

CHAPTER 8: BECOMING AN EFFECTIVE LEADER

The purpose of this chapter is to present information about leadership that students can apply to developing their leadership skills. As a consequence, we omit from consideration here the underlying leadership research and theory. Advanced students may want to read the underlying knowledge base on their own.

CHAPTER OUTLINE AND LECTURE NOTES

To develop leadership capability a person needs the right personal characteristics, and must carry out the right actions. **Leadership** is the ability to inspire support and confidence among the people who are needed to achieve company goals. Leaders make a difference. Leadership status can be derived from being appointed to a formal position or inspiring others through personal characteristics and actions.

I. KEY LEADERSHIP TRAITS TO DEVELOP

An important part of being an effective leader is to have the right stuff. Yet different situations may require a different set of personal characteristics for leadership effectiveness. Each of the eight leadership traits described next can be developed.

A. Self-confidence

Realistic self-confidence is required in virtually every leadership situation. The leader must also project self-confidence to the group. Self-confidence is also a behavior, such as being cool under pressure. Developing self-confidence is a life-long process of performing well in a variety of situations.

B. Trustworthiness

Group members consistently believe that leaders must display honesty, integrity, and credibility and therefore be trustworthy. Being honest with team members helps to build trust, which in turn leads to good cooperation and team spirit. Dale Zand says that trust, along with knowledge and power, are the three foundations of leadership.

C. Assertiveness

A widely-recognized leadership trait is assertiveness, being forthright in expressing demands, opinions, feelings, and attitudes. Assertiveness helps leaders perform tasks and achieve goals such as confronting people about their mistakes, and setting high expectations. Assertiveness stands in contrast to aggressiveness and passivity.

Developing assertiveness is much like attempting to become less shy. People must

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