IT'S ALL ABOUT LEADERSHIP: ARE YOU A LEADER?

Asst. Prof. Gessanee Maneerutt
International College, Rangsit University Pathum-Thani, Thailand

Abstract

Many may question what leadership is all about. What characteristics does a good leader have? What are the qualities of a good leader? What leadership qualities do I have? Am I a leader? Where should I kick off if I want to be a good leader? What measurement do I use to evaluate my leadership quality? Of course, there are many more questions to ask when it comes to have a close look at our own qualities.

Accordingly, the major purpose of this study is to share some knowledge and thoughts on leadership quality and concern on related matter. In addition, the intention to point out here is to increase awareness of viewers to observe and investigate your self's leadership potentials based on the truth that every individual has owned leadership-by-nature, though at different degrees judged from performance and attitudes reflected through behaviors.

In addition, there are two leadership self-assessments at the end of this article; one is the self-assessment on leadership potentials and the other is on readiness to be a leader. This may enable viewers to evaluate their leadership quality and enlighten how to develop their leadership potentials. The purpose of these self-assessments is to envision viewers of what, where and how to kick off one's leadership development.

บทคัดย่อ

ผู้คนมากมายอาจตั้งคำถามว่าความเป็นผู้นำคืออะไร เกี่ยวข้องกับอะไรบ้าง ลักษณะของผู้นำที่ดีประกอบด้วยอะไรบ้าง อะไรคือคุณสมบัติที่ดีที่ผู้นำพึงมี แล้วตัวเรามีอะไรบ้างที่เป็นคุณสมบัติของผู้นำ เราเป็นผู้นำหรือไม่ เราควรจะเริ่มต้นตรงไหนในการที่จะเป็นผู้นำที่ดีได้ มาตรการอะไรบ้างที่จะใช้วัดความเป็นผู้นำของเราได้ และแน่นอนยังมีคำถามอีกมากมายเกี่ยวกับความเป็นผู้นำเมื่อเราหันกลับมามองตัวเราเองอย่างลึกซึ้งว่า เรามีคุณสมบัติมากน้อยเพียงใด

ดังนั้น วัตถุประสงค์หลักของการศึกษาในครั้งนี้ ก็เพื่อที่จะแบ่งปันความรู้ ความคิดเห็น และข้อกังวลอื่นๆ ที่เกี่ยวข้องกับความเป็นผู้นำ นอกจากนี้แล้ว ผู้เขียนยังมีความตั้งใจที่จะให้ผู้อ่านเพิ่มความตระหนักในการที่จะสังเกตและตรวจสอบศักยภาพความเป็นผู้นำของตนเองบนพื้นฐานความจริงที่ว่า โดยธรรมชาติทุกๆ คนมีความเป็นผู้นำ แม้ว่าจะมีในระดับที่มากน้อยแตกต่างกันไป โดยวัดจากการปฏิบัติและทัศนคติที่สะท้อนออกมาจากพฤติกรรมที่คนๆ นั้นแสดงออกมา

นอกเหนือจากนั้นแล้วยังมีแบบประเมินตัวเองแนบท้ายสองชุด แบบประเมินตัวเองเรื่องศักยภาพความเป็นผู้นำ และแบบประเมินตัวเองเรื่องความพร้อมในการเป็นผู้นำ แบบประเมินตัวเองนี้อาจช่วยให้ผู้อ่านประเมินคุณภาพความเป็นผู้นำของตนเอง และทำให้เกิดความชัดเจนว่าจะพัฒนาศักยภาพความเป็นผู้นำของตนเองได้อย่างไร โดยวัตถุประสงค์ของการทำแบบประเมินตัวเองทั้งสองนี้ เพื่อให้ผู้อ่านได้เกิดความเข้าใจว่าควรจะเริ่มต้นพัฒนาภาวะความเป็นผู้นำของตนเองโดยเริ่มจากอะไร ที่ไหน และอย่างไร

Introduction

Since 2009 I have taken a role as full-time lecturer whose major duty emphasizes on teaching development and searching for academic advancement. I enjoy teaching a lot, especially IMG436/IRD336 Leadership Negotiation and Conflict Management. The essence of this course includes leadership theories, practices and factors regarding leader designation, methods of management, human relationships, negotiation, conflict resolving, leadership influence on group behavior and decision-making. The success and failure of leadership and group performance, nature and types of leadership including leadership adjustment to suit given situations are covered in teaching and learning process.

Students in my class are around 20-22 years of age, multi-nationals; Asian, European and American students. The combination of students with different nationalities, backgrounds, cultures, and therefore, different perceptions, creates specific class environment and atmosphere which builds up class uniqueness. Under this circumstance, it is interesting to observe how individual student behaves towards their classmates and reacts to class activities such as sharing opinions in group discussion, presenting their researched assignments in front of the class and more.

The real challenge is how to make the very abstract leadership contents well-understood by students who have different background and limit work experience, how to inspire and convince the youngsters to realize and insight the leadership potentials they

have, how to diversify the perspectives on leadership. To be able to do so, a variety of approaches together with real-life examples are used to explain the significant & abstract leadership theories to enable them to envision how successful leaders perform. Along class proceeding, students will have opportunity to practice and develop their leadership competence through various self-assessments, class activities and home-work exercises.

Objectives

The objectives of this article are:

1) to share the knowledge on what knowledge a leader should know, what qualities an effective leader should have, how a good leader performs, and what & how to develop your own potentials,

2) to better understanding the essence of leadership and its influence on work performance,

3) to insight on leadership qualities which viewers have, though at different degrees, leadership strengths and weaknesses of an individual, and

4) to increase awareness of leadership improvement for future success.

Actually, there is no magic or miracle that the essence of leadership knowledge shared in this article may bring to viewers without a good practice. However, I do hope that viewers of this article, whoever they may be - faculty or department leaders, instructors, staff members, and students, especially near graduate students, would better understand the essence of leadership and insight its impact and influence which may lead to self-development into the future. Then, I would consider as a success in writing this article.

Essence of Leadership Content and Theories

In relation to leadership, living examples are witnessed on daily basis. There are many who usually demonstrate leading in action. By observing such behaviors, viewers can relate their leadership performance to the theories, styles and models presented in the text. You may find it interesting that people react to the same stimulus differently. This may cast the doubt why different. The following details may give you thoughts to answer such doubt.

Just imagine that you are graduated, get a job and are assigned to lead a team. What would you do? How to integrate with your group members and work together successfully?

There are nine major areas that an effective leader must learn and clearly understand as follows:

1. Leadership Definition
2. Leadership Qualities
3. Leadership roles and responsibilities,
4. Nature of followers,
5. Leadership behavior and performance,
6. Leadership attitude,
7. Leadership power, and
8. Derailed Leadership
9. Leadership Self-Assessment

I. Leadership Definition

On the topic of leadership, when people think and talk of a leader, most often what comes up in their mind is the images of such acquainted public leaders who are acting in command such as high-profile political leaders, well-known bankers, worldwide corporate leaders, army commanders, country leaders, etc. It is interesting to know how these leaders are able to rule their mind when thinking of the leader they look up to, why they are so influential, what qualities they do have and demonstrate in public, why certain leaders have ability to lead dedicated followers while others don't, etc. For examples why Abraham Lincoln, Mahatma Gandhi, Mother Theresa, John F Kennedy, Martin Luther King, Adolf Hitler, even some super stars like Marilyn Monroe, have been so much world-widely-known and still influential through history even after death.

From various studies, there is no one researcher who can exactly define the term "leadership". To explain its definition, many researchers describe its meaning based on certain key performances, behaviors and/or qualities of effective leaders to identify the meaning of leadership. It is because the leadership content including related issue is quite abstract. However, if you really want to improve and enhance your leadership potentials, you can make it.

As the reason, the definition of Leadership is concluded as follows:

- It has no one universal definition, but rather it has many different definitions
- It is complex and thus hard to define
- It is the influencing process of leaders and followers to achieve organizational objectives through change *(Achure & Lussier, 2010: 5-8)*

In conclusion, a better-understood definition of leadership can be defined through the combination of performance and relationship among top management, leader him/herself and followers, how influential leaders have on followers, how leaders lead to achieve the organization objectives and inspire change including how leaders mingle well with top management, followers and others. And such combined definition can give viewers picture of qualities a leader should have.

II. Leadership Qualities

Talking about leadership qualities, in general, when it comes to performance assessment such as quarterly evaluation, half-year assessment or annual appraisal of working performance, leaders are those who will judge followers based on their work achievement - whether their performance meets the goals. In similar fashion, leaders are as well evaluated of their qualities by top management and followers. Even more serious because leaders' qualities are evaluated based on their performance which meets organizational objectives plus their leadership style that followers accept and recognize their leadership competence. In this regards, it is so difficult to assess leadership effectiveness and different indicators must be used to assess leadership qualities *(Yulk, 2006: 3)*.

And therefore, organization, CEO and employees are the three parties who closely involve in such appraisal proceedings to identify qualities of each party. And the end-result will be translated into the needs such as promotion, salary increment, bonus etc.

In relation to this, leadership qualities can be segmented into five key elements as follows:

1) Leaders-Followers

Leaders and followers are hooked together. Each party performs according to their roles and sometimes shifts their roles when necessarily needed. In this area, definition of leadership is the influential relationship between leaders and followers. This means leaders influence on followers and followers influence leaders.

2) Influence

Influence is the essence of leadership because influence is the process of a leader communicating ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through change.

3) Organizational objectives

"Effective leaders influence followers to think not only of their own interests but also of the interest of the organization through a shared vision" Therefore, effective leaders set clear goals that will lead organization to better performance and better future.

4) Change

The questions of why relating leaders-followers, why influencing and why setting goals, the answer is all about change. Organizations need to change to meet with changing environment. A good example is Thailand has to change to meet with the ASEAN change which no change means no survival.

5) People

Because the role of a leader is about to lead other people, it is significant that a leader must have good people skills - the ability to get along well with others. Effective leaders have effective people skills - the skills to get along with followers, to enjoy working together, to assist followers to achieve their objectives. People skills leaders should have are considered more important than computer skills. Therefore, for leaders, having good people skills is the tool to success. *(Achua & Lussier, 2013: 6-9)*

In conclusion, leadership qualities can be judged by leadership successful performance meaning how a CEO's performance meets the expectation of organization and followers and good relationship leaders have with both top management and their workforce. To address in short, "good leadership is all common sense". (Hughes, Ginnett and Curphy, 2009: 14)

III. Leadership Roles and Responsibilities

Holding a leading position of an organization is a complex role and responsibility-many admit that leading is an artistic performance. According to this regards, many experts in leadership have concluded that in general, there are 10 common roles under major 3 areas of responsibilities that CEO and leading managements of worldwide organizations have to take more or less as core duties under their managerial responsibilities.

These 10 roles are as follow:

I. Interpersonal Roles

There are 3 common roles under this area of responsibility as follows:

1) Figurehead -official representative of organization

Particularly high-ranking leaders are inevitably engaged in social functions such as meeting with the press, international conference, business forum, ceremonial activities, and more. Quite often, in every organization, managerial leaders take a role as official representative to entertain clients and visitors, receive outsiders, and escort official visitors.

2) Leader - team leader

A key performance of a leader is to lead a team effectively. Activities contributing to this role include holding meetings, initiating activities that give recognition for the team accomplishment, increasing team morale, participating team members in discussion and decision-making.

3) Liaison - networking and relationship builder

CEO's and leaders taking this role is when they are to contact, network, develop and maintain relationship with people outside the organizational unit. Duty under this role includes serving on members with committees outside the organization, attending professional meetings/gatherings, keeping in touch with related parties. Conduct upon the duty enables the leaders' to enhance their power, influence, and politicking.

II. Information Processing Roles

There are 3 common roles under this area of responsibility as follows:

4) Monitor - information gatherer/manager

CEO's and leaders performing this role is when they need to seek, survey and gather information from various means and sources (reading memos, reports, newspaper, publications etc., talking to others, attending internal and external meetings and so forth) in order to identify threats and opportunities including to understand what is/are going on outside the organizational units. This role helps CEO's and organizational leaders to analyze existing problems, gain solutions and therefore, be able to stand firm under shaking/critical situations. This role enables CEO's and leaders to be effective especially when serving as a spokesperson or an information disseminator.

5) Disseminator - information distributor

There are various information the CEO's and leaders need. After a careful screening process, some information CEO's and leaders have to pass on to others who may need it, some is "for management only", or some is needed to advance the organization. Information dissemination can be done in various forms such as written documents - email, memos, letter, ending voice-mail, one-on-one discussions, etc.

6) Spokesperson - representative of the organization

There are certain situations that call for CEO's and leaders to perform as organizational spokesperson, especially when they are to provide information to people outside the organizational units such as other departments, customers, the press, suppliers and so forth, or even when they have to give a report to upper managements such as board of directors, business owners, stakeholders and so forth. (Dubrin, 2007:13-15)

III. Decision-making Roles

There are 4 common roles under this area of responsibility as follows:

7) Entrepreneur - organizational developer/ improver/innovator

CEO's and leaders implement this role when they push forward innovating and initiating improvements to advance their organization. Other leadership role closely link to entrepreneur is the role of monitor dealing with gathering and managing information.

8) Disturbance-handler - problem fixer/corrector

CEO's and leaders implement this role when they push to improve the existing situations. Under changing, improving or developing conditions, some of the improvement projects are supervised directly by designated manager and some are delegated to subordinates to implement the planned circumstance.

9) Resource-allocator - planner, budgeter

Gary Yukl (Leadership in Organization, 2006, p 33) indicated that managers exercise their authority in order to allocate resources such as money, personnel, materials, equipment, facilities and services. Within this management process, resource allocation is involved in managerial decisions - what to be done, in the manager's authorization of subordinates' decision, in the preparation of budgets, and in the scheduling of the manager's own time. By retaining the power to allocate resources, the manager can maintain the control over strategy information and act to coordinate and integrate subordinate actions in support of strategic objectives.

10) Negotiator -

A part of assigned job description of almost every manager is to make deals or to negotiate with other for needed resource. Researchers have identified three specific negotiating activities - 1) bargaining with supervisors for funds, facilities, equipment, or other forms of support, 2) bargaining with other units in the organization for the use of staff, facilities, equipment, or other forms of support, and 3) bargaining with suppliers and vendors for services, schedules and delivery times. (Achua & Lussier, 2013: 13-16)

Based on the above 10 roles, it is clear to conclude that a CEO and/or a manager have to implement each role at different time under different circumstance to fulfill his/her duty whether or not they may like it. The description of the leadership roles and responsibilities is described the meaning of leadership, how leadership affects organization performance, including the very many activities carried out by leaders. Some experts said "everyone can be a leader but not everyone could be an effective leader".

IV. Nature of Followers

To be able to take a lead successfully, it is important that a leader understands nature of his/her followers. In this regard, Abraham Maslow presents his Content Motivation Theories and Hierarchy of Needs Theory that a leader can use the "followers' needs" to lead and to inspire them to achieve the set goals.

According to this, there are 5 basic needs of followers as follows:

1) Physiological needs: These needs means the needs for air, food, shelter, sex and relief from ailment. These are the basic need of all creatures - human being, animals including plants.

2) Safety needs: Following after physiological needs is the needs for safety and security which everyone, you and me, all need.

3) Belongingness needs or social needs: Beyond the needs for safety and security, we all needs to be loved, needs for friendship and belonging. Everyone needs group and society to belong to.

4) Esteem needs: After the social needs are met, people do not stop needing because what they want next are the needs for ego, status, self-respect, recognition for accomplishments plus feeling of self-confidence and prestige.

Self-actualization needs: This is the highest level of needs everybody wishes to have. This means to develop one's full potential to seek growth, achievement and advancement. *(Achua & Lussier, 2010: 74-76)*

Besides the 5 needs that leadership must know in order to understand followers including themselves clearly; moreover, there are three types of subordinates or followers that a leader must know in order to manage them efficiently as follows:

The Need for Achievement (n Ach)

Employees with a high need for achievement, whose nature is eager for Success, leader should:

- Give them non-routine work
- Give them challenging tasks with clear, attainable objectives
- Give them fast and frequent performance feedback
- Give them increased responsibility for doing new things
- Keep out of their way

The Need for Power (n Pow)

Employees with a high need for power, whose nature is eager for Power, leader should:

- Let them plan and control own jobs
- Include them in decision making
- Let them work alone rather than on teams
- Assign them to a whole task rather than part of a task

The Need for affiliation (n Aff)

Employees with a high need for affiliation, whose nature is eager for Friendship, leader should:

- Have them work on teams
- Give lots of praise and recognition
- Have them train and orient new employees
- Let them serve as mentors

(Achua & Lussier, 2013: 40-42).

V. Leadership Behavior and Performance

There are leadership styles and models presented by leadership experts of various universities in USA as following. The intention is to point out that the common ground of a leader's behavior and performance is affected by leader's belongings of:

Personality traits - distinctive characteristics accounting for leadership effectiveness

Skills - ability to perform well usually gained through training and experience

Attitudes -positive or negative feelings about people, things and issues

The U. of Iowa *(Achua & Lussier, 2010: 64-65)* presents two leadership Styles as follows:

Autocratic leadership style:

- Leader holds decision making
- Direct subordinates what to do
- Closely supervise them

Democratic leadership style:

- Leader encourages participation in decision making
- works with subordinates to determine what to do
- does not closely supervise them

The U of Michigan *(Achua & Lussier, 2010: 66-67)* presents two leadership styles as follows:

Job-centered leadership style:

- The leader takes charge to get the job done
- The leader closely directs subordinates with clear roles and goals
- The leader tells subordinates what to do and how to do it

Employee-centered leadership style:

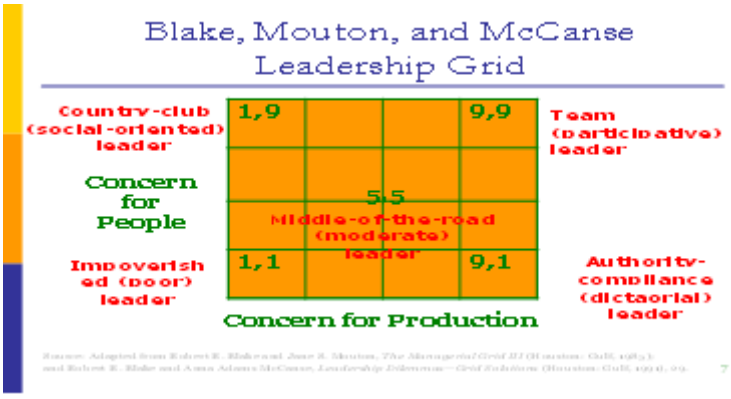
- The leader has scales measuring two employee-oriented behaviors of supportive leadership and interaction facilitation
- The leader focuses on meeting the human needs of employees while developing relationships
- The leader is sensitive to subordinates and communicates to develop trust, support, and respect

The Ohio State U. *(Achua & Lussier, 2010: 66-72)* presents four behavior-based Leadership styles based on Structure and Consideration behaviors as follows:

- Structure behavior: Focuses on getting the task done. Leaders according to this style have high concern for task achievement and low concern for followers.
- Consideration behavior: Focuses on meeting people's needs and developing relationships. Leaders according to this style have high concern for keeping good relationship with followers and less concern for task achievement.

(Gessanee Maneerutt, 2011: PPT presentation as teaching materials for leadership course)

However, it is generally accepted that there is NO ONE BEST leadership style, therefore, CEO, managers and leaders in organization must have a good judgment and are flexible and well-adjusted to react to different contexts and scenarios which leadership style may fit most. Regarding to this, Blake, Mouton and McCanse presented their leadership Grid as a shift of leadership research as follows:



(Gessanee Maneerutt, 2011: PPT presentation as teaching materials for leadership course)

In leadership management, the leader's personality also plays an important role in success or failure of organization. Below are the five models of leadership personality which viewers can gain thoughts of which similar to your personality and therefore can adapt to better your performance.

(Gessanee Maneerutt, 2011: PPT presentation as teaching materials for leadership course)

In addition, There are nine traits that effective leaders must consider what quality they should have in order to take a good lead and have ability to influence followers to success. The nine traits are as follows:

(Gessanee Maneerutt, 2011: PPT presentation as teaching materials for leadership course)

VI. Leadership Attitude

There are two theories related to leadership attitude and the consequences. These two theories are called Theory X and Theory Y. The main point is to explain and predict leadership behavior and performance based on the leaders' attitude towards followers and the consequence of attitude a leader has which affects followers' performance at work. *(Achua & Lussier, 2013: 47-48)*

Theory X Attitude: Leader with negative attitudes toward employees and therefore consequence the negative performance:

- Employees dislike work
- Employees must be closely supervised

- Leaders/Managers display more coercive, directive, dictatorial leadership
- Managers use external means of control, such as threats and punishment

Theory Y Attitude: Leader with positive attitudes toward employees and therefore consequence the positive performance:

- Employees like to work
- Employees do not need to be closely supervised
- Leaders/Managers display more participative leadership

The attempt of presenting Theory X Attitude and Theory Y Attitude is to explain and predict leadership behavior and performance based on the leader's attitudes about followers. As the reasons, performance the leaders have towards followers and reaction or response followers have towards leaders is the reflection of attitude formed in both of them. Say in short, positiveness brings in the positive while the negative projects the same nature.

VII. Leadership Power

In addition, there are seven sources and types of power a leader need have in order to use them as tools to increase efficiency at work. *(Dubrin, 2010: 47-48 and Achua & Lussier, 2013: 141-151)*

Legitimate Power is the power a leader gain from the position assigned. Most day-to-day subordinates' interactions are based on this type of power

Reward Power is the power a leader use to influence subordinate to work towards the set goals.

Coercive Power This type of power involves punishment and withholding of rewards to influence or enforce work compliance. Overuse this type of power will create hostility and opposition.

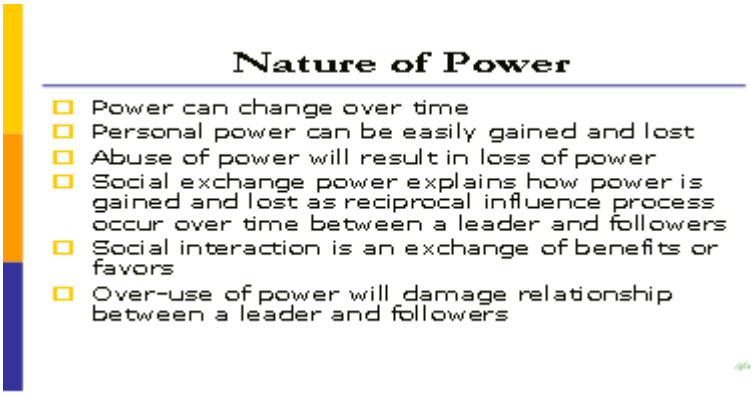
Information Power is based on the leader's data desired by subordinates.

Referent Power depends on the leader's personal relationships with others.

Expert power is the power based on the leader's expertise and wisdom.

Connection Power is based on the leader's relationship with influential people. This type of power is a form of organization politics.

In relation to "power", the truth that a leader must understand is having power is not definite or sustainable because power is influential differently depending on working context and environment plus working culture. Therefore, different organizations have more or less different sources of power as well as different styles of using power but the expected outcome is similar in all organizations. This means no matter what and how, the results must meet the goals.



(Gessanee Maneerutt, 2011: PPT presentation as teaching materials for leadership course)

VIII. Derailed Leadership

The nature of leadership is rising and falling, if not being held carefully. There are six major reasons of why leaders mismanage their roles may lead their team to failure. The below leadership behaviors are what effective or successful leaders must avoid NOT to perform towards followers. Some of such behaviors may look like "NO BIG DEAL!", but such simple-look conduct may turn to be serious issues when it leads to the "life or death" situation. *(Achua & Lussier, 2010: 34-35)* The DON'T behaviors are as follows:

(Gessanee Maneerutt, 2011: PPT presentation as teaching materials for leadership course)

Conclusion

As mentioned in the part of leadership definition, there are five factors that leaders in organizations have to deal with - work along with followers/others, influence followers/others to perform effectively, lead followers/others to achieve organizational goals, initiate change for the better future, and demonstrate good leadership skills.

In general, it is reasonable to recognize that leadership theories give thoughts to leaders to enable them to take a lead effectively according to assigned role and responsibility. In addition, understanding nature of followers can help leaders to react to different context and scenario. This gives guideline to leaders so that they can fleximize and adjust their managerial style to fit with encountering situation.

Due to my concern, it is not necessary that we would be able to lead others well or not. But the ability to lead ourselves to success is more essential for living a good life; at home and at work. Like what wise man said "the greatest victory is to win their heart".

IX. Leadership Self-Assessment

Below are 2 self-assessments that viewers can investigate the amount of leadership potentials you have - strengths and weaknesses. The answers from these two self-assessments may not be fully accurate, but I do hope that they will, at least, give you ideas of what and how to improve yourself.

Self-Assessment I: My Leadership Potentials

Instructions

As with all statements in this self-assessment, there is no right or wrong answers, so you should be honest in your answering so that you can understand yourself and your behavior as it relates to your leadership potential.

Read each statement carefully and consider what degree of like it is to your characteristics. Give score to each statement according to the following criteria;

5 = The statement is **totally** like you.
4 = The statement is **usually** like you.
3 = The statement is **more** like you.
2 = The statement is **slightly** like you.
1 = The statement is **usually not** like you.
0 = The statement is **not** like you **at all.**

My Behaviors	5	4	3	2	1	0
1. I am interested in and willing to take a lead or take charge of a group of people.						
2. When I am not in charge, I am willing to give input to the leader to improve performance.						
3. I am interested in and willing to get people to listen to my suggestions and to implement them.						
4. When I am in charge, I want to share the management responsibilities with my group members.						
5. I want to have clear goals and to develop and implement plans to achieve them.						
6. I am interested in and willing to get people to listen to others' suggestions and to implement by myself.						
7. I like to change the way my job is done in order to learn and do new things.						
8. I enjoy working with people and helping them succeed.						

Scoring your answers: Add the numbers you tick for each statement. Your total score is _____ / 40.

SCORING AND INTERPRETATION

Calculate your total score by adding the numbers you circled. A tentative interpretation of the scoring is as follows:

- Above 25 High leadership potential. You have high potential to be an effective leader.
- 15-25 Moderate leadership potential. You can develop and increase your leadership ability.
- Lower than 15 Low leadership potential. You must work hard and persis tence to increase your leadership ability by applying leadership principles and theories to your personal and professional lives. *(Achua & Lussia, 2013: 5-6)*

Self-Assessment II: Readiness to Be a Leader

Instructions

Indicate the extent to which you agree with each of the following statements, using the following scale:

1 = disagree strongly, 2 = disagree, 3 = neutral,
4 = agree, 5 = agree strongly

My Behaviors	5	4	3	2	1
1. It is enjoyable to have people trust and follow me for ideas and suggestions.					
2. It would be accurate to say that I have inspired other people.					
3. It's a good practice to ask people challenging questions about their work.					
4. It's easy for me to compliment others.					
5. I like to cheer people up when my own spirits are down.					
6. What my team accomplishes is more important than my personal credit.					
7. Many people follow my ideas.					
8. It is enjoyable to have people trust and follow me for ideas and suggestions.					
9. I would enjoy coaching other team members.					
10. It is important to me to recognize others for their success.					
11. I would enjoy entertaining visitors to my company even though it interfered with finishing my report.					
12. It would be fun for me to represent my team at gatherings outside our department.					
13. The problems of my teammates are my problems too.					
14. Resolving conflict/fixing problem is an activity I enjoy.					
15. I would cooperate with any other department in the same organization even though I disagree with the position taken by members of that department.					
16. I am an idea generator on the job.					
17. It is fun for me to bargain whenever I have the opportunity.					
18. Team members listen to me when I speak.					
19. People have asked me to assume the leadership if an activity several times in my life.					
20. I have always been a convincing person.					

Scoring your answers: Add the numbers you tick for each statement. Your total score is _____ / 100

SCORING AND INTERPRETATION

Calculate your total score by adding the numbers you circled. A tentative interpretation of the scoring is as follows:

- 90-100 High readiness for the leadership role
- 60-89 Moderate readiness for the leadership role
- 40-59 Some uneasiness with the leadership role
- 39 or less Low readiness for the leadership role

If you are already a successful leader and you scored low on this questionnaire, ignore your score. If you scored surprisingly low and you are not yet a leader, or are currently performing poorly as a leader, study the statements carefully. Consider changing your attitude or your behavior so that you can legitimately answer more of the statements with a 4 or a 5. Studying the rest of this text will give you additional insights that may be helpful in your development as a leader. *(Dubrin, 2007: 11-13)*

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Teaching materials

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