

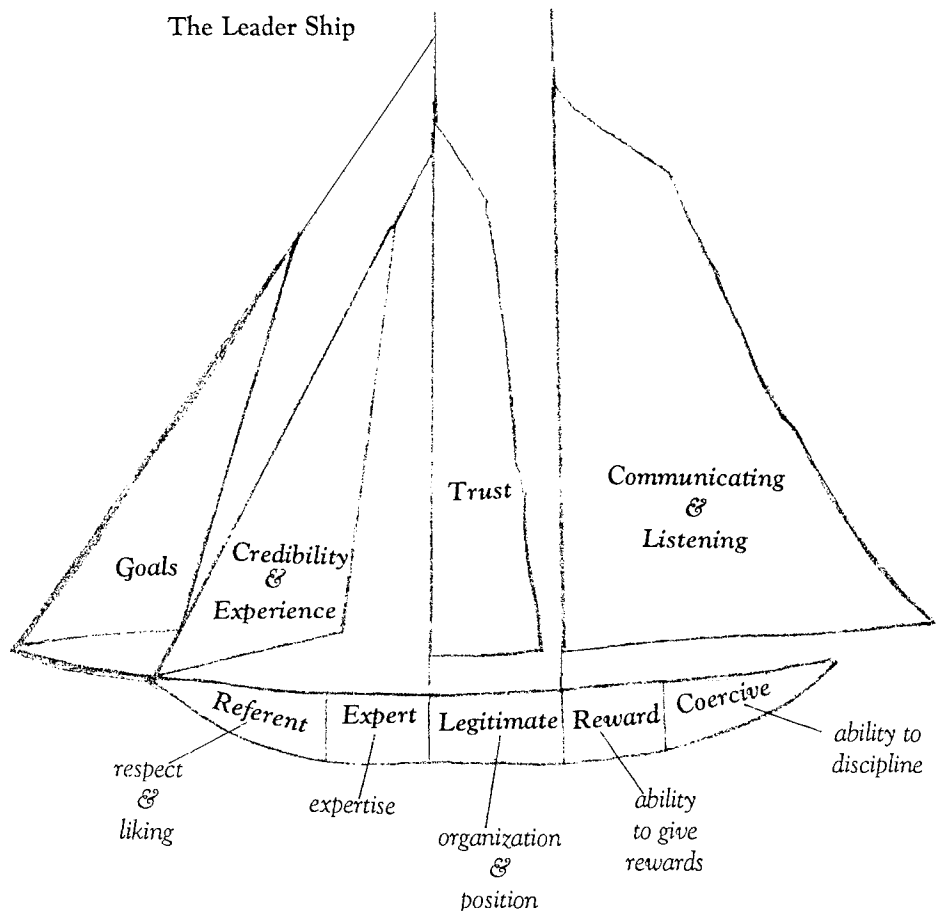
Leadership

What is leadership? What is management? What is supervision? Although these functions are interconnected, leadership is considered the foundation of good labour relations. Thus we begin our book on "Supervising" with a discussion about leadership.

Although you may not think of yourself as a leader, as a manager you do have a leadership role. What makes a leader? It is the ability to develop and maintain a following.

Many factors combine to make a successful leader. One way to envision your role as a leader is to compare it to a ship.

The base or hull of the ship is made up of different types of leadership power. This is the foundation from which a leader operates. The sails represent the characteristics of a good leader. It is through these characteristics that a leader is able to capture and utilize the energy of others and thus propel the Leader Ship forward.



Leadership Characteristics (The sails of the ship)

A study of successful business managers found that effective leadership is based on the following:

- clearly defined goals. Good leaders have a clear vision of what they hope to achieve; where they want to go. They are able to pass this vision on to their employees so they, too, become excited about reaching the goals.
- communicating and listening. In order to pass on the vision, leaders must be able to express themselves. Good leaders are also good listeners. They listen to what their employees want; listen to their suggestions and concerns.
- credibility and experience. Good leaders know their business, know their people and are willing to seek challenges. They know from experience that progress is made only when risks are taken.
- honesty and sincerity resulting in trust. Leaders must practice what they preach; leaders lead by example. Without trust, a leader will have no followers.

In their book entitled *The Leadership Challenge*, J.M. Kouzes and B.Z. Posner say that essential leadership activities include:

- Challenging the process
 - search for opportunities
 - experiment and take risks
- Inspiring a shared vision
 - envision the future
 - enlist others
- Enabling others to act
 - foster collaboration
 - strengthen others
- Modeling the way
 - set the example
 - plan small wins
- Encouraging the heart
 - recognize individual contribution
 - celebrate accomplishments

Leadership Characteristics A Self Quiz

Honestly evaluate yourself on the following questions. Think about how your employees see you as well as how you see yourself.

<i>Rank yourself from 1 to 5 with 1 being "I do very well in this area" and 5 being "I do poorly in this area".</i>		
Type	Description	Ranking
Goals	A leader has a vision; a set of clearly defined farm operating goals. Have you a vision? Have you shared this vision with your employees?	1 2 3 4 5
Credibility and experience	A leader has experience and expertise. Do you know your business well? Do you know how to work with people? Are you willing to try new ideas and explore new territory so your business can grow?	1 2 3 4 5
Communicating and listening	A leader gives and shares information; listens to others for ideas and feedback. Are you a good listener? Do you express yourself well?	1 2 3 4 5
Trust	A leader engenders trust through honesty and sincerity. Are you your own walking mission statement?	1 2 3 4 5
<p>Interpreting the result: Think about ways you could improve in those areas you scored low. Refer to some of the excellent books that have been written about leadership.</p>		

Supervisors who are liked, all other things being equal, have greater influence than those who are not.

Leadership Power

(The hull of the ship)

Usually one person will follow the lead of another because the leader has some power or influence.

Management theory suggests that there are five different types of power.

● referent ● expert ● legitimate ● reward ● coercive

An effective leader makes some use of all five types of power, with special emphasis on referent and expert power.

A Self Quiz

Rank yourself from 1 to 5, with 1 being high ability and 5 being low ability, on your ability to use each of the power types.

Type	Description	Ranking
Referent	The leader evokes <i>positive feelings</i> from employees. How well are you liked?	1 2 3 4 5
Expert	The leader understands complex tasks. How familiar are you with technicalities.	1 2 3 4 5
Legitimate	The leader has a position title (supervisor). How much respect is given your position?	1 2 3 4 5
Reward	The leader can provide pay raises, promotions, training, recognition, etc. How readily do you respond to good performances?	1 2 3 4 5
Coercive	The leader can enforce threats such as firing or demotion. How often do you resort to disciplinary action?	1 2 3 4 5