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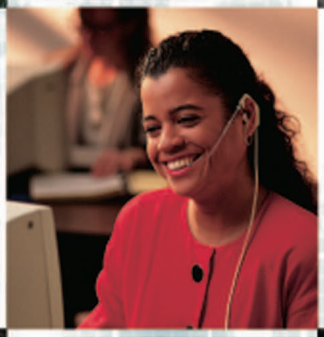

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Introduction to Leadership

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Introduction to Leadership

FIFTH EDITION

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Series preface

Whether you are a tutor/trainer or studying management development to further your career, Super Series provides an exciting and flexible resource to help you to achieve your goals. The fifth edition is completely new and up-to-date, and has been structured to perfectly match the Institute of Leadership & Management (ILM)'s new unit-based qualifications for first line managers. It also harmonizes with the 2004 national occupational standards in management and leadership, providing an invaluable resource for S/NVQs at Level 3 in Management.

Super Series is equally valuable for anyone tutoring or studying any management programmes at this level, whether leading to a qualification or not. Individual workbooks also support short programmes, which may be recognized by ILM as Endorsed or Development Awards, or provide the ideal way to undertake CPD activities.

For learners, coping with all the pressures of today's world, Super Series offers you the flexibility to study at your own pace to fit around your professional and other commitments. You don't need a PC or to attend classes at a specific time – choose when and where to study to suit yourself! And you will always have the complete workbook as a quick reference just when you need it.

For tutors/trainers, Super Series provides an invaluable guide to what needs to be covered, and in what depth. It also allows learners who miss occasional sessions to 'catch up' by dipping into the series.

Super Series provides unrivalled support for all those involved in first line management and supervision.

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Unit specification

Title:	**Introduction to leadership**	**Unit Ref:**	**M3.10**
Level:	**3**		
Credit value:	**2**		

Learning outcomes ***The learner* will**	**Assessment criteria** ***The learner* can *(in an organization with which the learner is familiar)***	
1. Understand leadership styles	1.1	Identify the factors that will influence your choice of leadership styles or behaviours in workplace situations
	1.2	Explain why these leadership styles or behaviours are likely to have a positive effect on individual and group behaviour
2. Understand leadership qualities and review own leadership qualities and potential	2.1	Assess own leadership behaviours and potential in the context of a particular leadership model and your organization's working practices and culture, using feedback from others
	2.2	Describe appropriate actions to enhance own leadership behaviour in the context of the particular leadership model

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Workbook introduction

1 ILM Super Series study links

This workbook addresses the issues of *Introduction to Leadership*. Should you wish to extend your study to other Super Series workbooks covering related or different subject areas, you will find a comprehensive list at the back of this book.

2 Links to ILM qualifications

This workbook relates to the learning outcomes of Unit M3.10 Introduction to leadership from the ILM Level 3 Award, Certificate and Diploma in First Line Management.

3 Links to S/NVQs in management

This workbook relates to the following Units of the Management Standards which are used in S/NVQs in Management, as well as a range of other S/NVQs:

B6. Provide leadership in your area of responsibility.

4 Workbook objectives

A leader is best
When people barely know that he exists.
Not so good when people obey and acclaim him,
Worst when they despise him.
'Fail to honour people,
They fail to honour you';
But of a good leader, who talks little,
When his work is done, his aim fulfilled,
They will all say, 'We did this ourselves'.

Lao-Tzu, Chinese Philosopher, 6th Century BC.[1]

Team leaders are special people. In work organizations, they have the key task of making things happen, not directly, but through the teams they lead. This is a difficult job: one that requires patience, determination, and an ability to motivate.

Many writers and teachers down the centuries have attempted to define the qualities of leadership. Is it something inherent – something you're born with, or can anyone be a leader? And what does a leader have to do? What techniques can be employed, what actions taken, to turn a collection of individuals into a well-ordered, fully functioning unit?

In this workbook we will try to answer these questions. We'll examine ways in which you, as a team leader, can improve your leadership skills, and so help your team to become more effective.

In Session A, we focus on the attributes of leadership itself, and try to decide which of them can be acquired or learned. An interesting aspect of this is a comparison between the skills needed for management and those which a leader should have. Most managers are expected to be leaders, but is a leader necessarily a manager?

Session B is concerned with just two facets of leadership: responsibilities and roles. We will put forward the view that a leader has three kinds of responsibilities: those to the task, to the team and to the individual team member. This three-fold burden, and the leader's many other duties, may result in role conflict or role ambiguity; we look at this subject at the end of the session.

[1] Quoted in *Effective Leadership* (Extension 1).