

Exam MBAD821 second opportunity

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26/11/2020

Question 1

Charismatic leadership behaviour, according to Conger and Kanungo (1987, 1988).	Quote of Dr King Jr	Your interpretation of the quote
vision formulation stage	"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."	Dr king shares with his followers what he sees for the future that could happen
vision formulation stage	"History will have to record the greatest tragedy of this period of social transition was not the strident clamour of the bad people, but the appalling silence of the good people."	Dr King is showing his followers to look into the future by comparing it to the past and asking them not to be silent.
environmental assessment stage	"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."	In this statement, one can see Dr King's commitment to change the status quo
environmental assessment stage	"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."	Once again, Dr King challenges the status quo.
Implementation stage	"Life's most persistent and urgent question, 'What are you doing for others?'"	Dr King, in building trust in his followers by asking difficult questions.

Implementation stage	"Our lives begin to end the day we become silent about things that matter."	Dr King is taking a personal risk at this time to state his followers should not be silenced.
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Question 2

In the first phase (environmental assessment phase), the model differentiates the charismatic leadership of managers from other leadership roles based on the perception of followers. The director's great desire to change the status quo Greater sensitivity to environmental opportunities, restrictions and fan needs They are more likely than others to be seen as critical of the status quo As a reformer or a factor of radical reforms the second phase (vision formulation phase) the perception by the followers of the direct formulation of a shared but idealised vision for the Effective future expression of your vision Inspiration distinguishes charismatic leadership from other functions. Finally, in the third phase (implementation phase), managers appear charismatic they appear in sample files. According to subordinates, this involves high personal risk and self-sacrifice. Through these measures, these managers can empower their associates and build trust. Managers who play a charismatic leadership role are also considered innovative and unconventional ways to achieve your goals

In stage one (environmental assessment stage), the model distinguishes the charismatic leadership of managers from other leadership roles by followers' perception of

- The manager's greater desire to change the status quo
- By a heightened sensitivity to environmental opportunities, constraints and followers' needs
- More likely than in other roles to be perceived both as critics of the status quo
- As reformers or agents of radical reform

In stage two (vision formulation stage), the followers' perception of the manager's

- Formulation of a shared, but idealised future vision
- Sufficient articulation of his vision

- In an inspirational manner distinguishes the manager's charismatic leadership role from other roles

Finally, in stage three (implementation stage), managers who are perceived as charismatic

- Are seen to be engaging in exemplary acts
- That subordinates interpret as involving significant personal risk and sacrifice

Through these actions, such managers can empower subordinates and build trust. Besides, managers in a charismatic leadership role are also seen to be Deploying innovative and unconventional means for achieving their visions.

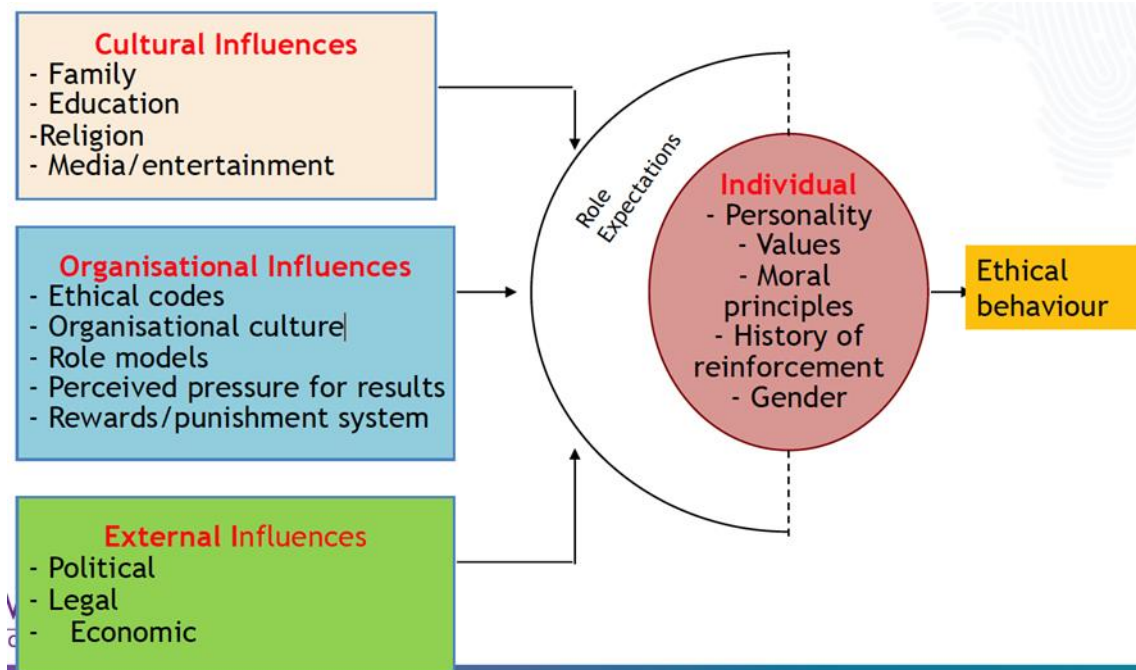
Question 3

Servant leadership behaviour according to Brown et al., (2005)	Quote of Gandhi	Your interpretation of the quote
Honesty	"An ounce of practice is worth a thousand words."	Gandhi is honest with his followers in saying you cannot achieve greatness if you don't practice.
Integrity	"I cannot conceive of a greater loss than the loss of one's self-respect."	This speaks of the integrity in Gandhi and the importance he places in self-respect
Fairness	"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	Here he emphasises the importance of doing the right thing and in doing so, advocate fairness.

	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."	
Altruism	"The best way to find yourself is to lose yourself in the service of others."	He stresses out the importance to serve others
Moral integrity	"If we could change ourselves, the tendencies in the world would also change. As a man changes his nature, so does the attitude of the world change towards him. We need not wait to see what others do."	Here Gandhi says instead investigate yourself and not what the world around you are doing this emphasises a moral compass and moral integrity.
Behavioural	"A coward is incapable of exhibiting love; it is the prerogative of the brave."	Here Gandhi behaviours speak 1000 words by stating that to show love is considered brave in his perception.
Communication values	"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."	Were Gandhi demonstrates that he communicates with his followers and teaches them that although you might be heading for a path, you will not start with all the necessities, in the beginning, stay focused

		and you will achieve it in the long run.
Ethical guidance	"The weak can never forgive. Forgiveness is an attribute of the strong."	Here Gandhi teaches his followers ethical guidance by encouraging them instead to forgive than to hold a grudge.
Honesty	"Strength does not come from physical capacity. It comes from an indomitable will."	Here Gandhi speaks honestly and tells his followers that strength comes from not giving up instead of physical attributes.
Ethical Guidance	"I object to violence because when it appears to do good, the good is only temporary; the evil it does is permanent."	Once again Gandhi guides his followers to behave ethically sound by opposing violence

Question 4



Punctuality

The adage "time is money" is essential when it comes to working. Whether it's completing projects on time, getting involved on time, meeting deadlines, or informing bosses as soon as possible about setbacks or problems, this time it's a matter of respect. This is valuable not only for you but also for your company and colleagues. And even customers.

Accountability:

I am feeling accountable means accepting responsibility for projects or even responsibility when things go wrong.

Focus

Focusing on work requires attention, which can be difficult if you're distracted by conversation, social media, and the like.

Initiative

Doing something without asking yourself is an initiative. Great people worry about what to do, whether they're on the to-do list or not. A demo is a way to show that you value results and are willing to do whatever it takes to ensure the company's success.

Productivity:

Being productive means, you can overcome distractions, ignore your mood, and overcome technical and other challenges to get good results. Completion is everything, day after day.

Professionalism:

Showing up and doing hard work, treating others with respect and using appropriate work clothing are all professional aspects.

Dedication:

Commitment means persistence and willingness to get the job done every day with a high degree of concentration and productivity. When management knows what to expect from you because you prove it every week, it will have a significant impact on your ability to manage projects and meet deadlines.

Desire to improve:

Employees who receive educational comments and moments demonstrate their willingness to work towards development in their profession. This helps management find out which employees have the most potential.

Set achievable goals:

Make your company and project goals clear and set achievable standards. When employees know what they are doing, they can be more productive, proactive, and focused.

Lead by example behave ethically:

Employees may or may not be professional if management does not act in this way. Accuracy, responsibility, discipline and dedication are characteristics that need to be shaped from top to bottom. Demonstrate behaviour and employees will reverse it, good or bad. As a manager/leader/owner in an organisation, you must be ethical yourself and ensure that you adopt high ethical standards.

Create a great environment:

The more comfortable the workplace, the more satisfied employees can work. If the place is crowded, cluttered, cramped, cold, poorly lit, or otherwise uncomfortable, look for an exit sign as soon as you start work. Most importantly, a clean and tidy workplace improves productivity.

Provide feedback and mentorship and training:

Employees can't get better if you never tell them where they don't work or where they are. Employees need to know when work isn't up to standard, but it's also essential to know when to do a job well so they can repeat their behaviour. Employees who consistently do good work and want to achieve more in the company require leadership so they can learn and grow. Teaching employees what is expected is extremely important even when it comes to training employees to be ethically sound. As well as set up ethical codes and standards.

Remove hurdles:

If a team member is not helping or guiding a manager properly, it is essential to relieving stress in the workplace so that employees can perform well. It also means ending malicious gossip, creating problems with office politics, paying people what they deserve, and empowering people to get offers and promotions regardless of gender or race.

Inspire people to work:

After all, not all motivational quotes in the world will be helpful if people don't feel appreciated or appreciated. The fastest way to do this is to pay them what they deserve and give them benefits.

Listen

The only ones surprised by toxic jobs are managers who challenge them or who don't listen to employees who report them. Give employees more straightforward access to the conversation when they have problems with people or projects.

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Question 5

When it comes to self-leadership strategies, it can usually be divided into three main tactics, namely:

1. Behaviour - focused strategies
2. Natural reward strategies
3. Constructive thought strategies

Behaviour-focused self-leadership strategies can contain the following:

- Self-observation – this is the individual's awareness of how, when and why they behave the way they do. In this manner, they can connect particular behaviour to their specific awareness patterns.
- Goal setting – With the necessary accurate information, people can set appropriate behaviour goals.
- Self-reward – rewards can lead to accomplishments of goals; hence this is important to self-reward if goals are achieved.
- Self-punishment – punishment is just the inverse of rewards and is vital if the necessary goals are not achieved.
- Cues – if one needs to be effective, you must keep improving yourself by use of corrective adjustments.

Realistic reward strategies:

- These strategies are designed to increase motivation. This leads to early levels of efficiency. With this strategy, fun features are automatically integrated into actions, resulting in naturally rewarding tasks. People can use natural rewards by shifting their cognitive focus to the positive aspect of work. This leads to a sense of inherent motivation.

Constructive thought strategies:

This strategy includes visualising your successful work and reinforcing it through positive self-talk as well as examining the assumptions of positive beliefs about achieving the desired behaviour. This can be achieved by following the process of identifying and changing distorted views. Minimise dysfunctional thinking and conduct a logical and practical cognitive process. Become an enthusiastic conversationalist, value habits and mindsets

When it comes to self-leadership, the strategies, as mentioned above, can be used as a guidance for self-leadership.

Question 6

1. Intimidation

Usually, they intimidate their subordinates and those around them to get the result. He is manipulative and tends to be in control with an iron fist. Your teammate will hate them and avoid them at all costs unless they must spend time with them. This is a typical leadership style in career coaching. Your subordinates will not present or provoke ideas out of fear of rejection.

2. Manipulation

A manipulative leader is like a narcissist in the sense that all his attention is focused on himself. They automatically abuse their position, relationships and body to take advantage of himself. They automatically abuse their function, associations and company to take advantage of them. They are very cunning and usually hide their activities. They hurt most of the time now, but they will justify their behaviour using terms like "this isn't personal, this is work."

3. Coercion

They will find a way to push each other; they will do anything to win. Their main goal is victory, and nothing will stop them from achieving this goal. They usually use the power of the threat as their primary method.

4. One-way communication

They usually use people to communicate, but they don't want to share their knowledge. They exploit people and abuse them to get what they want. They will lie and cheat to get the information they need.

5. Impression management

This is typical behaviour. They will always try to impress everyone with the results, but they do not have to achieve them themselves. They will lie to the administration as if it were an idea like theirs.

6. Self-promotion

And people will be proud of the work of others. It is often necessary to use others to gain a competitive advantage. For its use and to promote success, they will always want to be the star of the show.

The study of destructive leaders has examined personal as well as situational characteristics that promote the emergence of destructive leaders.

Seven personal characteristics have been identified that could contribute to the emergence of destructive leaders, and that might lead to the occurrence of destructive, counterproductive behaviours by a leader:

1. They use narcissism as a tactic.
2. They gain power by using fear.
3. Outcome uncertainty -
4. They use alternative power motives.
5. They have object beliefs.

6. They have a negative life theme.
7. They have a lack of self-regulation and determination.

Researchers have identified several situational and/or environmental conditions that facilitate the emergence of the propensity to be destructive that may result in counterproductive acts of the destructive leader.

The situational variables that have been identified are:

1. Alienation.
2. Non-supportive family.
3. Negative role models.
4. Life stressors.
5. Competitive pressures.
6. Exposure to hostile superiors or peer groups.
7. Financial need of the individual.

Question 7

Task dimensions

- intrinsically satisfying;
- providing its feedback concerning accomplishment;
- unambiguous and routine.

organisational dimensions

- formalisation;
- inflexibility;
- close-knit, cohesive workgroups;
- peer support;
- spatial distance between superiors and subordinates; and
- corporate rewards not within the leaders' control.

Question 8

Interdependence and a learning culture/spirit

- Learning by doing (reflective action learning)
- Learning by teaching (mentoring circles)
- Discovery of personal destiny (self-awareness)
- through personal
- growth training strategies
- Self-directed learning (coaching skills)

Trust

- Participative governance systems
- Leaders live the values
- Open communication
- Providing opportunities for open communication
- Transparency
- Participation

Consensus

- Flexible agendas – allow space for individual issues
- Broad inclusion in dialogue and meetings – facilitation skills
- Participative approach
- Indabas

Diversity

- Value differences
- Access to equal opportunities
- Team composition