LEADERSHIP: WHAT IT IS, WHAT IT IS NOT

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Introduction

Leadership does not lie so much in the leader's respective behavior as in his motives. It can easily be diagnosed through intent. The intent of a person can primarily manifest in two ways. It can be *self-oriented*: i.e. just to take from others or it can be *people-oriented* just to give to others. When it is self-oriented it means the leader is more interested in his own agenda. When the leader is willing to suspend his own agenda and listen to subordinates then he is giving his attention to others. Stephen Covey emphasized that managers manage inside the organization; leaders manage the organization. (Nelson, 2013)

President Dwight D. Eisenhower's definition of leadership revealed that the art of the leader is getting others to follow the rules clearly defined and satisfy the conditions of the task. It is the employee's duty to embrace the mission of the organization and achieve it. (Mielach, 2012)**.** These two experts focused on the self-oriented intent of leadership. These views are based on the pattern 'to get' from others. If the intent of a leader is self-oriented then he shows the power to take from others. People under this type of leadership, have to act like slaves and must be obedient to follow orders and gradually move in their career without any recognition.

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Literature Review

Matt Mickiewicz *asserted that a leader must have a strong vision and have the courage to say no and not strive to make everyone happy. He shows his leadership through his attitude and actions instead of speeches and memorandums.* (Mielach, 2012)**.** In the same way Hopkins (2014) *wrote that a leader has superior knowledge, has wisdom to deal with any problem and power to face the challenges. That makes him famous among his followers. They wouldn't follow him otherwise.* While another characteristic of leadership is that he/she listens to everybody and picks up creative ideas and implements them. The leader should pay more heed and speak less — Jeffery Hayzlett, CEO of The Hayzlett Group. (Mielach, 2012)

Additionally, Rick Campbell, president and CEO shared his definition of leadership that if the people are focused, goal-oriented, willing to follow their leader, which is surely a symbol of the real leader. And if you just follow your leader to achieve your goals then you are following a dictator not a leader and that is not a suitable approach of leadership. (Mielach, 2012)**.** The above quotations show that leaders who follow this approach are goal oriented not people oriented. In their views people are less important than organization's goals. They always prefer goals over their employees which is not the sign of a true leader.

While some authors, (Zenger, Folkman, Sherwin, & Steel, 2012) affirmed that a great leader isn't limited to his position and power. A leader is a person who influences others to reach their destinations. That could only happen if all his followers serve in their capacity to achieve a common goal. Furthermore, another research shows that emotions, attitudes, preferences, and dispositions create tradition and culture. Legitimate diversity issues always a rise among generations. These issues need to be considered for developing vibrant leaders. (Arsenault, 2004). Then again leaders must know about the core value

of their followers to motivate them and communicate them through personal actions. (Fry, 2003)While shared leadership also helps to improve the system and the students' learning outcomes. (Heck & Hallinger, 2009). Malone & Fry (2003) have proposed a leadership model based on empowering the team and endowing the individual with autonomy to foster organizational commitment.

The Intent of a Leader

A leader's benevolent intent makes him a great leader. An ideal leader always takes actions to show care and growth of his employees, while the malevolent leadership intent always focuses on getting from others. Let's talk about the organizational setting to show how employers treat their employees. Organizational Leadership is based on organogram. This is a classic shape of how the hierarchy is created and maintained. When you look closely however an Organogram is shaped like a pyramid. Adriani revealed that in most of the organizations, all managerial and operational levels managed through pyramid model that is clearly and well-functioning framework to manage quality records. (Adriani & Sibinga, 2008)The most biting criticism of this idea that is seen as normal comes from Schuitema(2004) where he calls it an image of subservience. He points out that the pyramid model of leadership in Semitic mythology is most obvious where Moses and Pharaoh are opposite each other. Moses gave freedom to his people which led them towards life while Pharaoh enslaved people. So the balance between the power relation of employee and employer is extremely important. It is not the price of the service, it is acceptance of the justice of a power relationship between them. When employers empower their subordinates the power of their relationship is legitimate. The augmentation suspension of control is the empowerment of employee through employer. So the leader is here to give and act generously with courage. Giving is not about being nice. Giving is about being transactionally correct. The more correct you are, the more peace is likely to prevail. To empower and motivate the employees the leader should follow Care &Growth

Model as a solution. When the Boss wants his work to be done all the time the employee has little morale.

(Schuitema, 2004) introduced The Care and Growth Model™ of leadership. It is a tool of refinement with which a leader is able to find the correct and benevolent responses to emblematic circumstances. It is the basic transactional structure whereby the leader will transform and grow him or her. The effectiveness of this perspective is not administrative but relating to existence. Ultimately the aim is making better human beings. Once this perspective becomes real, the leader changes. Empowering and growing subordinates with great zeal is the main characteristic of a great leader.

Conclusion

A leader pursues through his nature and his capacity unconditional motives. (Schuitema, 2004)Whereas the technocratic style emphasized that all employees have to follow the clearly defined rules because, if they don't, they can neither be controlled nor managed. But one must know that the more you control the less control is possible. As a leader this is very crucial to see from the bird's eye view to empower all employees and motivate them towards an unconditional commitment to excellence. Schuitema, (2004) wrote in his book that nobody cares how long we live because we are all nearing death. The only matter is how honorably we live. And if we live honorably we die honorably. The tagline of the 1997 Oscar Winner for Best Picture BRAVEHEART is: "Every man dies. Not every man really lives" (Wallace, 1995). Actual leadership is to live morally and die morally and live forever in the hearts of their followers. Being unconditional is the trait of a true leader.

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