"leadership is everyone's business" Can this not be true?

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Abstract- The purpose of this study is to debate what is meant by the phrase, "leadership is everyone's business"-can this not be true. In debating this phrase, we shall define the term leadership. Various scholars have defined leadership in different terms and this paper shall attempt to look at the different leadership theories, types of leadership and their implications on the topic under debate. This purpose shall among others look at the following theories and types of leadership, situational leadership, transactional leadership, adaptive leadership and the path goal theory among others. The paper shall also look at the difference between leadership and management, leadership and followership, the various myths about leadership together with the various stages of leadership. This will all be in attempt to establish the meaning of the phrase, "leadership is everyone's business" in full context. The topic under debate has wide reading material to such an extent that there are a lot of books with the same title under debate. The conclusion that appears to be in most of the literature is that everyone is a leader in their own spheres of influence; hence leadership is a duty for everyone, both the discerning and non-discerning individuals at whatever stage of the organization one is in.

Index Terms- Leadership, Management, Followership, theory, servant leadership, influence, superior, subordinate relationship, policies and practices, methods, management, employees,

I. INTRODUCTION TO LEADERSHIP

To establish a good foundation for our debate, we shall define the main term which is leadership. Leadership has been traditionally defined as, "a process of social influence, which maximises the efforts of others towards achievement of a goal." as stated by Amanchukwu, Stanley and Ololube, (2015).The further state the following key principles in defining leadership,

   i.   That leadership stems from social influence, not authority or power;
   ii. That leadership requires others and that implies they do not need to be direct reports;
   iii. That there is no mention of personality traits, attributes or even a title;
   iv. That there are many styles and many paths to effective leadership;
   v.   That it includes a goal, not influence with no intended outcome;

The above definition is however the conventional definition which has been adopted. Various authors and respected business thinkers have defined it in different manners. We shall look at a few of those as follows;

Drucker (2010): "The only definition of a leader is someone who has followers."
Bennis (2002): "Leadership is the capacity to translate vision into reality."
Gates (1998); "As we look ahead into the next century, leaders will be those who empower others."
Maxwell (2003): "Leadership is influence – nothing more, nothing less."

There are also other authors who define leadership by comparing it with certain aspects, such as management, followership and influence among other factors.

Leadership vs. Management

Traditionally leadership has been defined by its alleged opposite, that is management. Management is concerned with executing routines and maintaining organisational stability. It is essentially concerned with control. Leadership is concerned with direction setting and is essentially linked with change, movement and persuasion. Management is the equivalent of things that we have seen before whilst leadership is the equivalent of never seen this before.

Leadership

There are many diverse definitions of leadership. Stogdill concluded that "there are almost as many definitions of leadership as there are persons who have attempted to define the concept". While Drucker (2010) sums up that: "The only definition of a leader is someone who has followers. To gain followers requires influence but doesn't exclude the lack of integrity in achieving this". Yukl (1989) states that, some theorists believe that leadership is no different from the social influence processes occurring among all members of a group and others believe that leadership is everything someone is doing in order to lead effective. These definitions present some important questions such as, is leadership a charisma thing or something that can be taught? The answer to this question varies. Although it is unexceptionable that leading isn't easy, leaders should have some essential attributes such as vision, integrity, trust, selflessness, commitment, creative ability, toughness, communication ability, risk taking and visibility, Capowski (1994).

Management

Some writers would define management as an art, while others would define it as a science. Whether management is an art

or a science isn't what is most important. Management is a process that is used to accomplish organizational goals, that is, a process that is used to achieve what an organization wants to achieve. What however may be interrogated is, do leaders and managers have the same role? Can organizations have only leaders or only managers? A well balanced organization should have a mix of leaders and managers to succeed, and in fact what they really need is a few great leaders and many first-class managers (Kotterman, 2006) Managers are the people to whom this management task is assigned, and it is generally thought that they achieve the desired goals through the key functions of planning and budgeting, organizing and staffing, problem solving and controlling. Leaders on the other hand set a direction, align people, motivate and inspire (Kotter, 2001). Other researchers consider that a leader has soul, the passion and the creativity while a manager has the mind, the rational and the persistence. A leader is flexible, innovative, inspiring, courageous and independent and at the same time a manager is consulting, analytical, deliberate, authoritative and stabilizing (Capowski, 1994).

The most important differences between leaders and managers concern the workplace and are concluded in table I below:

Table I

Process	Management	leadership
Vision establishment	- Plans and budgets - Develops process steps and sets timelines - Displays impersonal attitude about the vision and goals	- Sets direction and develop the vision - Develops strategic plans and achieve the vision - Displays very passionate attitude about the vision and goals
Human development and networking	- Organizes and staffs - Maintains structure - Delegate responsibility - Delegates authority - Implements the vision - Establishes policy and procedures to implement vision - Displays low emotion	- Align organisation - Communicates the vision, mission and direction - Influences creation of coalitions, teams and partnerships that understand and accept the vision - Displays driven, high emotion
	Limits employee choices	Increases choices
Execution	- Controls processes - Identifies problems - Solve problems - Monitor results - Takes low risk approach to problem solving	- Motivates and inspires - Energizes employees to overcome barriers to change - Satisfies basic human needs - Takes high risk approach to problem solving
Outcome	- Managers vision order and predictability - Provides expected results consistently to leadership and other stakeholders	Promotes useful and dramatic changes, such as new products or approaches to improving labor relations

Table I: Comparison of Management and Leadership Process Differences in the workplace (Kotterman, 2006)

Theories of Leadership

Because there is no single correct definition on leadership, there have been attempts to theorise leadership. We shall briefly look at the various leadership theories that are in place in an effort to discuss the topic under research herein. There are as many different views of leadership as there are characteristic that distinguish leaders from non-leaders. While most research today has shifted from traditional trait or personality-based theories to a situation theory, which dictates that the situation in which leadership is exercised is determined by the leadership skills and characteristics of the leader ,Avolio, Walumbwa, & Weber, (2009), all contemporary theories can fall under one of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviours or, as they are more commonly referred to, leadership skills. In the more dominant theories of leadership, there exists the notion that, at least to some degree, leadership is a process that involves influence with a group of people toward the realization of goals, Wolinski, (2010). Charry (2012), noting that scholarly interest in leadership increased significantly during the early part of the twentieth century, identified eight major leadership theories. While the earlier of these focused on the qualities that distinguish leaders from followers, later theories looked at other variables

including situational factors and skill levels. Although new theories are emerging all of the time, most can be classified as one of Charry's eight major types:

"Great Man" Theory

Great man theories assume that the capacity for leadership is inherent, that great leaders are born, not made. These theories often portray leaders as heroic, mythic and destined to rise to leadership when needed. The term great man was used because, at the time, leadership was thought of primarily as a male quality, especially military leadership. Ololube, (2013).

Trait Theory

Similar in some ways to great man theories, the trait theory assumes that people inherit certain qualities or traits make them better suited to leadership. Trait theories often identify particular personality or behavioural characteristics that are shared by leaders. Many have begun to ask of this theory, however, if particular traits are key features of leaders and leadership, how do we explain people who possess those qualities but are not leaders? Inconsistencies in the relationship between leadership traits and leadership effectiveness eventually led scholars to shift paradigms in search of new explanations for effective leadership.

Contingency Theories

Contingency theories of leadership focus on particular variables related to the environment that might determine which style of leadership is best suited for a particular work situation. According to this theory, no single leadership style is appropriate in all situations. Success depends upon a number of variables, including leadership style, qualities of followers and situational features, Charry, (2012). A contingency factor is thus any condition in any relevant environment to be considered when designing an organization or one of its elements, Naylor, (1999). Contingency theory states that effective leadership depends on the degree of fit between a leader's qualities and leadership style and that demanded by a specific situation Lamb, (2013).

Situational Theory

Situational theory proposes that leaders choose the best course of action based upon situational conditions or circumstances. Different styles of leadership may be more appropriate for different types of decision-making. For example, in a situation where the leader is expected to be the most knowledgeable and experienced member of a group, an authoritarian style of leadership might be most appropriate. In other instances where group members are skilled experts and expect to be treated as such, a democratic style may be more effective.

Behavioural Theory

Behavioural theories of leadership are based on the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders not on intellectual qualities or internal states. According to the behavioural theory, people can learn to become leaders through training and observation. Naylor (1999) notes that interest in the behaviour of leaders has been stimulated by a systematic comparison of autocratic and democratic leadership styles. It has been observed that groups under these types of leadership perform differently: Autocratically led groups will work well so long as the leader is present. Group members, however, tend to be unhappy with the leadership style and express hostility. Democratically led groups do nearly as well as the autocratic group. Group members have more positive feelings, however, and no hostility. Most importantly, the efforts of group members continue even when the leader is absent.

Participative Theory

Participative leadership theories suggest that the ideal leadership style is one that takes the input of others into account. Participative leaders encourage participation and contributions from group members and help group members to feel relevant and committed to the decision-making process. A manager who uses participative leadership, rather than making all the decisions, seeks to involve other people, thus improving commitment and increasing collaboration, which leads to better quality decisions and a more successful business Lamb, (2013).

Transactional/Management Theory

Transactional theories, also known as management theories, focus on the role of supervision, organization and group performance and the exchanges that take place between leaders and followers. These theories base leadership on a system of rewards and punishments (Charry, 2012). In other words, on the notion that a leader's job is to create structures that make it abundantly clear what is expected of followers and the consequences (rewards and punishments) associated with meeting or not meeting expectations (Lamb, 2013). When employees are successful, they are rewarded and when they fail, they are reprimanded or punished (Charry, 2012). Managerial or transactional theory is often likened to the concept and practice of management and continues to be an extremely common component of many leadership models and organizational structures Lamb, (2013).

Relationship/Transformational Theory

Relationship theories, also known as transformational theories, focus on the connections formed between leaders and followers. In these theories, leadership is the process by which a person engages with others and is able to "create a connection" that results in increased motivationand morality in both followers and leaders. Relationship theories are often compared to charismatic leadership theories in which leaders with certain qualities, such as confidence, extroversion, and clearly stated values, are seen as best able to motivate followers Lamb, (2013). Relationship or transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members, but also on each person to fulfilling his or her potential. Leaders of this style often have high ethical and moral standards Charry, (2012).

Skills Theory

This theory states that learned knowledge and acquired skills/abilities are significant factors in the practice of effective leadership. Skills theory by no means refuses to acknowledge the connection between inherited traits and the capacity to lead effectively, but argues that learned skills, a developed style, and acquired knowledge, are the real keys to leadership performance.

A strong belief in skills theory often demands that considerable effort and resources be devoted to leadership training and development .Wolinski, (2010).

II. CHARACTERISTICS OF A LEADER

The main characteristics that leaders should posses include but are not limited to the following listed:

i. Being technically/academically/practically proficient: As a leader, you must know your job or area of influence and have a solid familiarity with the tasks of your different employees;

ii. Develop a sense of responsibility in your workers: Help to develop good character traits that will help them carry out their professional responsibilities;

iii. Ensure that tasks are understood, supervised, and accomplished: Communication is key. A leader must be able to communicate effectively. Leaders should spend most of their day engaged in communication. Older studies, in fact, noted that organizational leaders (managers) spent 70 to 90 per cent of their time each day on communication and related activities Barrett et al, [2014]);

iv. Keep your workers informed: Know how to communicate with not only junior staff, but senior staff and other key people as well;

v. Know your people and look out for their well-being: Be well versed in basic human nature and recognize the importance of sincerely caring for your workers;

vi. Know yourself and seek self-improvement: In order to know yourself, you have to understand what you are, what you know, and what you can do (attributes). Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self-study, formal education, workshops, reflection, and interacting with others;

vii. Make sound and timely decisions: Use good problem solving, decision making, and planning tools;

viii. Seek responsibility and take responsibility for your actions: Search for ways to guide your organization to new heights. When things go wrong, do not blame others. Analyze the situation, take corrective action, and move on to the next challenge;

ix. Set the example: Be a good role model for your employees. Employees must not only be told what is expected of them, but see leaders embodying organizational qualities and ethics. Leaders must embody what they wish to see in their employees;

x. Train as a team: Do not focus on just your department, section, or employees, but envision the whole organization as an entity that must learn and succeed together; and

xi. Use the full capabilities of your organization: By developing a team spirit, you will be able to employ the abilities of your entire organization towards organizational goals. Bennies (1989).

III. LEADERSHIP STYLES IN A MODERN DAY ORGANISATION

Under this heading we shall briefly touch on two main prominent leadership styles that show fully how leadership is everyone's role, that is transactional style and the transformational style of leadership.

Transactional Leadership.

Transactional leadership style comprises three components that are contingent reward, management-by-exception (active) and management-by-exception (passive). A transactional leader follows the scheme of contingent rewards to explain performance expectation to the followers and appreciates good performance. Transactional leaders believe in contractual agreements as principal motivators Bass, (1985) and use extrinsic rewards toward enhancing followers' motivation. A basic example of where transactional leadership is actively performed is sale by commission basis where an employee is rewarded higher based on good performance compared to poor performance. The situations entailing high degree of precision, technical expertise, time-constraints, particularly in technological intensive environment, we shall prefer transactional leadership whereas, in human-intensive environment, where focus is on influencing the followers through motivation and respecting their emotions on the basis of common goals, beliefs and values, preferable option is transformational leadership style (MacGregor Bums, 2003).

IV. TRANSFORMATIONAL LEADERSHIP

Transformational leaders emboldens followers to attain higher-order needs like self-actualization, self-esteem (Bass, 1985), and are influential in surging followers' motivation in the direction of "self-sacrifice and achievement of organizational goals over personal interests (Bass, 1995). Leaders with Idealized Influence demonstrate heightened concerns and cognizance of followers' needs and generate a sense of shared risk-taking" (Jung et al., 2008). This leadership style, however, does not embrace all of the factors that influence innovation. As per Cummings, Midodzi, Wong, and Estabrooks (2010), "leadership style alone could not be linked to patient mortality". Instead, the researchers examined that when the organization had associated and consistent organizational culture, patient mortality was on downward trajectory. Cummings et al., (2010) observed that regardless of style, "leaders who practiced relational and transformational styles had better quality outcomes than those who demonstrated autocracy".

V. INTERACTION WITHIN AN ORGANISATION

Organizational interaction or communication refers to a relational approach between two or more individuals on the basis of social and organizational structures aimed at achieving goals Ololube, (2012). Given that uncertainty surrounds many situations in organizations, leaders need to be involved with their staff. In this way, leaders can keep focused on key issues and ensure that organizational learning takes place. The quantity and quality of interaction in an organization tends to influence the style of organizational management with the main issue being that employees must work together in order to accomplish tasks.

According to Naylor (1999), for organizations to be effective, managers must constantly share information and have open channels of communication. There must be information of sufficient potential to demand regular attention from leaders at all levels in the organisation. Interpretation of complex data/information should be done in face-to-face discussions with staff where Managers must debate the nature of the data/information and the possible assumptions and actions that results from it Naylor (1999).

VI. THE DUTY TO LEAD

Every employee or individual in an organisation that is result based is a leader in their own respects. Each individual has key result areas that they are supposed to meet. In performance of those key result area tasks, one will also be performing leadership duties. Leadership is not only for those with big office portfolios but it is for everyone. According to Bennis (2002) a leader is one who can transform a vision into a reality. So everyone has a vision and it is that vision which, when translated to reality becomes a leadership. Even a minor child is also a leader in their own right, everyone with a vision is a leader and as such, "leadership is everyone's duty.

VII. CONCLUSION

Having looked at the definitions, theories and also looked at various principles of leadership, it is now critical for us to look at the question, who is the leader in the modern day organisation. When one talks of leadership, it is easy for one to think of the organisations directors, chief executives and the management. However in the modern day organisation, looking at the various definitions put forward, everyone is a leader in their own right. If you are not a leader, in terms of supervising others, you are a leader in terms of organisational goal setting. From the highest level in an organisation, everyone has obligations and duties to perform. A chief executive officer in a company may appear to be the top most and important employee in a company with the biggest perks and benefits, but he can never perform his leadership role effectively if the lowest cleaner is not performing his duties.

A chief executive officer is responsible for the day to day running of the organisations, while a cleaner is responsible for making sure the organisations premises are clean and well kept. Duties and obligations in an organisation may differ, but the leadership roles and duties are the same. The same principles of leadership which apply to the top most employee in an organisation also apply to the lowest ranked employee. What is required will be the synergies between all the various individuals and departments within an organisation. Failure to play leadership roles by either of the individuals in the organisations will result in the whole organisation being affected negatively. So to sum it all up, "**leadership is everyone's business**."

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