

Introduction

It is important to identify and evaluate the most effective forms of leadership in any business. Given the specialised nature of most firms, adapting a 'one-size-fits-all' approach is likely to manifest costly issues. Employee retention and motivation, for a profit-maximising firm, are direct resultants of the leadership style a manager adopts. In my essay, I will analyse the impact of effective leadership styles across a range of real-world examples, and consider the impact of traditional and more modern approaches towards management. By considering the viewpoints of multiple academics, I will analyse both supplementary and contrasting perspectives of leadership to broaden my findings. To this end, my essay will be robust in the scope of its coverage, and relevant in its evaluation of today's corporate environment.

Forms of Leadership

Defining Power

An effective leader, in any situation, has the ability to inspire (or at least convince) others' actions. Effective leadership in a managerial role regards the ability to use power as an influence over their employee's behaviour (Schermerhorn, Davidson, Poole, Woods, Simon, & McBarron, 2014). While 'effective' leadership presents itself as a subjective characteristic, the components that culminate effective leadership can be defined. Power regards a manager's ability to control their subordinate's actions. Given the range of operational structures we see in businesses today, a 'powerful' leader ensures the firm's visions are turned into reality. The notion of power, dependent on a business' structures and motivational theories followed, can be distinguished as either reward-based, coercive, or authoritative (legitimate). Firstly, reward power operates on the assumption that employees will respond positively to rewards. If a manager has the ability to offer (or at least portray) something as the positive benefit an employee will receive, they are said to be exercising their reward power. Conversely, coercive power is the ability to influence actions through punishment (Schermerhorn et al., 2014). Examples of punishment include threats to their employment, and verbal reprimands. Finally, legitimate power results in a leader influencing based on their authority, rather than having to implement rewards or punishments to achieve the same results. It stands to reason that the organisational position should be a sufficient enough source of power for managers. Overall, the use of power can be classified as either a positive or negative force in the business environment (Harness, Ranaweera, Karjalainen, & Jayawardhena, 2018). In addition, employees' perceptions of their managers contribute to the notion of personal power. Firstly, expert power regards the ability to "influence through special expertise" (Schermerhorn et al., 2014, p. 343). The special expertise of a manager can refer to the acumen they develop from workplace experience; contributing to their reputation as an

Leadership Development Research Paper

Sabine Zange



Leadership Development Research Paper:

Developing School Leaders in the Pacific Narsamma Lingam, Govinda Ishwar Lingam, 2023-08-31 This book provides detailed insights on the training and development for Pacific Island school leaders. It draws extensively on original empirical research that explores school leaders' perceptions of how leadership and management training impacted their professional practices and how these practices in turn impacted the dynamics of school operations. This book addresses a critical need to understand how to support leadership development for all Pacific schools but especially in schools that are faced with the increasing challenges of learning and teaching conditions. In small island developing states in the Pacific region, school leaders face a myriad of challenges due to limited human and material resources and a fragile economic base. Written by Pacific Islander authors, this book provides insights from different countries in the Pacific Islands. It shows how contextual challenges can exert enormous pressure on school leaders who are leading and managing schools without any leadership preparation. Given the importance of effective leadership practices and its impact on student learning outcomes, this book aims to be a source of reference for practitioners and educational authorities who have a vested interest in the provision of quality education in the Pacific region and beyond.

Developing Leaders and Leadership David V. Day, 2024-05-31 This book offers a unique perspective on the principles and developmental pathways, i.e., practices and processes associated with developing leaders and leadership. Unlike most offerings on the topic of leadership development, it adopts an evidence-based approach to the scientific study of developing leaders and leadership, including the underlying theories that support this study. Focused on the processes associated with development within and across levels, the author presents a comprehensive summary of what we know about the developmental pathways associated with developing leaders and leadership practices that motivate effective processes and the theoretical principles that guide the study and understanding of how individuals and collectives develop, i.e., change over time in ways that increase their respective capacities for leadership. This book will appeal to those interested in understanding how leaders develop and the differences between developing leaders and developing leadership. It draws from theory and research from management, psychology, sociology, and education. Professional Journal of the United States Army, 1995

Leader Development for Transforming Organizations David V. Day, Stephen J. Zaccaro, Stanley M. Halpin, 2004-04-12 This book examines numerous topic areas that are considered to be especially relevant for making a strategic leader development investment. The topics covered are areas that have theoretical and empirical connections to important aspects of growth, change, adult development, and underlying abilities, skills, and competencies needed to lead effectively in times of great complexity. In addition, these are investment areas identified by the U.S. Army, a world-class organization faced with the need for radical transformation as particularly relevant for success and survival. This book identifies key concerns in developing leaders and leadership and in transforming organizations to better meet the challenges of a complex world. There are two aspects of this book that distinguish it from the numerous existing

volumes on leadership in the scholarly and popular press literatures Most important the overarching focus of the present book is on development There are many offerings on the topic of leadership but relatively few that focus on leader development especially from a scholarly academic perspective Also this volume offers a unique perspective in examining those underlying psychological competencies and processes that are viewed as especially relevant for leader development The chapters that are collected in this edited volume were originally commissioned by the U S Army Research Institute as white papers to better help Army officers and researchers understand important issues in leader development The present organization of the papers is around four central themes a Accelerating Leader Development b Cognitive Skills Development c Developing Practical and Emotional Intelligence and d Enhancing Team Skills *Quarterly Review of Military Literature*, 1995 **Military Review**, 1995 *Resources in education*, 1991 **Leadership Development** Mariya Molodchik, 2013 This paper explores the practical technologies of leadership development based on self involvement mechanisms In drawing on relevant theoretical literature and previous research projects the paper identifies the challenges of self renewable leadership development Further following a single case study approach the authors investigate three practical tools implemented in a Russian business school The self involvement mechanism for leadership development is based on individual and organizational tension The organizational design for such creative tension on an individual and organizational level includes voluntary participation in a leadership development program self determination of goals and responsibility for results transparency and long term rules The implications are limited because the conclusions made in this paper are drawn from a single case study of an organization which is located in Russia s emerging market Meanwhile the paper provides practical guidelines for leadership development allowing for sustained knowledge creation retention and innovation The tools could be applied in other organizations The paper defines four different stages of leader development desires beginners creators and experienced Using the case study of a business school the authors show the benefits and risks of implemented leadership development tools based on individual intrinsic motives **Using Experience to Develop Leadership Talent** Cynthia D. McCauley, Morgan W. McCall, Jr., 2014-03-11 How organizations can effectively put experience at the center of the development process Research increasingly and conclusively shows that effective leaders continue to learn grow and change throughout their careers and that a significant part of this development occurs through on the job experiences Co Published by the Society of Industrial and Organizational Psychology and sponsored by the Center for Creative Leadership **Using Experience to Develop Leadership Talent** provides real world strategies best practices lessons learned and global perspectives on how organizations effectively use experience to develop talent Provides an in depth look at a variety of leader development initiatives that have taken up the challenge of putting experience at the center of the development process Written by senior practitioners who have implemented initiatives they write about Shares new development planning tools systematic approaches to managing the assignments of high potentials tools to educate managers on how to find assignments

that meet their employee s development needs Includes online resources that allow employees to search for development opportunities Describing challenges and practices in multinational companies around the world Using Experience to Develop Leadership Talent will serve as a focused guide to how organizations can use on the job development to reshape leader development practices that better integrate work and learning *Leader Development Deconstructed* Matthew G. Clark,Craig W. Gruber,2017-10-10 This book examines both academic and practical theories relating to leader development It broadens the scope of this topic by including data driven theory and proposals from diverse areas that are either not currently represented or are poorly addressed in existing literature This 15th volume in the Annals of Theoretical Psychology series aims to propose identify and characterize new theoretical educational and practical gaps in leader development The initial chapters explore concepts related to individual or internal aspects of leaders Subsequent chapters deconstruct leader development by considering behaviors or skills and various environmental factors that affect development The book also examines shortcomings of our current understanding of this topic that cuts across multiple disciplines Topics featured in this book include Cognition readiness to lead courage through dialogue and relationship considerations Behavioral elements and approaches for developing followership conflict management creativity virtue and epistemic cognition in growing leaders for complex environments Seven Steps to establish a Leader and Leadership Education and Development Program The Dark Triad of personality psychobiosocial perspectives and mental ability in leaders *Leader Development Deconstructed* will be of interest to research scholars academics educators and practitioners as well as executive coaches college or university administrators military leaders philanthropic and non profit organization leaders and management consultants

Despite the extensive body of knowledge associated with leader and leadership development significant gaps still exist in our understanding of these processes This book is a noteworthy effort to help fill in the blanks through empirical research and contextual application It is worthy of perusal by anyone interested in becoming a more effective leader or leader developer Bernard Banks Ph D Associate Dean of Leadership Development Northwestern University Kellogg School of Management One of the most powerful ways leaders can have an impact on others and their mission is to manage for innovation This book is a great step in moving towards exploring how you do that and I m thrilled to be a part of that conversation Frances Hesselbein President and CEO Frances Hesselbein Leadership Institute **Leadership and Leadership Development** Christian Harrison,2025-03-31 Leadership as a practice and the development of leaders has evolved significantly in recent decades influenced by rapid changes in the business landscape technology social norms and global challenges The unprecedented disruptions brought about by crises the increased awareness around diversity equity and inclusion and the rise of new organisational models have all necessitated a rethinking of traditional leadership frameworks At the same time the focus on leadership development has shifted with a greater emphasis on developing skills that foster adaptability inclusivity sustainability and resilience In

response to these shifts this book provides a critical examination of leadership and leadership development offering new insights and contemporary approaches that reflect the changing needs of organisations and societies With contributions from leading scholars and practitioners across diverse fields the 12 chapters in this edited volume present a rich blend of theoretical empirical and reflective research It provides fresh perspectives on leadership development by exploring themes such as diversity and inclusion sustainability innovation and resilience

Defense White Paper, 1997 **The Center for Creative Leadership Handbook of Leadership Development** Cynthia D. McCauley, Russ S. Moxley, Ellen Van Velsor, Center for Creative Leadership, 1998-07-28 This guide presents six developmental strategies commonly used in organizations and illustrates how these strategies have been successfully used in real organizations The book also includes a look at the changing views of leadership and leadership development for non traditional managers **Otto E. Miller, Plaintiff-Respondent, Against Fred W. Smythe, Defendant-Appellant**, **Annual Report** Ohio State University. Center for Vocational and Technical Education, 1976 *Leadership Development as a Mindset* Peter G. Dominick, Richard R. Reilly, 2014 In this essay we advocate for viewing leadership development as a particular form of behavior change and seek to emphasize some important ways in which a core set of meta skills and basic social cognitive capabilities that underlie human learning across a diverse set of activities might play an even more prominent role in what and how people learn about leadership From this perspective the development of any specific leadership and interpersonal skills might be seen as a useful byproduct of the real objective developing a set of meta cognitive capabilities that will allow continuous development throughout one's career and one's life In particular we report some of the ways in which we have attempted to track these processes as outcome measures against which to gauge the quality and effectiveness of the leadership development courses we offer **Preparing Teachers and Developing School Leaders for the 21st Century** Schleicher Andreas, 2012-07-10 Nations around the world are undertaking wide ranging reforms to better prepare children for the higher educational demands of life and work in the 21st century What are the skills that young people will need in a rapidly changing society and what competencies do teachers need to effectively teach those skills What can teacher preparation and continuing professional development do to prepare graduates to teach well in tomorrow's classroom What are the different roles and responsibilities of upcoming school leaders and how do countries succeed in developing these leaders To help governments effectively address these and other key issues the U S Department of Education the OECD and Education International brought education ministers union leaders and other teacher leaders together in the second International Summit on the Teaching Profession in March 2012 This publication summarizes the evidence that underpinned the summit and highlights its conclusions Research in Education, 1973 Leadership Theory and Research Martin M. Chemers, Roya Ayman, 1993 This volume was conceived as a tribute to Fred Fiedler in honor of his fortieth year of research and scholarship in the study of leadership and organizational effectiveness Fiedler's contributions to this field have been of such magnitude that the term

paradigm shift does not seem out of place in describing them As Harry Triandis points out in his chapter in this book the study of leadership can be fairly divided into before and after Fiedler s introduction of contingency theories The realization that leadership effectiveness depends on the interaction of qualities of the leader with demands on the situation in which the leader functions made the simplistic one best way approaches of earlier eras obsolete The implication of contingency notions spread like sonic waves throughout the field of organizational studies Publisher description **Strategic Leadership in High Technology Management** ,1990

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