, and norms guide the actions of individuals.

There are several individual values that all leaders and followers possess: LOYALTY, DUTY, RESPECT, SELFLESS SERVICE, HONOR, INTEGRITY, and PERSONAL COURAGE. These value are the basis for building trust in relationships. They should be at the core of your character. The more you develop these values in yourself, the more successful you will be in life.

LOYALTY - to bear true faith and allegiance to ... It establishes the correct ordering of you obligations and commitments, staring with you country, organizations, employer, family and friends and finally yourself.

- Respect your country and nation, Constitution & its law (we do not have one right now to respect).
- Demonstrate devotion to the organization for which you are member.

- Show faithfulness to your family, friends and peers.

DUTY -to fulfill your obligation. It is the sum total of all laws, rules, etc.; (we have illegal law) that make up your organizational civic, and moral obligations. your values originate with duty because society and organization, institutions, expect you to fulfill your obligations. Often, society or these organizations expect individuals to exceed their duty, especially in ethical matters.

- Carry out the requirement of your job.
- Meet professional standards.
- Fulfill your legal, civic and moral obligations.

RESPECT- to treat people as they should be treated. Respect denotes the regard and recognition of the absolute dignity that every human being possesses. Specially, it is indicative of your compassion, fairness, and consideration of others, which includes a sensitivity to and regard for their feelings and needs.

- It is an awareness of effect of your own behavior on them.
- Recognize the dignity of all
- Demonstrate consideration for others and create a climate of fairness.

SELFLESS SERVICE-to put the welfare of the nation ... before your own. Selfless service signifies a proper ordering of your priorities. The welfare of the nation, the organization or institution to which you are member come before, the individual.

- Focus your priorities on service to your community or to your nation.
- Place the needs of the organization above personal gain.

HONOR- to live up to all values. Honor represents the set of all values (courage, duty, integrity, loyalty, respect and selfless service) that make the public code or for any organization, political party. Honor and moral identity stand together because individuals identity with group values and norms. Significantly, the value honor provides the motive for action. Honor demands adherence to a public moral code, not the protection of individual's reputation.

- Adhere to and identify with public code of professional value.
- Employ honor as your motive for action.

INTEGRITY- -to do what is right, legally and morally. It refers to a notion of completeness, wholeness, and uniqueness. The meaning of integrity encompasses the sum total of a person's set of values- It is that person's private moral code. A breach of any of these values will damage the integrity of that individual.

to exhibit the value of integrity you must:

- possess a high standard of moral values and principles.
- Show good moral judgment.
- Demonstrate consistent moral behavior.

PERSONAL COURAGE- to face fear, danger, or adversity. personal courage comes in two forms. **Physical courage** is overcoming fears of bodily harm and doing your duty. Moral courage is overcoming fears of other than bodily harm while doing what ought to be done. Person courage involves the ability to perform critical self- assessment, to confront new ideas, and to change. you must exhibit:

- Conquer fear in physical and moral contexts.
- Take responsibility for decisions and actions.
- Demonstrate a capacity to learn and grow.

Person courage is rooted in believing in yourself, your fellow teammates, your unit, and your devotion to the mission of the organization. Throughout history, courageous people have accomplished the seemingly impossible and followed the basic tenets of a Code of conduct.

Moral courage is standing up for your values, moral principles, and convictions. you show moral courage when your value or moral principles, knowing that the action may not be in your best interest. It takes special courage to support unpopular decision and to make it difficult for others to do the wrong things. Moral courage is as important as physical courage. If you believe you are right after serious and thoughtful judgment, hold your position. You owe it to yourself, your team and your organization.

Others may encourage you to choose the course of action that is less ethical, the easiest, or the most convenient. But, do not ease the way for others to do wrong, stand up for your beliefs and for what you know is right. Do not compromise your individual values or moral principles. in the end, by following your principles, you will be earning the respect and trust of the team.

continue part II