



EXAMINATION ASSESSMENT

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES MASTERS OF BUSINESS ADMINISTRATION

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Declaration on Plagiarism:

I hereby declare that the work in this assignment is my own, that I make proper reference in the text and in the bibliography of this assignment regarding each quotation and contribution that I got from other people or resources, and that I did not allow anyone else to copy my work with the intention to present it as his/her own.

Signature:

A handwritten signature in black ink, appearing to read 'Ewart Hadebe', is shown on a light blue background.

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Question 1- Martin Luther King Jr

Charismatic leadership analysis:

Charismatic leadership behavior according to Conger and Kanungo (1987, 1988)	Quote of Dr King Jr	Interpretation
Vision and articulation	"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 concerns about the lack of future state when one is in the moment confined by the privileges which may be short term. He believed that in future if he chose wrongly he may find himself being condemned.
Personal risk	"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."	In life you find yourself having to place your life, comfort at risk based on your beliefs and values.
Sensitivity to member needs	Property is intended to serve life, and no matter how much we surround it with rights and respect, it has no personal being. It is part of the earth man walks on. It is not man.	While it is important to look after our wealth and surroundings but what matters the most is the needs of our fellow human beings.
Environmental sensitivity	Property is intended to serve life, and no matter how much we surround it with rights and respect, it has no personal being. It is part of the earth man walks on. It is not man."	
Does not maintain 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	Keeping quiet by the good people is the worst crime against the marginalized and oppressed.

	appalling silence of the good people."	
Unconventional behaviour		
Environmental sensitivity	"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."	Science and religion are not enemies but complement each other. This means that once you are a religious you must stay aloof because of your power which you possess and not use it to provide support to scientific progress and innovation.
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."	His preparedness to challenge his own convictions during the times of comfort and convenience for his beliefs.
Sensitivity to members' needs	"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 needs of his members or neighbors should also be one's needs and concern. We are interdependent.
Sensitivity to members' needs	"Life's most persistent and urgent question, 'What are you doing for others?'"	We have a duty to serve others who may not as privileged as we are.
Unconventional behaviour	"Never succumb to the temptation of bitterness."	Resisting the temptations of wanting to revenge and being bitter for wrongs of the past caused by others to us.
Vision and articulation	"Our lives begin to end the day we become silent about things that matter."	Having a clarity of vision and knowing what we need to achieve forces us not to be silent when we need to speak out.

Question 2 – Charismatic leadership

Charismatic leadership is basically the method of encouraging particular behaviours in others through eloquent communication, persuasion and force of personality.

2.1 Environmental assessment stage (stage 1)

- They assess the need to challenge and change the status quo.
- They create a burning platform to their followers in which they are sensitized about merits to changes in order to meet the followers' need, such as opportunities, constraints.
- They then serve as agents of radical reforms.

2.2 Vision formulation (stage 2)

- They formulate a shared and idealized future vision.
- They then proceed to sell and clearly articulate this vision to their followers. There is a clarity of purpose and resolve in the communicated messages.

2.3 Implementation stage (stage 3)

- The leadership makes some inspirational speeches in line with organizational direction.
- The leadership then provides the direction by walking the talk. The leader role models behaviour for the followers with high expectations and confidence.
- The leader takes some risks which are associated with the mission. The followers realize the personal risks and sacrifices which are required in order to attain the goals and vision.
- Leaders also embark on unconventional means in order to further persuade and energise their followers towards the goals.

Question 3 – Mahatma Gandhi

Servant leadership analysis:

Servant leadership behaviour according to Brown et al., (2005)	Quote of Gandhi	Your interpretation of the quote
Know your strengths and weaknesses	"The greatness of humanity is not in being human, but in being humane."	The beauty of human being is admitting our weaknesses and failures.
Show up with your truth	"You must not lose faith in humanity. Humanity is like an ocean; if a few drops of the ocean are dirty, the ocean does not become dirty."	Individual attempts goes a long way towards maintaining the good in humanity.
Lead by serving	"Strength does not come from physical capacity. It comes from an indomitable will."	Success comes from the willingness to serve even in the face of an overwhelming challenges
Protect the workplace from developing a shame culture	"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."	We need to do what is right even if there is no hope or it looks insignificant. The attempts to do right for the benefit of others is what matters even if logic says it is a drop of water in the ocean.
Show up with truth	"To give pleasure to a single heart by a single act	It is by serving others truthful without condemning them that we

	is better than a thousand heads bowing in prayer.” “Hate the sin, love the sinner.”	receive fulfilment of our spiritual calling.
Be present with your feelings	“The best way to find yourself is to lose yourself in the service of others.”	You tend to receive the best emotional fulfilment when you forget who you are in the service of others
Lead by serving	“Service which is rendered without joy helps neither the servant nor the served.”	Be satisfied in your service and make conscious decision to make others happy including yourself.
Protect the workplace from developing a shame culture	“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.”	We need to protect those who are vulnerable by leading an upright life.

Question 4 – ethical leadership in South Africa

Ethical leadership may be described as the normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to the followers through:

- Two way communication
- Re-enforcement, and
- Decision making

Ethical leaders are perceived to be fair and principled decision makers who care about their people and broader society. They behave ethically in their personal and professional lives.

1. Recommendations to management

The organization needs to formulate and develop its values and behavioral norms which are acceptable to all who work for an organization. These are to be based on the organizational shared values and beliefs. Some of the minimum recommended values are:

- Integrity
- Diversity and inclusion
- Honesty
- Mutual respect
- Fairness
- Caring for people

The management need to be the first who has to walk the talk by behaving ethically in the eyes of the employees and general public.

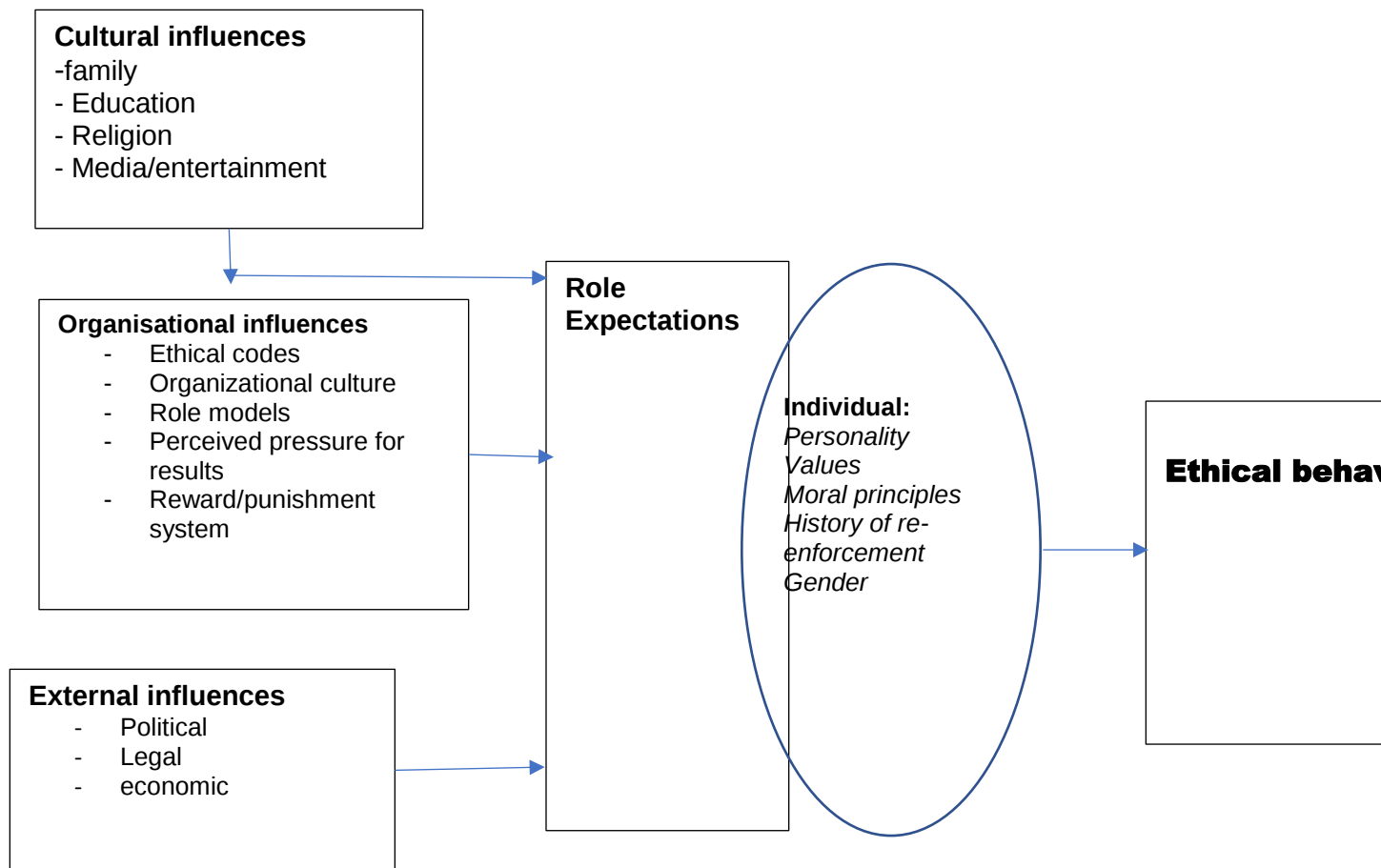
They also need to screen potential employees before hiring for ethical misconduct and potential to commit misconduct. Employees must not be penalised for missing targets but supported and assist to meet those targets while they are behaving in the manner that is ethically acceptable to the organisation.

The organisation needs to develop its own code of ethics and base them on best practices across the globes. Employees who are at the fore front of likely to be involved

in ethical behaviour should be regularly trained on ethics including the Kings Commission Reports on what is expected from good corporate citizenship.

In line with the Protected Disclosures Act the company should provide some whistle blowing policy to encourage other employees to report any misconduct anonymously and be protected against any repercussions. The organisation senior management must demonstrate beliefs that it is ethical by inculcating and re-enforcing an ethical culture across all levels of the organisation. Anyone who violates these values of the organisation irrespective of his/her position should be terminated so that there is no ambiguity on where the organisation stands with regard to good and ethical corporate citizenship

2. Ethical model behaviour at work place



Question 5 – Self leadership

Self-leadership is a process of behavioral and cognitive self-evaluation and self-influence by which people achieve the self-direction and self-motivation. They shape their behaviors in positive ways so as to enhance their overall performance.

Strategies used in self-management

- 1) Behavior focused strategies
- 2) Natural reward strategies
- 3) Constructive thought strategies

Behaviour focused strategies

This pertains to the following attributes:

- Self-observation
Individuals' awareness of how, when, and why they engage in specific behaviors. The involved individuals improve and enhance their awareness levels on the reasons and when they should display particular behaviors.
- Goal setting
With adequate information individuals are able to successfully set themselves some goals which alter their behaviors, as they monitor their own performance against the set goals.
- Self-setting & reward
Rewarding themselves for achieving the set goals tend to energize them to place all focus and efforts towards the goals. Self-reward is a motivator against all odds and challenges. Self-reward may involve the feel good attitude for achieving his goal within time. At times it may involve spoiling himself by going on a holiday for the mission accomplished.
- Self-punishment
Self-punishment and guilt feeling tends to motivate one not to steer away from the plan.
- Behavioral rehearsal (Cues)
It tends to promote refinement and re-commitment to plans.

It helps with improvements.

It assists with review and refinement of plans for greater individual effectiveness.

Natural reward strategies

Natural rewards are aimed at enhancing intrinsic motivation which is vital for performance. It assists an individual to build pleasant and enjoyable features into their activities. It shifts cognitive focus to intrinsically rewarding aspects of the job.

Constructive thought strategies

This involves the visualizing successful performance by engaging in positive self-talk and examining individual beliefs and assumptions in order to align with desired behaviors. This tends to tap on the power of positive thoughts and power on the mind.

Question 6 – Passive/ineffective leaders

The dark side of leadership which includes injustice, political behaviour, aggression and unethical behaviour. Some of these are espoused in the passive or ineffective leadership traits.

Attributes of passive/ineffective leadership

- They tend to avoid responsibility as much as they possibly can. This means that leader do as little as possible as they avoid their responsibility.
- They take no or very limited initiatives. Unless assigned to them they would not take initiatives to do something even if it is in the area of their accountability.
- They may report problems but they cannot find solutions to those problems. They tend to be non-assertive and avoid seeking for solutions to day to challenges.
- They are not in the habit of honouring the promises which they make. They may make promises but they are not likely to honour them; instead they would come up some excuses for failing to deliver on the promises.
- They tend to be hesitant in making decisions. They prolong decision making period as long as possible. They don't seem to be capable of making decisions. They look for excuses for being indecisive and procrastinate as long as possible about taking decisions.
- They are unable to advice and/or direct employees. They fail to persuade employees to believe in new ideas. They would not effectively sell and persuade employees to buy into the new ways of doing things but they might just report that they have been informed that there is change required but make no effort to be the agents of change.

- They cannot convince employees to take ownership of the tasks they are given. They are unable to get buy in from employees so that employees may assume ownership and run with tasks at hand.
- They don't seem to believe in teamwork. They seem to be sceptical of team's efforts or employees' collective efforts. They seem to be threatened by the teams and as such prefer to engage employees individually or get them to work as individuals.
- They are unable to explain their expectations to their teams. They struggle to divide labour. They lack motivation of explaining the goals and expectations to their team members. They even fail to divide the tasks amongst their individual teams.
- They fail to develop individualised relationships with their teams. They prefer to deal with employees in teams and unable to have personalized relationship with each team member.

Consequences of abusive supervision

- Employees tend to develop unfavorable attitudes toward their job and the organization in general. Employees tend to carry some bad feelings of the organization to such an extent that they no longer enjoy their job or being at work.
- Employees tend to develop some resistance and become rebellious towards authority and leadership. Employees develop a fight back attitude against management authority as a survival instinct.
- There tends to be aggressive and deviant work behaviour in the organization. There is often tension and unreliable work ethics.
- There is a general diminished performance contributions by all the employees. Employees tend to do as little as possible and the overall inputs of the team reduces significantly.
- The workforce tends to suffer from a diminished psychological well-being. The bulk of the employees tend to be psychologically unwell and company would suffer increased absenteeism.

- There is also reduced family well-being. The effect from work also affect family relations between family members.

Question 7 – Substitutes of leadership

Substitutes of leadership influence the leadership style employed by management to motivate and directs their employees or teams. In some instances these characteristics render the leader less and less necessary for effective performance of the team.

Substitutes somehow take away or reduce the power and influence of the leader over the subordinates. The substitutes are made of individual, task, and organizational characteristics.

1 Variables in task dimensions

- The tasks are intrinsically satisfying on their own. The tasks are inherently intellectually stimulating and require very limited inputs from superior to motivate.
- The tasks provide their own feedback concerning accomplishments or execution thereof. The executor of a task knows immediately if it has been done properly or not. The system guides him on what to do if it has been done properly.
- The tasks tend to be unambiguous and routine in nature. In a routine system and employees being experienced do not need regular inputs from the seniors.

2. Organisational dimensions

- Formalization- the organization is formalized and with no scope for changes.
- Inflexibility – in certain organization there is no scope for flexibility and everything needs to be executed as per established instructions and procedures.
- The organization has close knit of cohesive work groups. An established team of professionals may not require some guidance on how to perform the day-to-day tasks. They are interdependent and have norms and standards.
- There is adequate peer support systems. Peers serve as a support for each other demonstrating some maturity in the organization.
- Spatial distance between supervisor and his teams (subordinates). A supervisor is not in the close proximity of his teams has fairly limited influence even if he wanted to be amongst his team.

- Organizational rewards systems which are not in control of the supervisor.
Organizational rewards which are not at the discretion of a leader therefore the leader may not be able to use it to pull the strings. For example, salaries and bonus systems negotiated at central bargaining forum once agreed they need to be implemented as such across the board. Supervisors have no say on who gets what.