Leadership Development; The Leader-Follower Relationship

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Abstract: *Throughout history, humanity has nominated individuals anticipated to have great potential and capability to lead (Van Vugt, 2006).Even in the Bible, the Israelites called out for a king and Samuel was directed to anoint Saul their first king (King James Version, 2012).The need for a leader was not because they felt they could not make decisions for themselves but they needed an individual who could make decisions for the whole nation. They needed a leader to offer guidance and responsibility for the harder choices that civilisations would have to go through as a whole (Barnett, 1990). Questions pertaining to the welfare of the whole need one individual with the final say. Do we go to war? Do we move the colony? Is this right or wrong for the whole? The questions that affect the whole were and still are the major causes of disagreement amongst peers. Hence, the concept of leadership was born. Leaders lead and bear the burden of decision making for the whole and followers that follow them trust in their ability to make the best decisions. (Van Vugt, 2006).*

Keywords: Leadership development

1. Introduction

The need to have a leader is not innate to humans only, it's seen across species. For example wolves move in coordinated packs with one alpha male wolf. After a fight to determine the strongest wolf in the pack, the alpha male's position is substantiated through power and strength. Though this ideology is quite inimical**,** the strongest wolf always leads the attack or defense of the pack. It serves to protect its pack as a whole and retains this position for as long as it can defend its pack. The wolf possess the strength and cunningness required for the survival of its pack. This choice in a leader can be closely related to the modern day theory of leadership amongst humans known as the Trait theory (Hall, 2010)

With this in mind the definition of a leader becomes an individual that commands authority over a group, for example a president over a country while a follower is then a person that supports and admires a particular person or set of ideas. One should not ignore the relationship between the two and its co-dependence shall be discussed in detail when explaining the leader-follower relationship (Bass, 1985)

Over centuries there has been a development of different leadership styles such as the popular dictatorship and democratic styles that will be discussed in detail in the next part of this paper (Burn, 1978). There are also theories that have been developed on the usefulness of these styles. Every style has its draw backs that have seen much atrocities occurring in human history but one can neither paint it all black since some great things have come out of these great leaders. (Holland, 2008)

It is evident that the different styles of leaders also produce different types of followers, had it not been so ,one style of leadership would have sufficed. Some followers are like sheep with no opinion for themselves but some are opinionated and demonstrative of their views. This shows the diversity in character of the individuals in society. One must understand that leadership and followership are just different sides of the same coin but in essence are the same coin hence on, they coexist and are extremely interdependent as shall be explained further (Kelley, 1988).

The question then becomes are leaders born or made and whether or not their development is of any necessity? The question of whether leaders are born or made has been an interesting debate in society as most leaders in history are seemingly born and fated to do great things. It seems as if these leaders had everything needed to conquer the world sequenced into their DNA from their moment of creation and the question becomes how true that is (Blake and Mouton, 194). If it is true, then do we really need to develop leadership as a skill when some are born programed? On the other hand, history shows some individuals that have been made by their surrounding into beings of greater callings, shaped by the environment and schooled by its needs to become more than they were born (Deal et al, 2012) If this holds and shows that the ordinary can become extraordinary does it mean any man with the right guidance can rise to any height? Does it mean leadership like any other skill can be developed and honed?

Leadership
Without adding more to it, leadership is the act of giving direction to a group from a position of authority (Barnette, 1994). It goes without saying that leaders are a crucial pillar of society and any organization. The question becomes why, why can there not be an anonymous vote that decides what to do? Why there cannot be a more democratic approach that lets everyone play a role in the final vote? It would make the whole society accountable and no one can cry foul. This would be a perfect ideology but impossible to implement because it is time wasting and impossible to get direction from a large group of people. It would work for small groups but what of larger groups. For example, the whole country cannot sit in one gathering and discuss the way forward, no progress would be made, but they can set time aside and vote for a president, leader who will make the decisions for them. This is the concept of leadership, the need for efficiency within a group (Whitlock, 2013)

So why is leadership important? Well that can be answered by addressing its most important function, management. It is to maximize efficiency and the achievement of organizational goals. The how can be addressed by the following points that address the actions that leaders conduct and giving emphasis as to why a group needs leadership at the top of the hierarchy and at other levels too (Nolan and Harty, 1984)

Initiation of action

Leaders identify the need within a group and initiate an appropriate course of action. They are the point of origin for communication. This communique starts the work required from the formation of ideas, implementation of policies and mapping out the ground work for the plans that result in the needs of the group being met. In essence, leaders provide a structure to the group and with the help of subordinates and effective management can see to it that their goals are achieved (Batteau et al, 2005)

Motivation of subordinates

Though of major concern amongst followers as will further be addressed in another part of this paper is motivation. Followers need to be motivated and preferably they are to be positively motivated but history has shown that negative motivation such as fear as well works. A leader has the responsibility to his followers to push and give incentive and the desire to work (Charan et al, 2001). This could be set about within business organizations in the form of economic or non-economic rewards such as bonuses and promotions, even more work benefits fall into the category (Burgoyne, 2001). In society, motivation lies in the vision of what the leader is building. Furthermore, to leaders the most important group to motivate is their immediate subordinates. This group comprises the enforcers, people who help build the vision, the ones who in essence give life to the dream. They need to believe their leader's vision and relate. It is the leader's responsibility to motivate them (Bird, 1940)

Providing guidance

Leaders also have the role of providing guidance to their followers. Besides giving subordinates tasks, a leader should also assists and understand the needs of their followers when they need further instruction. To effectively give the vision life it requires the leader's presence, commitment to the vision and the followers. (Bennett et al, 2003)

Instilling confidence

The same way they must motivate followers they must instill confidence. Followers have to have confidence in their leaders and this can be done through the clear setting of a goal and a detailed breakdown of the plans to attain these goal. It also involves accommodating the follower's complaints and recommendations by the leader to create a mutual relationship between the leader and followers (Drath et al, 2002)

Morale

By developing trust the leader then boosts morale, not only does a follower need to be motivated, they need to be of high morale. This enthusiasm to contribute directly results in the followers performing at their best. In business it is noted that motivated employees have high morale and always go an extra mile in executing their duties. (Kleiner, 2008)

Building the work environment

From the previous points, it is clear that leaders need their followers and followers require a certain environment in with they thrive. This work environment is built by the leader, they set the tone of the relationship between the two which should be sound and stable hence human relations should remain a fore thought for leaders (Hamel et al, 1998). The ability the leader has to relate to those who follow them has been linked to the reason why many great leaders fall and rise. They should be able to hear and solve their follower's problems and they should always treat them on humanitarian terms. The loyalty of followers like their trust can be earned and then lost and a leader cannot lead with no followers.

The difference between leadership and management

The literature almost universally acknowledges that leadership is not the same process as management although each can involve elements of the other (Mintzberg, 1973; 1990) – See Figure 1.
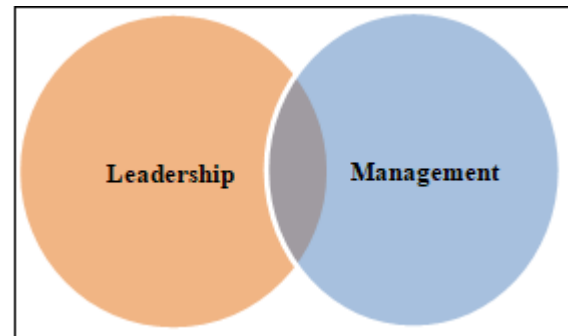

Figure 1: The Relationship between Leadership and Management

The Relationship between Leadership and Management overlaps depending on the situations that need handling. A manager may need to be a leader in some situations but not in others, while a leader may need to manage in just certain scenarios where their guidance is required or may need to be continuously in-charge of everything depending on the nature of the organisation (Blundel & Lockett, 2011).

Different leadership styles

The most crucial factor in leadership, is the alignment between the need and interests of the followers and those of the leader. There has to be common ground for this reconciliation because it is important for a leader to meet these interest (Boyatzis, 1993). This is where the different leadership styles come into play, as mentioned before there is need to match the type of followers one has to the leadership style used. There are three basic leadership styles that are known and from these other types of leadership have been brought forth.

These are the Authoritarian, the Democratic and the Laissez-faire.

The Authoritarian style of decision-making

The authoritarian also known as the autocratic style of decision-making is one of the most common styles in history and is strongly affiliated with tyrants and dictators. It is not a very creative style of leadership and is mostly described as controlling and dictatorial, this is due to the manner in which decisions are made. All decision making power rests solely on the leader with little to no input from the followers, their word is final and is law (Barnett, 1990). There is a clear distinction between the leader and followers who have accepted that they have no sway over their leader (Chaleff, 2003). This style is best suited for situations where there is little time for others to weigh in, when a leader has a split second to make a decision or when the followers are passive (Rost, 2004). Such situations often arise in situations such as war or life and death, but for the day to day decisions outside these said situations.Autocratic leadership in decision-making has often resulted in the rise of tyrants and dictators who are known to serve their self-interests whilst their follower's needs or interests are left neglected. History is filled with individuals that have used this style of leadership and abused it from the first ever recorded dictator Julius Caesar to the notorious Adolf Hitler (Rosenau, 2004). The autocratic style has one fatalflaw, i.e. the leader has absolute authority and an extraordinary degree of personal power. In the case of Presidency, an autocratic leader has the power to make laws, suspend elections, proclaim a state of emergency and repress political opponents without following any lawful procedure. There is no constitutional remedies that limit their power and this alone is dangerous for not all leaders are benevolent.

Case Study 1

(Nayenga, 1979)

TheUgandan president Idi Amin known as the butcher of Uganda due to the astronomical number of people who died at his command, he served as the third president of the country following a military coup from 1971-79. He was born of modest means and started off as an assistant cook for the British colonial army stationed in Kenya in 1946, by 1953 he was a promoted corporal and then Sergeant by 1959. He made his first stake in history as he held the highest office a black man could rise to in the army at that time. By 1964 after the independence of Uganda he became the Deputy Commander of the army and had a strong relationship with the prime minister and then President Milton Obote together they aided the rebels in Congo. In 1971 after a fallout with Obote he led a military coup, deposing the president as well as then making a promise to the people. He promised free and fair elections to restore democratic rule that never came. He declared himself the President of Uganda, Commander-in –Chief of the Armed Forces, Army Chief of Staff and Chief of Air Staff. He went further with these amendments changing the government and he introduced an advisory council that was made up of military officers that were loyal to only him. By the time he fled Uganda in 1979, eight years after his rule began he had committed acts of genocide since 1972 that resulted in the deaths of mostly people of the Acholi and Lango ethnic groups and by the 11th of April that same year his corrupt decisions had all but destroyed Uganda's economy as he had chased out the Asian business owners and ruined relations with the United Kingdom and its allies. He died in Jeddah in 2003 exiled from his homeland.

Any good he did during his rule is overshadowed by the bad and is a classic example of what can happen as a result of the abuse of power that comes with the Autocratic style of decision making. It is also important to note that there have been benevolent dictators in history such as Sir Sereste Khama who governed using the needs of his people during his time as president of the country known today as Botswana, he led with love and support of his people. They did not always agree with his choices but understood his vision and it inspired them.

The Demonstrative or Participative style of decision-making

The second is the Democratic style of decision-making, the ideal construct in which everyone weighs in. It is known to be the most effect leadership style. The leaders retain the final say but make decisions informed by the views of subordinates. They actually listen to the various views of those around them and the inputs of the followers with ideas being freely exchanged. It values collaboration and affirmation of followers (Guthridge and Komm, 2008). The leader has a leadership team with whom they share the decision-making and problem-solving responsibilities though they retain the final say so. Democratic leaders often yield followers of high moral motivated to generate and offer up more to the team and for the team resulting in more creative solutions that are not seen in an Autocratic leadership style that solely depends on the leader's creativity alone (Townsend and Gebhardt, 2008). Its goal is to foster the investment of the followers in the set goals. It is a style that is effective for leaders who value keeping their followers informed about decisions that may affect them, it is for the leaders invested in team building and the personal growth of their followers (Hollander, 1995).

Its drawbacks involve its time and cost efficiency, it is not always practical to get everyone's input on a matter and financially it is not always feasible and there are situations when participative leadership would result incompetency certain decisions and problem solving responsibilities remain the burden of a leader make (Chell, 2008). It is type of leadership that has its basis in flexibility and communication hence it is not adapt for individuals who feel threatened by their subordinates. It also has a drawback when there is a failure to effectively communicate occurs and the goals are not met.

Its benefits align strongly with the current environment we exist in, where followers want and need to be heard. Its including the latter and five other advantages firstly as mentioned before it fosters creativity and ideas, secondly it brings the best out of teams, thirdly it takes the time to take into consideration the input of all the individuals affected by a decision making sure there is an understanding before a decision is made, fourthly it generates a sense of commitment of the followers to their leaders and finally it allows for informed decisions to made by leaders as it provides to them information in situations that their followers may have greater expertise than their leaders (Kelley, 2008).

Case study

Indra Nooyi, CEO of PepsiCo (Creswell, 2018)
She took the approach of being a relatable and accessible leader cultivating a relationship with her employees by taking an interest in their lives and wellbeing incorporating them to be part of the vision she has for the company. According to Forbes the iconic woman made news when she wrote letters to the parents of potential work candidates informing them how they should be proud of the progress made by their now adult children and even went as far as calling one of the mothers when one of the candidates was unsure of joining. She did not stop there she has generated strong support from the investors with creative divestitures and acquisitions such as Tropicana, Quakers Oats and Gatorade

Laissez-Faire style of decision-making
The third and final of the basic styles of leadership is the previously mentioned Laissez-Faire, delegated leadership. It's a leadership style characterized by very little guidance from the leaders, these subordinates are expected to make decisions that best suits the set goals on their own. The leaders step in as providers, they give the subordinates access to all the resources required for them to be successful (Baty, 1997). This team of subordinates as previously mentioned like those found in the Democratic style are those of great expertise. This is its most basic requirement as it is founded on the basis that the subordinates can do it themselves. Power in this group is not in essence with the leaders though they eventually take responsibility for all the decisions made by the subordinates this means leadership is not executively but situationally applied. The said leaders lead with intent rather than action (Burgoyne, 2001)

Case study (Jeansonne, 2012).

Herbert hoover former President of the Unites States
The man was an engineer by profession and served as the minister of commerce for two presidents. Before entry into the US cabinet the man was a humanitarian. He was elected into office with zero experience and relied on the expertise of his well put together team to see him through his presidency.

The difference between the democratic and lassiez-faire styles of decision-making. One has to address the similarity between the Democratic/ Participative style and the Laissez-Faire style. They both allow the decision of how a task should be done to be left to the subordinates. They both depend on the expertise of the subordinates hence it works only if they are skilled, educated and experienced. This is where the similarity ends, the Democratic leadership style differs from Laissez-Faire style in the essence that the leaders of the Democratic style listen and take into consideration the inputs of the subordinates but does not go as far as letting them make the decisions they retain the final say so, they lead by action.Whist the Laissez-Faire has the leader leading with intent and the give their subordinates making all the decisions (Jaussi et al, 2008)

Followership
Followership is an interactive priori choice by an individual in the context of their relationship to the nominal leader (Cox et al, 2002). Following is a complex process which is mainly based on the followers socially constructed views of the said leaders. Followers can resist or follow the leader thereby making or breaking the function of leadership.
The following are conditions for individuals to be willing to follow:
- They should be inspired by the leader
- There must be willing to follow
- They must be individuals that can be led

Followership can then be described as a form of leadership as it requires both parties to partake of a reciprocal role to achieve the same goal (Jerry, 2013)

As said under leadership, leaders need to inspire individuals with their personalities, goals and vision. Followers see these qualities and relating them to how they align with their own interest or sometimes they enlighten them to the point that they adapt them to become their own. They have the ability to inspire other individuals. This ability then in turn increases the number of followers (Adair, 2003)

Followers are individuals that make a willing choice to be part of something, at this point their reasons for committing to that particular cause are irrelevant and what matters being their willingness. Willingness they are there of their own volition make the commitment that has them in support of a particular leader (Kean et al, 2011).

In every ideology there is a group of radicals of stubborn and determined nature. They almost always start of in support of the leader but often tend to break off and become a spinoff of the leader's initial group of followers. These are individuals that have refused the leadership of the nominal leader and start their own group (Bion, 1984)

Traits of followers
The following traits make followers more suited for their supportive role in respect to their leaders. It helps build the trust required in the leader-follower relationship and substantiates (Kelly et al, 2011).
- Humanity
- Loyalty
- Honesty
- Integrity
- Utility
- Synergy
- Reliability

Followers also have patterns of behavior and frequently can be grouped as active or passive. Active refers to their innate need to be heard (Ludin and Lancaster, 1990). They are comfortable with not having the final decision but their input which is the reason why the Democratic leadership style is more effective especially with such a group. Passive followers follow wherever led with blind connotation, are submissive in nature and frequent function better under an Autocratic type of leadership where all they do is take directives. (Maroosis, 2008)

According to Kelly in a publication in 2008 followers can be ranked as follows

- Sheep
- Yes people
- Alienated followers
- Survivors
- Effective followers

The sheep or the passive followers follow their shepherds going where they go no questions asked. They have no critical thinking skills and are not independent or active within the group. They need directives as to how and when to conduct their tasks and are better with rules and structure and this has them better of under an Autocratic leadership style.

Alienated followers are independent individuals who are more often than not critical thinkers who just have passive natures. This group often has its origins within the effective followers group and due to experiencing obstacles or set back between them and leadership no longer address the problems they see or contribute beyond a certain point. They focus mainly on the leader's shortcomings and not on the development of solutions.

Their opposites are the conformist, these are individuals with no critical skills but are extremely active in a group. They are "yes people" followers with no opinion of own and always agree with the leaderships decisions. They perform the tasks given with no afterthought to the consequences. The only concern is avoiding conflict and exhibit over-dependent attitude toward those of authority. They can be a result of the use of the Authoritarian type of leadership.

The survivors or as they are also called the pragmatic survivor are a type of followers that exhibit all the other four types of followership and adapt to the style needed depending on what minimizes the risk to their position. They find themselves doing whatever is deemed necessary by them to ensure their own survival within a group. These are found to be able to blend in to whatever leadership style due to their ability to adapt and be any kind of follower that ensures their survival.

The last is an effective follower, these are individuals that are capable of critical thinking, are independent and are active within an organization. They have a uniform behavior they exhibit towards everyone regardless of the hierarchy present. They have an equitable relationship with their leaders and do not shy away from conflict. They are individuals capable of self- management and have a strong sense of belief towards the goals they are working on, they believe that said goals are greater than themselves. This type of a follower thrives more in a Democratic or Laissez-Faire style of leadership.

Followers can be further as follows categorized by their a support versus challenge factor (Kelly 2011)

- Implementers these are individuals that require high support and pose a low challenge, they are effective and efficiently executed their mandated tasks whilst not challenging the norm of the group. This group can be related to the conformist as they do everything required

and more to maintain their position, go further and to foster a relationship with the leadership.

- Resources these individuals make up a group of followers of both low support and low challenge, the do just enough to maintain their positions. They are similar to the alienated follower as they do not assert themselves beyond the bare minimum that is required.
- Partners are individuals of both high support and high challenge as they take on more responsibilities and are not afraid to voice their views and objection even if it results in conflict. They also due to their increased responsibility have an increased interaction with the leadership. This group relates more to the effective followers who are active, independent and critical thinkers at the same time.
- The individualist are individuals of low support and high challenge their mature is similar to that of mavericks and are not team players and their idea listicnature will have them butting heads with leadership. They are more suited to the Laissez-faire style of leadership where leaders have a hands off approach to what happens and the decisions that are made as long as the goals of the group have been met.

The relationship between leadership and followership

There is still insufficient research into the leader -follower relationship from the view of a leader-follower but it can bedefined in the following two ways (Foster, 2010). Firstly, the leader-follower can be defined as an interactive two way connection between individuals one being the leader the other as the follower andas well as the appropriate responsibilities that come with said positions. Therefore the roles occupied by the two individuals can always be defined as leader-follower but the particular individuals assuming these roles canalternate. This means a leader can assume the role of follower and vice versa (Gilbert & Matviuk, 2008)

Such a definition give insight within such a leader-follower relationship as followership escapes the box of simple subordination becoming more empowered with the potential emergence of opportunities for innovative followership that generates and enhances growth within their leader" (Gilbert and Matviuk,2008). Therefore, Stewart's (1982) DCC Management Model is applicable to the follower qua leader in such a leader-follower relationship.

A second definition describes the word as a noun, a descriptive noun referring to the same individual, the leader-follower. The individual performs both leadership and followership roles simultaneously and so they experience the leader-follower relationship from both perspectives, as a leader and as a follower (Hyatt, 2011). This gives us a quadrant of possibilities for the individual leader-follower in the alternating roles of leader and follower (See Figure 1). The blue central circle area is then divided into four pie slices denoting the alternating positions assumed by the leader-follower while the two top squares reflect the leader as leader and/or as follower whilst and the two bottom squares reflect the follower as follower and/or as leader. This potentiality gives the leader-follower a complex set of possible social interactions and relationships to manage effectively.
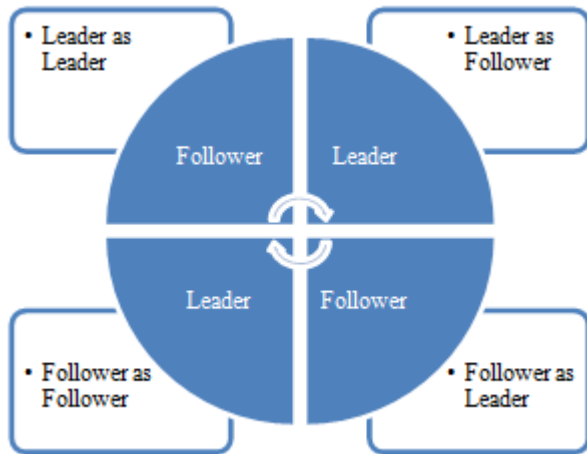
Figure 2: The Leader-Follower in Leader-Follower Relationships an application of Stewart's (1982) DCC Management Model As mentioned before leadership and followership represent different sides of the same coin. They have a symbiotic relationship in with they both benefit from the efficient work of the other and it ensures their mutual survival (Maroosis, 2008). To some extent, the relationship between leaders and followers has some sort of resemblance to democracy. It is a leader's responsibility to elicit candid feedback from followers, meaning any followers that are regarded as mavericks or troublemakers should not be punished and leaders should in turn have a positive attitude toward these followers since they play an important function in expressing one of the most important characteristic of follower which is honesty (Whitlock, 2013). This is because of the essence of why leadership and followership were born, it was born of the ideology that a leader can guide a group of individuals with the united goal to do what right (Van Vugt, 2006). In this relationship there is a moral obligation to each other which when met can ensure growth and a continued connection with its basis in trust and loyalty? Leaders become non-existent without their followers and history is full of followers that overthrow their leaders due to their interests coming out of alignment.

Martin suggested in 2008 in a paper entitled: Followership: The natural complement to leadership effective rules to followership. They are listed as follows;

- do not blame your boss for an unpopular decision or policy;
- fight with your boss if necessary;
- make the decision and run it past the boss;
- accept responsibility whenever it is offered;
- tell the truth and do not quibble;
- do your homework;
- know the weaknesses as well as the strengths while plans are being implemented;
- keep your boss informed;
- if you see a problem, fix it;
- put it more than an honest day's work

This is designed to increase the efficiency of followers, to have them ready to adapt and have creative ideas at hand when needed. It hones their critical thinking skills and boosts their independence making them more like effective followers than any other group.

Are leaders born or made?

This has been an issue of quite some substantial debate putting into question whether or not leadership is a skill innate to an individual. A situation where you either have it or you do not and that one cannot be honed into a leader (Drath et al, 2012).

Our beliefs about how individuals become leaders has a direct effect how we evaluate people's individual leadership potential. By the simple belief that leaders are born we generate a rather specific selection pool that focuses on identifying the right people and not on development.

Alternatively believing leaders are made and not born gives an equal chance for individuals to rise to a position of leadership. This is a demonstration of the complex interchangeable relationship found between leaders and their followers. It is built on the basis that people are made into leaders by their experiences, this would most likely generate a larger selection pool with greater focus on making sure people have the right and equal opportunities to develop into leaders (Bion, 1961).

It was previously believed and rather strongly as well those leaders were actually born so, that they were individuals with leadership as an innate skill set. In essence they already had it in them the spark, a combination of the ability to lead and the required traits and characteristics (Deal et al, 2012). To these individuals the ability to lead was ingrained and the skills can come when needed, as easily as breathing. It is according to such theories what they were born for it but other subsequent theories that have emerged over the years have called this into question arguing that certain behaviours and competencies associated with leadership can be learnt (Antonacopoulou and Bento, 2003). Factors like the environment and experiences have the ability to shape and mould an individual's persona as well as character this means one can grow into leadership skills, alone this goes to say that leaders are not only born and that they can be made (Hamel et al, 1998). The current popular view probably lies somewhere in grey zone of those made or born to the extent that whilst many leadership qualities such as communication skills, strategic thinking and self-awareness can be developed the core personal characteristics like dominance and sociability are less probable to change and will have a direct influence on the type of leadership style that will adopted. In turn, the relative effectiveness of any of these styles will be determined by a whole host of situational and contextual factors (Berris, 1999).

The debate is further seen with the argument of nature versus nurture. The nature part of this debate frequently has its roots in a Darwinian "natural selection" strategy to fill their leadership positions and the assumption that the most demonstrative of this ability should rise with their potential. It is of the moral of not changing individuals and it says, "Let's not try to change people. Let's find the best horse and ride it." The approach has many drawbacks that are not apparent at first, besides its disadvantages to the present subordinates that now leave to the chance of discovery a significant role in determining who gets developmental assignments and higher levels of responsibility earlier in their careers. Whilst on the other hand especially in the case

of business if the management knows not of you, chances of climbing the ranks are greatly reduced which is the fate suffered by most individuals who have considerable innate skills who get trapped in organisational silos or by managers who do not want to lose key contributors as they make effective followers in their current roles (Bellan et al, 1981). This results in these individuals ending up with a narrow scope of organisational knowledge and experience, accompanied by a short list of achievements. While the less skilled individuals may actually benefit from receiving much broader assignments with greater visibility, providing opportunities to build a better résumé that will tip the scale in their favour when promotional opportunities arise (Holton, 2014)

Some originations prefer to nurture their leaders viewing them as an investment into the future, with this decision they step away from the hands-off Darwinian approach. They identify people with leadership potential and attempt to nurture and hone their skills and other attributes these organisations focus on finding individuals with potential adding that with coaching and training they can gradually move them up into increasingly important and varied leadership positions until they reach the top executive ranks (Alimo-Metcalfe, 1998)

Case study (Deal et al, 2012)

The Centre of Creative Leadership conducted a world survey that included 361 different participants of high level executives. They were from 54 different countries and mainly the private sector 90.6%. The distribution of males to females was 62.9% males and 32.1% females.

2. Methodology

1) This survey focused on finding out if leaders were made or born
2) How they viewed the importance of training, traits and experiences when this variables were pitied against each other as to what makes a good leader.

3. Results

The graphically tabulated results shows the results of the survey.
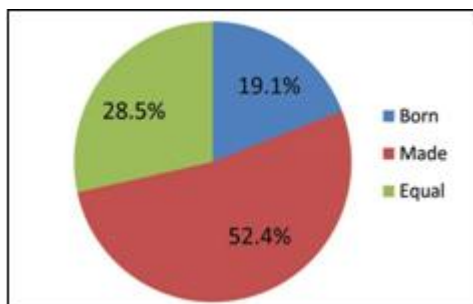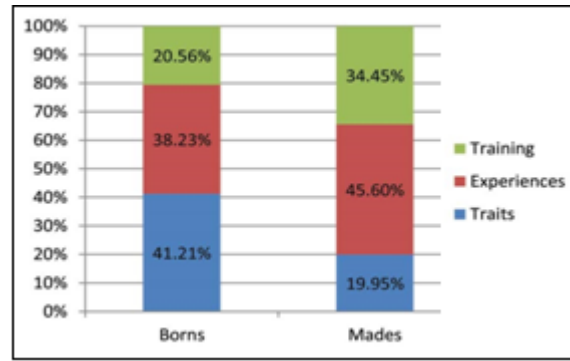1) Are leaders born or made?

Figure 3: The chart depicts the various responses on whether they were born or made

2) What is the importance of experience, training and traits?

"Which is most important increasing a leader: Traits; Experiences, or Training?"
Figure 4: The response to the important traits in leadership creation

Conclusion of the survey

Borns are likely to be more supportive of individual actions and more authority-focused, while Mades will be more supportive of influencing and other-focused actions. Though Borns and Mades both believe that relationships with others should be important to leaders, Mades more than Borns think that making the world a better place, being of service to society, and contributing to humanity, altruism should be important to leaders. This result is consistent with Mades being more other-focused than are Borns. In conclusion it showed that leaders were equally born and made and it was possible to be a mixture of both. With factors such as experience and training are just as important to both groups of the development of effective leaders.

The importance of leadership development

Just like the issue on the origins of leaders whether or not leaders are born or made is the debate on the importance of leadership development which rages on. With a vast majority of those arguing for it being of the opinion that it can on the overall improve an organisations performance. Its effects can potentially be seen in the attraction of new investors to the improvement of productivity, the quality of services and delivery across all sectors but others still question its importance relating it to its overall value, if at all it is worth the cost it comes with (Atwater and Waldman, 1998).

The basis of this argument though is not cost or value but actually is efficacy of the development of leadership as an acquired skill. The question rather is can one train an individual to become an effective leader. This then gives reference to the previous part of this paper, are leaders born or made (Burgoyne, 2004)

The theories and models upon which these views are based still believe in a very individualistic notion of leadership in which it is viewed as a property of the 'leader'. This in turn makes it easier for those posed with the responsibility to recruit and develop leaders as they simply need to identify the appropriate individuals and which skills and competencies to develop (Holton, 2014). It dissociates the practice of leadership from the organisational and situational context in which it occurs. It could be considered that a more useful perspective would be to consider leadership as a process, one that is contextually situated within the

relationships between individuals, leaders or followers. Using this perspective what is more imperative than the leadership qualities of a number of individuals are the underlying processes that give rise to improved organisational effectiveness (Cetkovic and Zarkovic, 2012)

When observed and considered in this way it is then perhaps even possible to understand why many leadership development activities fail to achieve the set goals of the outcomes desired by those investing in them. Whilst leadership can indisputably be instrumental in the improvement of organisational performance, the development of a small number of individuals in isolation, is highly unlikely to have the required result in the marked improvements of these or other outcome measures.(Brett and Atwater, 2001).

Theories on leadership
All these leadership styles come from different theories on the observation of varying leadership styles. They are defined by the unique chiastic that best defines the kind of leader they describe. These theories were born after the different strategies of different leaders in history were studied with their behaviours were mapped and categorised. Commonalities in the behaviours and patterns were established and it helped that the different leaders with shared beliefs and visions took note and often copied and learned from each other finding the best strategy to lead with (Van Vugt, 2006).

The great man theory
The first and somewhat most popular is the great man theory, its basis supports the theory that leaders are born and not made. It has its beliefs deeply rooted in that the capacity to lead is an inherent skill. It plays on factors such as destiny and fate that every individual has their calling and these destinies are events that are yet to pass but will. It puts a hero complex to the concept of leadership, "the one individual that can change it all". It was quite popular and is from an age where leadership was viewed as a male quality, as it was in males they often gave leadership as power over a group and also saw all the other traits and characteristic related to being a leader (Neal, 2010).

The trait theory
It is a theory that there individuals that are not leads but exhibit leadership qualities. It does support the great man theory in the sense that it does agree that these qualities are inherited. That these individuals have the traits and qualities that would have them better suited for leadership, meaning if the situation called for them to lead it is well within their abilities to step up take on the responsibilities of a leader though they have no desire for it. This theory frequently works by identifying a specific personality or behavioural characteristic that is common also in leaders (Barnett, 1994).

Contingency theories
This theory takes into consideration the environment. It argues that the environment has a deciding role in what leadership style should be used. It goes further and gives three conditions on which a successful leadership is dependent on (Rosenau, 2004)

- The leadership style
- The type of followers
- Aspects of the situation

When these three points are integrated the basis of the theory is arguably true, the type of followers a leader has to lead would eliminate certain styles. An Autocratic approach in leadership would not work with effective followers and those who have individualistic personalities and often come across as mavericks (Harvard Business review, 2009). With this in mind a leader is left with the Democratic or Laissez-faire approach as these type of followers find it important to give input as they are more often than not experts in the fields in question. The last variable is the situation or environment they find themselves. In a situation where a leader finds themselves surrounded by individuals with more expertise whilst they have none they might be better of using the Laissez-Faire style of decision-making. Letting their followers make all the decision and the just step in to provide resources and take accountability of the decisions made by their subordinates (Jaussi et al, 2008).

Situational Theories
Leaders choose the best course of action that is best suited for the situational variable. Which in essence means they can apply leadership styles on the strict basis of what suites the situation. This can result in a blended style approach to leadership, tailor making the type of leadership to the situation. If split second decisions need to be made the leader would apply the Autocratic style of leadership, if they are lacking in knowledge about the situation and require more information about the situation before making the decision they can use the Democratic approach but if they have no knowledge and they are fully reliant on the expertise of their followers they can apply the Laissez-Faire approach and assume accountability for the decisions made by the followers however they saw best. (Maroosis, 2008)

Behavioural theory
It argues that leaders are made not born with the focus being on their actions not the mental qualities or internal states. It says individuals can learn by observation and training to be a leader (Antonacopoulou and Bento, 2003)

Participative / Demonstrative theories
It is based on leaders on having an open channel of communication with their followers, allowing them to express their though and ideas. The leaders make decisions that are informed by the views of subordinates. They actually do not silence the various views of those around them and put value the inputs of the followers with ideas freely exchanged as previously mentioned (Guthridge and Komm, 2008).

Management theories
It uses a reward and punishment and is commonly seen in corporate setups. The meeting of goals is rewarded with benefits that motivate employee to do more and failing to meet a goal leads to punishment that serves to ensure that there are aware of the consequences of all actions. It focuses more on the importance of supervision, organization and group performance (Blake and Mouton, 1964).

The relationship theory

Its focus is on the relationship between a leader and the follower and their respective obligations to each other. Leaders must inspire their followers making them see and understand their vision and the followers must follow through fulfilling their potential. It is a theory that values high ethical and moral standards (Holton, 2014)

4. Conclusion

There is without a shadow of doubt that there is no leadership without followership as they go hand in hand. To lead on must be able to inspire those who would be willing to follow and an important part of followership is that it is a commitment an individual needs to want to make (Adair, 2003). That followers play a very important role in choosing the type of leadership style that can be used. It should match the type characters of the followers a leader has and an essential part of leadership is meeting the interest and needs of their followers aligning them with their own (Ludin and Lancaster, 1990).Other factors such as the situations leaders find themselves are also directly factored into this decision.

The general consensus seems to be of the split view that leader are a bit of both born and made. Both the great man theory and trait theory are in agreement that certain characteristic and qualities associated with leadership are inheritable. That some are more programed to lead than others but this does not take away from other important factor that shapes individuals. Factors such as the environment and experiences are of great importance in what kind of leader can develop into, this goes also to show that leadership can be a skill that is developed (Van Vugt, 2006)

By addressing this point it also sheds light to the importance of training the leaders in leadership, though most leadership development programs fail it has also suggests that a different approach can be undertaken. The training can be aligned with the organization, its goals and people which would then have these leaders being developed more tailor mad to address and improve the issues of their organization successfully as it focus on an issue that matters more and directly affects the organizations productivity, the leader-follower relationship (Ludin and Lancaster, 1990)

The leader-follower relationship as mentioned before is one that requires reciprocal efforts. It is one built on establishing a two way connection built on trust and loyalty to each other for successful leadership. Both parties have anethical and moral obligation to each other to bring the best to the shared table. With various theories suggested and as more continue to emerge on how best to lead, without doubt the relationship between the leader and their followers is the best guide to adopt for there is no leadership without followership (Maroosis, 2008).

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