

Introduction to academic Leadership





Introduction to academic Leadership

Everyone , at some time in life , is asked to be leader , whether to lead a classroom discussion , coach a children's soccer team, or direct a fund-raising campaign. many situations require leadership. A leader may have high profile (e.g. elected public official) or low profile (e.g. a volunteer leader in big brother) , but in every situation there are leadership demand placed on the individual who is leader. Being a leader is challenging , exciting , and rewarding , and carries

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Being a leader is

- **challenging**
- **exciting**
- **rewarding**
- **and carries**



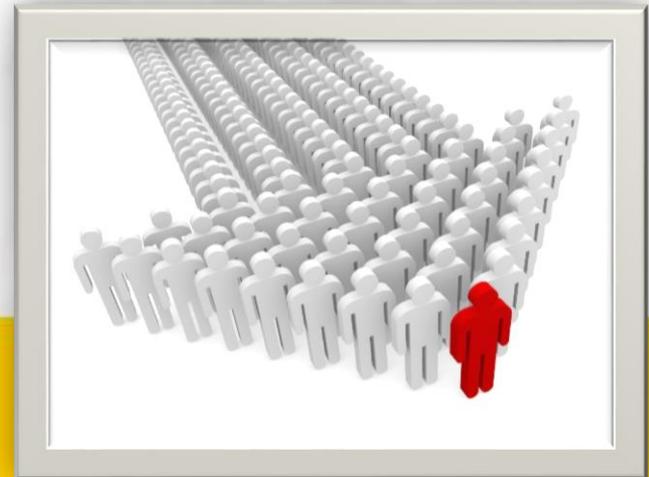
Introduction to academic Leadership

In leadership literature more than 100 different definition of leadership (Rost, 1991). Despite these many definition , a number of concepts are concepts are recognized by most people as accurately reflecting what it is to be a leader.

Leadership is a trait

Defining leadership as a trait means that each individual brings to the table certain qualities that influence the way he or she leads, some leader are confident, some are decisive , and till others are outgoing and sociable,

“ Leadership is born , not made”



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Leadership is an ability

A person who has leadership ability to be able a leader that is has capacity to lead while the term ability frequently refers to a natural capacity, in leadership some people have the natural ability to lead , while others develop their leadership abilities through hard work and practice



Leadership definition

➤ Leadership is a skill

- Leadership is competency developed to accomplish a task effectively. Skilled leadership are competent people who know the means and methods for carrying out their responsibilities.
- Describing leadership is skill makes leadership available to everyone because skills are competencies that people can learn or develop.



Cont.

Leadership definition

➤ Leadership is a Behavior

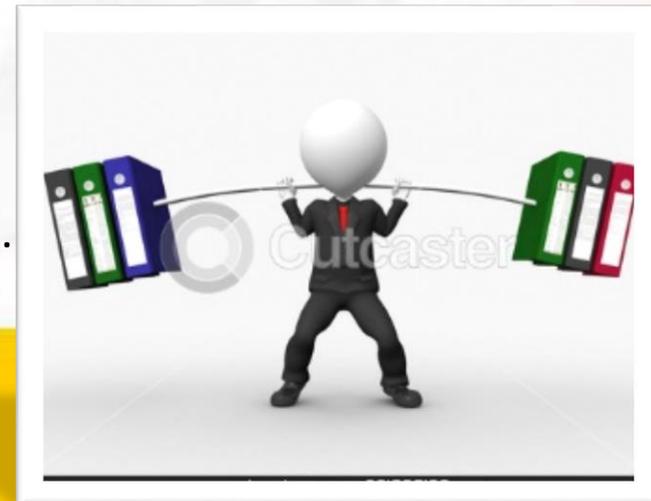
•Leadership is also a behavior. It is what leaders do when they are in a leadership role.' The behavioral dimension is concerned with how leaders act toward others in various situations. Unlike traits , abilities , and skills , leadership behaviors are observable . When someone leads, we see that person's leadership behavior

➤ Leadership is a Relationship

•From this perspective , leadership is centered on the communication between leaders and followers rather than on the unique qualities of the leaders , leaderships becomes a process of collaborations that occurs between leaders and followers , a leader affects and is affected by followers and both are affected in turn by the situation that surrounds them.

➤ Leadership is an influence process

•Leadership is a process whereby an individual influence a group of individuals to achieve a common goal.



Leadership is a trait

Why are some people leaders while others are not ? What makes people become leaders? Do leaders have certain traits? These questions have been of interest for many years. It seems that all of us want to know what characteristics account for effective leadership.

➤ Intelligence

- Intelligence is an important trait related to effective leadership. Intelligence includes having good language skills, perceptual skills, and reasoning ability . This combination of assets makes people good thinkers, and makes them better leaders.
- Intelligence leaders are well informed. They are aware of what is going on around them and understand the job that needs to be done



Cont.

Leadership is a trait

➤ Confidence

- Being confident is another important trait of an effective leader. Confident people feel self-assured and believe they can accomplish their goals.
- Confidence is a trait that has to do with feeling positive about oneself and one's ability to succeed.
- Confidence comes from understanding what is required of you, confidence can also come from having a mentor to show the way and provide constructive feedback. Confidence also comes from practice. This is important to point out, because practice is something everyone can do.
- In leadership, practice builds confidence because it provides assurance that an aspiring leader can do what needs to be done.

Cont.

Leadership is a trait

➤ Charisma

•Charisma refers to a leader's special magnetic charm and appeal, and can have a huge effect on leadership process. Charisma is special personality characteristic that gives a leader the capacity to do extraordinary things. In particular , it gives the leader exceptional powers if influence

☐ Advantage of Charisma :

1. Enable leader to influence others.
2. Show competence in every aspect of leadership.
3. Articulate clear goals and strong values.
4. Communicate high expectations for followers and show confidence.
5. Leaders are an inspiration to others, they can excite and motivate others to become involved in real change.



Cont.

Leadership is a trait

➤ Determination

- Determine leaders are very focused and attentive to tasks. They know where they are going and how they intend to get there. Determination is the decision to get job done,

- Its include:

1. Initiative.
2. Persistence.
3. Drive.

- People with determination are willing to assert themselves, they are proactive , and they have capacity to persevere in the face of obstacles.



Cont.

Leadership is a trait

➤ Sociability

• Sociability refers to a leader's capacity to establish pleasant social relationships. People want sociable leaders who show friendly, outgoing, courteous, tactful, and diplomatic. Sociable leaders are sensitive to others' needs and show concern for their well-being; they have good interpersonal skills and help to create cooperative relationships with their work environment.

➤ Integrity

• Integrity characterizes leaders who possess the qualities of honesty and trustworthiness. People who adhere to a strong set of principles and take responsibilities for their actions are exhibiting integrity. Leaders with integrity inspire confidence in others because they can be trusted to do what they say they are going to do.

Leadership is a skills

Most of life's activities require us to have skills if we are to be successful. The same is true of leadership --- skills are required, although there are many different leadership skills, they are often considered as group of skills. And leadership skills are grouped into three categories: administrative skills, interpersonal skills, and conceptual skills

➤ Administrative skills in leadership

•Administrative skills play primary role in effective leadership. Its help leaders to accomplish the mundane but critically important aspects of showing leadership. Some would even argue that administrative skills are the most fundamental of all the skills required of a leader.

Cont.

Leadership is a skills

Administrative Skills are divided into three specific sets of skills :

1. Managing people .
2. Managing resources .
3. Showing technical competence .

•Managing people :

•Any leader of profit or nonprofit organization , if asked what occupies the most time will reply “ managing people” .an effective leader connects with people and understand the tasks to be done ,the leaders to deal effectively with people requires:

- ✓ Hos of abilities such as helping employees to work as a team , motivating , promoting satisfying relationships and responding to their request.
- ✓ Needs to find time to deal with urgent staff matters and issue to give them advises .
- ✓ pay attention and retaining employees .
- ✓ Communicate effectively with their own board of directors .



Cont.

Leadership is a skills

- **Managing resources:**

A leader is often required to spend a significant amount of time addressing resources issues . The lifeblood of an organization, can include people money, supplies , equipment , space , or anything else needed to operate and organization. Managing resources require leader to be competent in both obtaining and allocating resources.

- ✓ **Obtaining resources can include a wide rang of activities such as ordering equipment , finding work space , or locating funds for special projects.**
- ✓ **Leader may be required to allocate resources for new staff or new incentive programs, or to replace old equipment**

Cont.

Leadership is a skills

- Showing technical competence:

Showing technical competence involves having specialized knowledge about the work we do or ask others to do.

A leader with technical competence has organizational know how he or she understands the complex aspects of how the organization works, for example , a university president should be knowledgeable about teaching , research , student recruitment and student retention.

Cont.

Leadership is a skills

➤ Interpersonal skills

- Interpersonal skills are divided into three parts:

- Being socially perceptive :

- To successfully lead an organization toward change, a leader needs to be sensitive to how her or his own ideas fit in with others ideas . Social perceptiveness includes having insight into and awareness of what is important to others.

- Showing emotional intelligence:

- Is concerned with a person's ability to understand his or her own and other's emotions, and then apply this understanding to life's tasks

- Handling conflict :

- Conflict can be defined as struggle between two or more individuals over perceived differences regarding substantive issues , If conflict is managed in effective and productive ways, the result is a reduction of stress , an increase in creative problem solving

Cont.

Leadership is a skills

➤ Conceptual skills

- And can be divided into three parts
- Problem solving:
 - Refer to leader's cognitive ability to take corrective action in a problem situation in order to meet desired objectives, the skills include:
 - ✓ Identify the problem.
 - ✓ Generate alternative solution
 - ✓ Select the best solution
 - ✓ Implement the solution

Leadership is a skills

- Strategic planning
- Strategic planning like problem solving , strategic planning is mainly a cognitive . A leader needs to be able to think and consider ideas to develop effective strategies for a group or an organization , its require develop plans of action based on the available resources and personnel to achieve a goal.
- Creating vision:
- It requires the capacity to challenge people with compelling vision of future .a leader must be able to articulate the vision and engage others in its persuit. A leader needs to be able to set fourth pictures of future and then move others toward a new set of ideals and values that will lead to the future.

Leadership and vision

- Vision is a mental model of an ideal future state. It offers a picture of what could be .
- **The vision itself plays a major role in how the leader influence others and how others react to his or her leadership .**
- In developing a vision, a leader is able to visualize positive outcomes in the future and communicate these to others.
- Research on visionary leadership suggest that vision have five characteristics



Leadership and vision

- Vision characteristics :

- Picture

- A vision creates a picture of future that is better than the status quo. It is an idea about the future that requires an act faith by followers

- Change

- Change in the status quo, and moves an organization or a system toward something more positive in the future , changes can occur in many forms: rules procedures, goals , values

Cont.

Leadership and vision

➤ Values

- To advocate change within a group or an organization requires an understanding of one's own values, the values of others, and the values of the organization.

➤ Map

- A vision provide a map a laid out path to follow – that gives direction so followers know when they are on track and when they have slipped off course .

➤ Challenge

- Challenge people to transcend the status quo to do something to benefit others, visions challenge people to commit themselves to worthwhile causes.

Is leadership teachable?

This is main question after reading presentation , so to answer this question you must first define leadership from your perspective and determine what is skills and characteristic must leaders have , and these skills and characteristic effected by environment or take from hard work and experience , or should be these skills and characteristic coming in leader's charisma and ability.



Observational exercises



Exercise 1

- Purpose
 1. To develop an understanding of the complexity of leadership.
 2. To become aware of the different ways people define leadership.
- Direction
 1. In exercise, select six people you know and interview them about leadership.
 2. Ask each person to give you his definition of leadership, and to describe his personal beliefs about effective leadership.
 3. Record each person's response on a separate sheet of paper
- Person #1.....
- Person #2.....
- Person #3.....
- Person #4.....
- Person #5.....

Cont.

Exercise 1

- Question
 1. What differences did you observe in how these people define leadership?
 2. What seems to be the most common definition of leadership?
 3. In what ways do people describe leadership differently from the definitions of leadership?
 4. Of the people interviewed, whose definition comes closest to your? why?

Cont.

Exercise 2

- Questions
 1. Based on the leaders you observed, which leadership traits appear to be most important?
 2. Based on observation, what one trait would you identify as the definitive leadership trait?
 3. Overall, what traits do you think should be used in selecting our society's leaders?