

SOLEMN DECLARATION – INDIVIDUAL ASSIGNMENT

Solemn declaration by student

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I Enver Tlhapane declare herewith that the assignment which I herewith submit to the North-West University as partial completion of the requirements set for the MBA degree, is my own work.

Signature of student



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Signed at Paarl this 26 day of October 2020.

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1. Behavioural Dimensions of charismatic leadership

Charismatic leadership behaviour according to Conger and Kanungo (1987, 1988).	Quote of Dr. King Jr	Your interpretation of the quote
Shared perspective and idealized vision make him / her a likable and honourable hero worthy of identification and imitation	"Life's most persistent and urgent question, 'What are you doing for others?'"	Influences others to become better people at the end. Encourages others not to do things the normal way but to try and be different in order to add value to the life's of others.
Expert in using unconventional means to transcend the existing order.	"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."	To pursue organizational objectives through activities that may be risky to the individual.
Essentially opposed to status quo and strives to change it.	"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."	This quote explains the importance of education in the life of people. It advises us to develop to be able to become creative and innovative. Not to become stagnant but to build one self through education in order to think critically about situations and

		things that happen in our life's.
Personal power (based on expertise, respect, and admiration for a unique hero)	"Never succumb to the temptation of bitterness."	Do not give in to hurtful things, things that discourage, stay focussed on the end goal.
High need for environmental sensitivity for changing the status quo.	"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."	Do not limit your own abilities by your perceptions of who you are.
Transforms people to share the radical changes advocated	"Our lives begin to end the day we become silent about things that matter."	When something is wrong do not keep quiet about it. When something is unclear, ask questions to get clarity. If something happened that brought positive results, share with others.

2. Encouraging particular behaviour

These leaders encourage a particular behaviour through the following:

- Envisioning:
 - The charismatic leader articulates a compelling vision
 - They have high expectations
 - They Model consistent behaviours

- Energising:
 - They demonstrate personal excitement.
 - They express personal confidence.
 - They seek, find and use success.
- Enabling:
 - They show personal support to others.
 - They empathise with their followers.
 - They express confidence in people

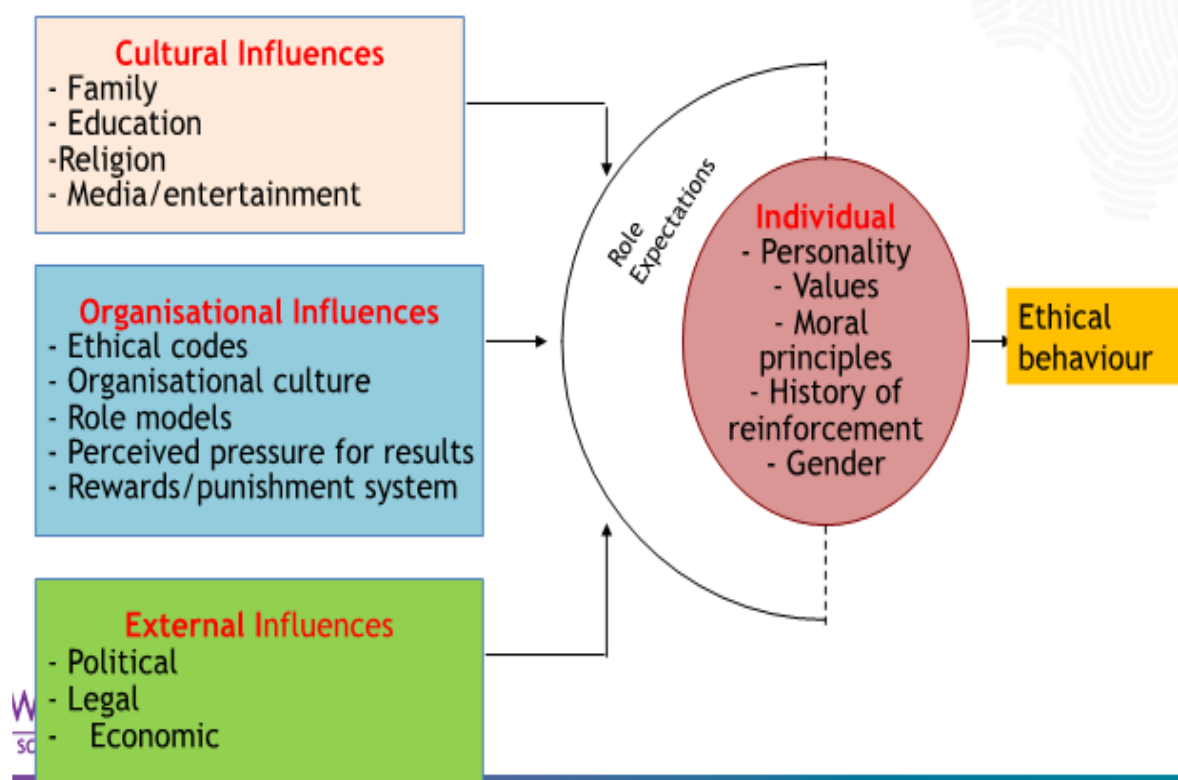
3. Servant leadership

Servant leadership behaviour according to Brown et al., (2005)	Quote of Gandhi	Your interpretation of the quote
Integrity	"It's the action, not the fruit of the action, that's important. You have to do the right thing. It may not be in your power, may not be in your time, that there'll be any fruit. But that doesn't mean you stop doing the right thing. You may never know what results come from your action. But if you do nothing, there will be no result."	Do everything to the best of your ability for the greater good with every opportunity.
Fairness	"Earth provides enough to satisfy every man's needs, but not every man's greed."	Be fair to all people in and outside of the workplace. Do not let greed turns you into someone that you not supposed to be.
Altruism	"The best way to find yourself is to lose yourself in the service of others."	Helping your subordinate means helping yourself because the more he/she is able to take on from you after knowing your work, the more

		you as the superior can take on from your seniors.
Moral integrity	"The future depends on what you do today."	Simply do the right thing at all times, not for the purpose of gaining something from it but merely for the good of it.
Behavioural values	"Whenever you are confronted with an opponent, conquer him with love."	Let positive thoughts become your actions.
Ethical guidance	"Permanent good can never be the outcome of untruth and violence."	Negative outcomes are not the result of positive deeds.

4. Factors influencing Ethical Behaviour

A Model of Ethical Behaviour in the Workplace



The following key behaviours will help to achieve an ethical behaviour in the organization:

- Role modelling: Normatively appropriate (e.g. ethical) behaviour. The Managers need to lead by example in their conduct for other to follow and to adhere to the ethical norms of conduct of the organization they work for. Behave ethically as a leader
- Treating employees fairly: Communicating with openness and honesty. This behaviour will truly inspire other to follow and they will take ownership and show concern for the organisations ethical values.
- Moral person: Conduct life in an ethical manner. This means that the individuals' behaviour should be that of a good person who is acting in an ethical fashion.
- Caring: Thinking and taking employees needs into consideration creates a social exchange environment of which the employees will want to return the good will back to the organisation.
- Hold followers accountable for ethical conduct: People not complying to the requirements should be held accountable by a disciplinary process.

5. Self-leadership

The model presented by Neck and Houghton, 2006, highlights three areas, namely:

- Self-observation:
 - o Self-observation refer to an individuals' awareness of how, when and why they engage in specific behaviours.
 - o This as a result are reasons why people intensify their awareness of why and when they display certain behaviours.
 - o Awareness is a means that could help employees overcome the display of effective while unproductive behaviour having accurate information regarding current behaviour and performance.
 - o Individuals are able to effectively set behaviour-altering goals which is achievable by themselves for their success.
- Self-rewards:

- This act could be just a praise to oneself of his/her achievement and as a reward, treating yourself to something that is special to yourself. Natural rewards can come in handy as explained by Norris, 2008. This way of doing things serves as a strategy to encourage individuals to make time for enjoyable activities in order to enjoy work allocated.
- Self-punishment:
 - This is a form of punishment inflicted by an individual on themselves used as a strategy to change one's behaviour. This could be achieved by eliminating the things that one enjoys as a strategy. The downside to this is that it could result in guilt and negative support as the self-leadership strategy. Behavioural rehearsal signs could be used prior to the actual performance could lead to success in this regard.
- Goal setting:
 - Developing a plan in order to achieved the desired goals.
- Constructive thought strategies:
 - This involve visualizing the success in the end goal before it happened.
 - Turning negative thoughts into positive thoughts which in the end minimizes the dysfunctional thinking processes.
- Positive self-talk and evaluation:
 - Evaluation of existing habits and ways of thinking "I am an opportunistic thinker". Can enhance the constructive thought patterns.

6. Six attributes of passive / ineffective leaders

6.1. Attributes of Destructive Leadership

- Manipulative: These individuals will abuse their position, relationships and organizational systems for their own gain.
- Arbitrariness and self-aggrandizement: Their aim is to be more powerful and they will do anything to achieve this.
- Belittling subordinates: Their drive is to make their subordinates look useless in what they do.

- **Overly Competitive:** They want to be seen as the winner at all times and will do anything to achieve that. They exclude subordinates in decision making processes.
- **Intimidates people:** The individual uses his power to intimidate individuals. In many situations bullies' subordinates to get his/her own way. This is happening because they are always focused on their own benefit and not that of others.
- **Lacks concern for others:**
 - o This behaviour is attributed to self-centeredness.
 - o Compassion and empathy are not demonstrated because it is viewed as unprofessional.
 - o These people are simply too busy to care for other people.

6.2. Personal and situational characteristics facilitating Destructive Leadership

- **Alienation:** This happens when an individual has been alienated which results in a hostile behaviour by the individual.
- **Non-supportive family:** In some instances, individuals are being raised by families not supportive to the individuals. This takes its toll on such people and shows in their behaviour at work.
- **Negative role models:** The environment an individual finds himself in whether at school, work or personal life has an impact on the individual. This type of behaviour rubs off in many instances and individuals adopts those type of behaviour.
- **Life stressors:** These could be seen as events that took place in the life a person. Typical examples could be the loss of a family member and so forth and this the individual find difficult to deal with and in the end has an impact in his person.
- **Competitive pressures:** Continuous threats from people in a lower position reporting to the individual could also result in a destructive leadership behaviour.
- **Exposure to negative superiors or peer groups:** This also happens when an individual finds themselves in the company of negative leaders and they adopt that negative behaviour from those leaders. In many instances it is simply to fit in with the group by doing as they do.

- Financial need of the individual: Financial problems leading to a negative destructive behaviour at work.

7. Substitutes of leadership

Variables in the dimension of task are:

- Individual ability: A scale to be used in questionnaires to assess whether the subordinates have the capabilities needed to take ownership with reference to a substitute leadership situation. Managers can use the following criteria for their assessment:
 - o Due to my ability, experience, training and job knowledge, I have ability to work on my own without my supervisor when performing my duties.
 - o Due to my ability, experience, training and job knowledge, I am able to work on my own when given unusual tasks. Based on my lack of experience and training, I am depending on my supervisor to ensure I have the correct data and information to complete my work.
- Experience: Based on the experience of the employee, managers can determine whether the employee has the ability to be trusted in a leadership capacity.
 - o Training and knowledge: Managers must use Key Performance Indicators (KPI's) to identify potential leaders in an organization.
 - o Indifference towards organisational rewards: Questionnaires can be used to establish who the employees are that are eager about their jobs and will contribute positively through their contribution.
 - o Professional orientation: This process gives feedback to the individual on completion of the assessment.
 - o Need for independence: This measure shows how subordinates rely on other people and it is a useful tool to assess the readiness of the employee to take on a leadership role.

8. Ubuntu

Blunt and Jones (1997) talks about the respect that derive from these cultural values that people give to those who are in the top hierarchy in the African cultures.

Positive leadership styles such as Transformational leadership in the Western nations are mostly used as a practical example of leadership theories that delivered positive results due to people taking ownership of their roles as displayed by their leaders.

Listed below are some of the characteristics of the Transformational leadership and the Cultural beliefs in Africa and it can be observed that these cultural characteristics support positive leadership styles.

African cultures

African characteristics	Organisational impact
Low power distance	This helps to instil ethical conduct in organisations since less powerful individuals in society are explained to be unwilling in accepting an unequal share in the distribution of power.
Low uncertainty avoidance	Organisations will be having the benefit of having distributive leadership at shop floor level due to their ability to be easily trained. Individuals are not worried of ambiguous situations because of their believe in the truth.
Low individuality	It is believed that the spirit of Ubuntu will deliver a number of Servant leaders in organisations throughout. The value of the team are looked at more than that of the individual.