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Module: Leadership

Module code: MBAD 821

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Examination : Second Opportunity Examination

Date: 26 November 2020

## Question

### 1. Charismatic leadership

| <b>Charismatic leadership behaviour according to Conger and Kanungo (1987, 1988).</b> | <b>Quote of Dr King Jr</b>                                                                                                                                                                                                         | <b>Your interpretation of the quote</b>                                                                                                                                                                       |
|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Does not maintain the status quo                                                      | "History will have to record the greatest tragedy of this period of social transition was not the strident clamor of the bad people, but the appalling silence of the good people."                                                | The decision we do does affect us whether your are honouring someone you see that he is doing wrong you wont be remembered the time your are nor more .Tell the truth at all time and do what right all time. |
| Vision articulation                                                                   | "The function of education is to teach one to think intensively and to think critically. Intelligence plus character – that is the goal of true education."                                                                        | The education in more cases it enlightened many people to better future the more educated be the more doing the good decision you and the organisation.                                                       |
| Environmental sensitive                                                               | "Science investigates; religion interprets. Science gives man knowledge, which is power; religion gives man wisdom, which is control. Science deals mainly with facts; religion deals mainly with values. The two are not rivals." | The action that we have to take the decision on is based on being sensitive to the environment that your are in that time as it might impact it positively or negatively.                                     |
| Sensitive to members needs                                                            | "There comes a time when one must take a position that is neither safe nor politic nor popular, but he must take it because his conscience tells him it is right."                                                                 | The need to talk to yourself means do introspections to see that your are fit to leader the people not being pushed by the position or greedy of being rich                                                   |
| Personal risk                                                                         | "Whatever affects one directly, affects all indirectly. I can never be what I ought to be until you are what you ought to be. This is the interrelated structure of reality."                                                      | The situation or act that we do we have to be sure that it wont hurt anyone in future.                                                                                                                        |
| Unconventional behaviour                                                              | "The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."                                                                           | The coping strategy that won't make you to change the way you plan is vary vital in any circumstance of the bad or good situation.                                                                            |

## 2. Charismatic leadership

- Eloquent communication : the leader makes inspirational speeches
- Persuasion : The vision fulfilment by stimulating follows to leader's vision
- Force of personality : The leader influences the followers with the dint of his personality and charm

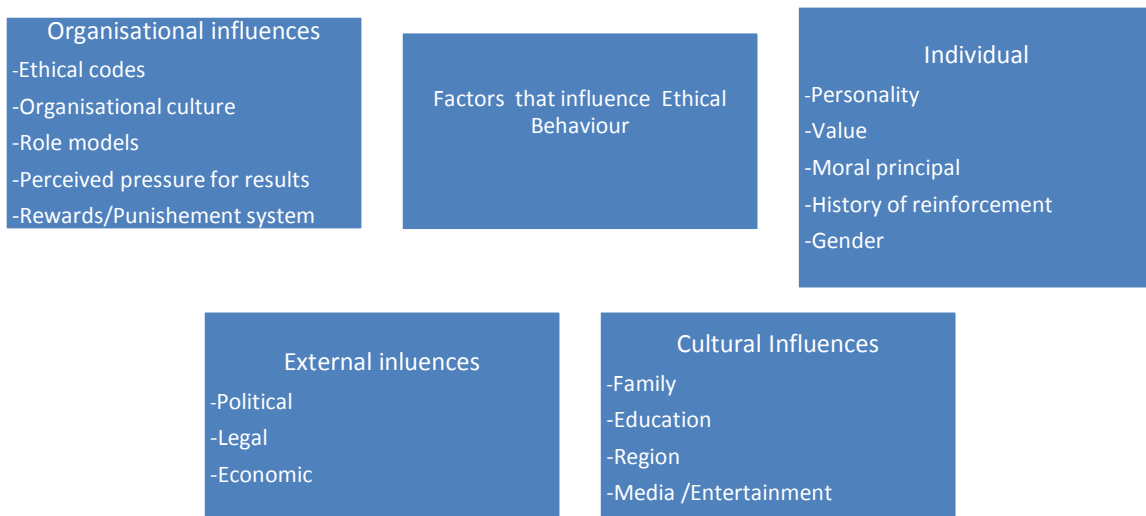
## 3. Servant leadership behaviour

| Servant leadership behaviour according to Brown et a.(2005) | Quote of Gandhi                                                                                                                                                                                              | Your interpretation of the quote                                                                                                                                                                          |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Honesty                                                     | If we could change ourselves, the tendencies in the world would also change. As a man changes his own nature, so does the attitude of the world change towards him. We need not wait to see what others do." | The honest is that we are not honest to ourselves and this create the dishonest in life we are living in.                                                                                                 |
| Integrity                                                   | "A man is but a product of his thoughts. What he thinks he becomes."                                                                                                                                         | We need that quality of being what we are and to have the moral principle that is acceptable to the community and in our lives.                                                                           |
| Fairness                                                    | "I will not let anyone walk through my mind with their dirty feet."                                                                                                                                          | The fairness of treating our thoughts will make us to act brave in the decision that others do on the bases of us                                                                                         |
| Altruism                                                    | "The best way to find yourself is to lose yourself in the service of others."                                                                                                                                | The self concern with the well being of others to be the leader you have to be concern about the others that your are leading                                                                             |
| Moral integrity                                             | "If I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning."                                                                            | The passion to achieve the goals of your dream. Doing things that are good for you and for others at all times.                                                                                           |
| Behavioural                                                 | "In a gentle way, you can shake the world."                                                                                                                                                                  | The is no need to change to behavioural of other ,your behaviour it still going to achieve what you want to achieve if you are behaving as expected towards your goals.                                   |
| Communication value                                         | "You may never know what results come of your actions, but if you do nothing, there will be no results."                                                                                                     | The results of good communications always bearer the good rewards, if you learn to communicate effective with your employees the wont be any mistakes that might be happening in the working environment. |

|                  |                                            |                                                                                                                                                                                                                   |
|------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ethical guidance | "The future depends on what you do today." | The goals that you want to achieve in future depend on what your are ethical doing presently if you study laws presently that means you will be a lawyer in future based on the good studying towards the career. |
|------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### 4. The workplace ethics can go two way .

- One is how the employee governs herself within the workplace
- Ethic at play in the corporate culture and how the company conducts itself both inside the firm and also in the larger world.



- Recommendations for Improving an organisational Ethical climate
- Behave ethically yourself
- Screen potential employees
- Develop a meaningful code of ethics
- Provide ethics training
- Reinforce ethical behaviour
- Create structural mechanism to deal with ethics

#### 5. Various strategies that can be used for self – leadership

- Self observation: The individual have to take her or himself in the work environment as the person that he is competent to do work and to always do what he or she supposed to do in the best ability of the organisation. Individual awareness of how, when and why the engage

in specific behaviours it entails that people escalate their awareness of why and how they display certain behaviours. Such awareness could help people to overcome the display of effective but unproductive behaviour. With accurate information regarding current behaviour and performance

- Goal setting : The work that have to be done each and every one have to set the goal to achieve the goal and have his or her target goal within the space of time in his organisation
- Self reward: The self reward in term of the self leadership is to praised your self when you have done what you have set as a goal after achieve it in the set time and those it bring the self confidence and competing in what ever your are planning to do . Rewards set by an individual, along with self-set goals. Can aid significantly in energizing the efforts necessary to accomplish the goals. mentally praising oneself for a job well done or something more tangible, such as treating oneself to a new outfit or a night at the m
- Self punishment: The self punishment is a way of making your goal to be real in order to achieve the goal you have to punishes your self as a leader of that goals . is an additional strategy for the self-influence of behaviour. However, habitual self-punishment and guilt have, in general, received mixed to negative support as a self-leadership strategy
- Cues : prior to actual performance can promote refinement, improvement and corrective adjustments for greater individual effectiveness

## **6. 6 Attribute of the passive/Ineffective leaders**

- Avoids responsibility: Leaders tend to create a participative environment that promotes feelings of belongingness. That will ensure that all employees takes responsibility of their work and to avoid the mistakes that can bring the organisation in the form of not achieving their goals and he always makes the means to developed the employees and training them for the bettering the work of the employees.
- Does not take initiative: Leaders who are change-oriented tend to create an environment that is characterized by innovation and creativity, the initiative leader always came with new ideas in the organisation and he always allows the employees ideas in the organisation to create that good working environment and good achieving organisations and the ineffective leader will always discourage leaders and make them feel small in every time in their work.
- Can not find solutions to the problems: Leaders have vision and they set high objectives. To achieve their goals, they prepare good action plans. Every problem that arises in the organisation the effective leader will allows the employees to find solution for it if there are not finding solution will raise to find the good solution for the problem in the organisation
- Does not keep his or her promises: Leaders instil feelings of pride, respect and trust among their followers. They earn that respect and trust with their knowledge, by keeping their promises or by behaving in a just manner.
- Hesitant to make decision, extends decision-making period/can not make decision :
- Can not direct/advise employees/can not make them believe in new ideas: The inspirational leader energizes their employees about their mission and vision of the organisation and he ensures that there are feeling satisfied about their job and the ineffective leaders always drag the employees down never uplift the moral of employees.
- Does not care about teamwork/does not appreciate team's/employees successes: The leader have to be concern about the good of their employees and have that passion to build

the teamwork in the organisation for successful of accomplishment of the goals of the organisation and to build that way of celebrating the success of their employees in a manner that will make his employees to continued achieving good for organisation and to his family.

- Can not convince employees to take ownership of the tasks : The leader that acknowledge that the employees have the unique abilities and expectation, he spend time teaching and coaching the employees to help them develop themselves to take their ownership and the ineffective leader always not having time for their employees he is always busy and not having the meeting with employees to see if there are really need some coaching in their work

➤ **Consequences of abusive supervisor**

- Subordinate's unfavourable attitude toward the job and organisation : The employees that work mostly with the abusive supervisor there are always doing the job with fear to make the mistakes and are always not enjoying going to work as there are knowing how is the environment in the organisation.
- Resistance behaviour : The employees that works with abusive supervisor there are resistance to take the decision when the supervisor he / she is not around at work as there are afraid of the supervisor to punishes them when he is coming to work that there are afraid to loose their work.
- Lower performance contributions: The abusive supervisor contributed to the lower of performance of employees as there are not free to do their job to there are ability instead there are being channelled to do their job the are not creativity in their job.
- Diminished psychological well-being: The work environment that the supervisor that he is abusive the well-being of the employees are always in the fear of charging by their supervisor if their do wrong in the work and this affect the employees and end up those employees having the problems like stress and anxiety and this is not good for them to work in such environment.
- Reduced family well-being : The abusive employees tend to reduce the family well-being in the employees as the employees wont enjoying working with themselves as a team in the work and do decisions based on improving their work in the their work.

7. Task and organisational dimensions that serves as substitutes of leadership

- Intrinsically satisfying : The more the satisfactions of the leader towards the employees work the more he don not supervisor the employees as he will be confident that the employees is capable of doing his job according to his expectations.
- Providing its own feedback concerning accomplishment: The important way of achieving more in the work environment is to get the feedback of your work that you have accomplished and this boost the moral of the employees as when the good results of their works be given to him the more he be come confident and competent to his work at it will make him no more time to be a supervised by his leader as he will be good in his doing of work.
- Unambiguous and routine : The formalisations of plans of work to be worked in the organisation is the key to substitute of the leader to the employees as the employees will be knowing what to do and what can he check and what the expectations from him supposed

to be in his work and this bring working of the employees in a simple way to do his works according to drafted scheduled and this can lead to substitute of the leader in the organisation as the employees will be able to do work according to the planned scheduled.

- Formalization : The formalized delegations of work and goals make life easier to the employees to do his work as expected to be as he will be able to coordinate the work according to the plans and this need no supervisor to his works as he will be lead by the scheduled planned that was drafted for work to be completed.
- Inflexibility : The rules and procedure that are being implemented in work environment make it easier for employees to cope with the delegated work to him and make him to completed that work as expected.
- Close-knit, cohesive work groups : Working as a group it boost the ability of the individual to performed his work in his ability and this will create the trust and completions to each other at work and this will substitute the leader in your works as you will advice and correct each other to do great work.
- Peer support : The support that we gives each other at work it can serves as substitutes of a leader as you will guide each other to do work as dedicated to you in the organisation, it is very important to share the knowledge as peers and experience in order to better your performance in the work.
- Spatial distance between superior and subordinates
- Organisational rewards not within the leaders control

## 8. Ubuntu

| Ubuntu value                                  | Organisational System / structure/process | Impact                                                                                                                                                                                                                           |
|-----------------------------------------------|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Interdependence and a learning culture/spirit | Training and development                  | Learning by doing (reflective action learning)<br>Learning by teaching (mentoring circles)<br>Discovery of personal destiny (self-awareness)through personal growth training strategies Self-directed learning (coaching skills) |
| Trust                                         | Leadership and Communication              | Participative governance systems<br>Leaders live the values<br>Open communication<br>Providing opportunities for open communication<br>Transparency                                                                              |
| Consensus                                     | Dialogue<br>Decision-Making               | Flexible agendas – allow space for individual issues<br>Broad inclusion in dialogue and meetings – facilitation skills<br>Participative approach<br>Indabas                                                                      |

|           |                           |                                                                        |
|-----------|---------------------------|------------------------------------------------------------------------|
| Diversity | Recruitment and Selection | Value differences<br>Access to equal opportunities<br>Team composition |
|-----------|---------------------------|------------------------------------------------------------------------|