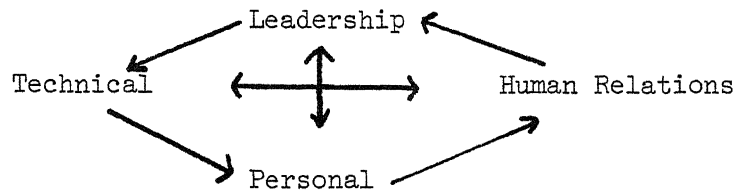


LEADERSHIP

by

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Leadership is the ability to inspire and motivate others to give their best effort and cooperation toward the attainment of a goal. Leadership has three aspects: technical, human relations, and personal.

The Technical Aspects of Leadership

Leadership implies that the leader is familiar with the mechanical and technical phases of work he is supervising. This is not to say, however, that technical mastery of work alone qualifies a man for the leadership position. The other two aspects, human relations and the leader's own personal qualities, are equally important. Leadership has its own techniques which, though related, are not precisely the same as those employed by one who has acquired a purely technical job proficiency.

It is necessary for the leader to be familiar with the technical phases of the work he is supervising. Mere knowledge of the operation of the work project is not sufficient to insure success. The leader must have an understanding of the problems which his employees face as they work each day. The leader who knows every angle of the work he is supervising commands the respect of his employees since employees like to feel that they can go to their supervisor with questions about the mechanics of a job and be reasonably certain that he will respond by showing them the correct way to do it or at least that he will recognize the problem.

Employees are usually quick to react favorably to intelligent appraisal of their work, and they are usually hesitant to respect a leader

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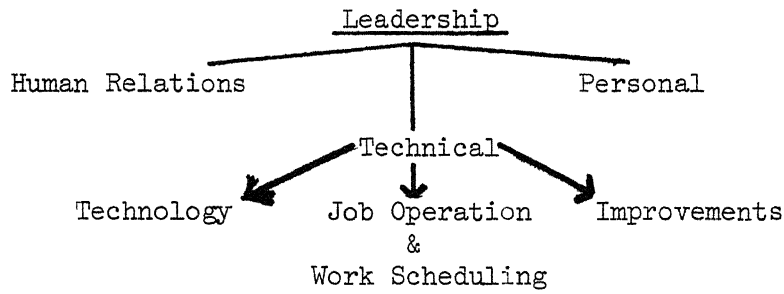
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who indicates by his wavering attitude that he is not really familiar enough with their work to render a logical judgment on a technical aspect of their work.

The leader need not know more about each operation than any man under him, but he should have an understanding of the fundamentals behind every operation in his business. As a rule employees are quick to sense if a boss knows what he is talking about and whether he is capable of recognizing inefficiency. People like to follow a leader who impresses them. This does not mean that a leader should bury himself in a mass of detail or personally perform purely routine operations. In order to handle the function of directing effectively the leader must have an understanding of the work processes under his supervision, but he need not be able to perform all the operations himself.

Technical Aspects

The technical aspects of leadership can perhaps be better understood if we break them down into three parts: Technology, Job Operation and Work Scheduling, and Improvements.



Technology

A leader needs an understanding of the job he is supervising. Some of this basic science can be learned in school. Additional background can often be obtained from advanced university courses, in service training and special work assignments. Experience may also be obtained on the job. Continuous education is particularly necessary as a result of today's rapid obsolescence of technical knowledge and experience.

Job Operations and Work Scheduling

A leader needs to know the broad technical aspects of the jobs under his supervision. He may be skilled in many aspects of the jobs himself, but he needs to have an understanding of all the aspects of the job he supervises. He needs to be able, within the technical framework of the actual work, to plan, organize, direct, coordinate and control the work. Some of this knowledge can be learned but some must be obtained from working experience. Once the leader understands the work operation, he needs to learn how to plan and schedule, make job assignments appropriate to the men, the machines, the equipment and the processes of the work.

Improvements

A leader must know how to look for and make improvements. Change for the sake of change is not acceptable. Improved work and increased efficiency must result from change.

A Special Note on the Technical Aspects of Leadership

It is currently in vogue to explain managerial failures by saying that the leader had the technical ability but he lacked something in the human relations area or in some personal area. In many cases this may be true. However, this argument is sometimes used as a rationalization to cover up basic technical deficiencies of the leader. The well rounded leader is successful because he is proficient in the human relations area, can motivate others and is qualified technically. In days of almost constant change and progress, the technical side of leadership is becoming less important.

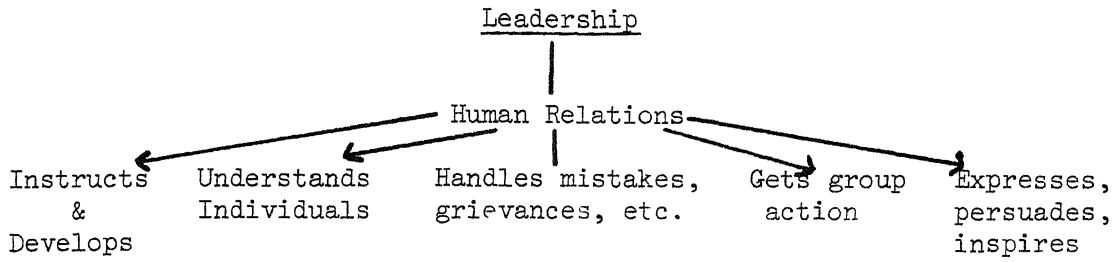
The Human Relations Aspect of Leadership

The leader must have the ability to develop the skills and abilities of his people and to stimulate the cooperative effort of all involved in the work. The true leader has the ability to get others to work willingly toward the attainment of a goal. He has mastered the art of dealing with people and recognizes the factors which move them to put forth their best efforts. He influences them by gaining their interest and respect so that he can guide them to their best achievement. His efforts are directed toward influencing people to want to do certain things, not to make them obey his commands. He is not a driver. His method is to show the way by his own example. He has learned to listen and to hear.

Fundamental Differences:

<u>Driver</u>	<u>Leader</u>
a. Motivates by authority	a. Motivates through friendliness
b. Bullies his subordinates	b. Guides and trains his subordinates
c. Rules by fear	c. Inspires team spirit and morale
d. Blames the employee	d. Finds cause of error and corrects it
e. Consistently poses as an expert	e. Always open to new ideas
f. Dominates	f. Asks for participation
g. Fails to recognize fine work	g. Recognizes and praises fine work
h. Treats employees as if inferior	h. Respects the individual

The human relations aspects of leadership can be illustrated under five headings: Instructs and develops; Understands individuals; Handles mistakes, grievances, etc.; gets group action; expresses, persuades and inspires.



Instructs & Develops

Another requirement for the leader is to use his skill in instructing and developing his subordinates. The leader must be a person-builder. This, of course, is a basic test of true leadership.

Instructions should always be clearly given so that the recipient has a complete understanding of what he is to do.

Understanding Individuals

The leader will understand each individual in his group and recognize their capabilities. He will recognize that each person is unique. He will build confidence in his people and help them find satisfaction in their work.

Handling Mistakes & Grievances

A leader is a problem preventer. If problems do arise, they must be handled in a constructive manner. To understand the problem, the leader must listen to those involved and hear what is said and then evaluate objectively.

Develops Group Action

The leader must be skilled in getting group thinking, group feeling, and group action. To achieve this he must build within the group a feeling of respect. The group must feel that they are participating in a sincere activity and not being used.

Expresses, Persuades, Inspires

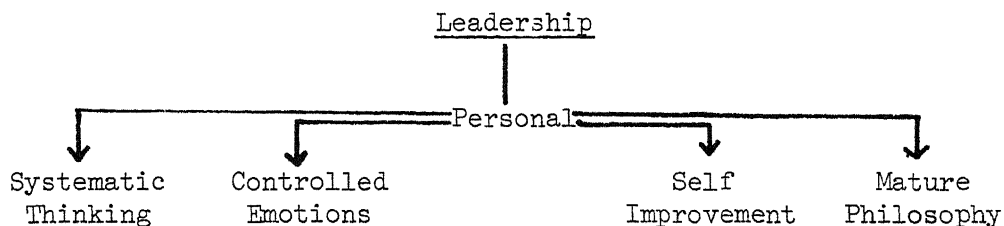
The leader is effective in expressing his ideas. He makes intelligent reports, either verbally or in writing. He is persuasive and he is able to inspire others. These skills are required if he is to stimulate suggestions, develop a sense of participation, build morale, teamwork and enthusiasm.

Human Relations Aspect-Summary

The human relations aspect of leadership is the ability to maintain wholesome human relations, develop the employee and stimulate cooperative effort.

The Personal Aspects of Leadership

The third aspect of leadership concerns the leader personally. Self-mastery is basic to the leadership of others. Many of the difficulties that the leader faces revolve around this point. The leader is usually so wrapped up in his work and his contacts with other people that he fails to see the personal problems that lie within himself. Yet he cannot hope to understand others fully until he understands himself. The personal aspects of leadership can be taken up under four headings: Systematic Thinking; Controlled Emotions; Self Improvement; Mature Philosophy.



Systematic Thinking

The skilled leader must know how to think systematically, how to collect the facts, analyze facts, make unprejudiced judgments and wise decisions. In much of his thinking he will have to judge and decide. The systematic approach is what he will need to use in order to do this with a minimum of error.

Controlled Emotions

The leader must be a good manager of his own feelings, emotions, and attitudes. He needs to develop poise, self-confidence, maturity, balance and stability.

Patience and self-control are particularly needed. Trying circumstances seem to go hand in hand with the leadership job. Since the leader's emotions are contagious, he must control himself if he is to expect control from others. He must remain calm in front of his employees even though he may be nervous and excited.

The leader's attitude is also contagious. The leader who has a healthy, positive outlook on life is a stabilizing influence. His attitude should also reflect understanding and sympathy for the problems of others. In his contacts with employees he must be open-minded, receptive to suggestions and sympathetic toward the feelings and complaints of others. He must listen and hear.

Self Improvement

The leader must understand himself. He constantly looks into his own personality for ways to improve himself. The leader must study

his own mannerisms and personal traits to understand how they affect others. He must continually improve himself. His conduct at all times must inspire respect and loyalty on the part of those who follow him.

### Mature Philosophy

The spirit of the organization (large or small) is usually determined by the men who lead it. Few leaders care to recognize or accept the responsibility they bear for affecting the lives and happiness of their subordinates. We tend to manage in the way we have been managed. Because of this the philosophy of those at the top permeates downward to the lower levels of the organization.

A good organization cannot survive for long without good leadership. On the other hand, many a poor organization has been improved immeasurably by the installation of a new and dynamic leader as its head.

It is the first responsibility of a leader to recognize and accept the importance of his function to the organization and to realize that everything he says or does is magnified by his organization contacts.

If the organization is thus so dependent upon the leader, what then does a leader depend upon? A leader must depend upon a strong personal philosophy of life, consistent with human values, and consistent with a changing world. The foundation stones of the executive philosophy are as follows:

- a. The person is the most important asset of the firm.
- b. Each person is unique
- c. We have to deal with the whole individual, not just time, energy, knowledge, skill and experience required on the job.
- d. Every person has a right to self-expression and self-realization on, in, and throughout his job.
- e. The job of management is to maintain a balance between the benefits to:
  1. Owners
  2. Consumers
  3. Employees
  4. The public and the Community.

Perhaps there are other foundation stones that should be added. However, if the leader will consider these and what they mean to him and his present job, he will be well on the way to developing a philosophy that will help him to master himself and help him to lead others.

Suggestions for Improving Leadership Ability

1. Be technically and tactically competent.
2. Know your people and look out for their welfare.
3. Know yourself and seek self-improvement.
4. Keep your people informed.
5. Set the example.
6. Train your people as a team.
7. Make sound and timely decisions.
8. Develop a sense of responsibility in your subordinates.
9. Seek responsibility and accept responsibility for your actions.
10. Insure that each task is understood, supervised and accomplished effectively.
11. Delegate responsibility and authority in equal amounts.