

# **THE UNIVERSAL PATTERNS OF LEADERSHIP**

**Dr. Mokone Solomon Lebese**

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## About the Publisher

Wordmille Consulting Services was established in 1999 and envisions the dynamics of people development in the new millennium. Wordmille is a combination of two significant words in the realm of humanity. The two words are: “WORD” and “MILLENIUM”. The combined words depicted the challenge of the new millennium in terms of humanity’s direction and development. The question the author grappled with was: How can this consulting service change the course of human history in the new millennium? The answer, like a thunderbolt, hit the author: W O R D S make and will continue to make a significant difference.

In the educational realm one way of identifying one’s literacy is through listening to what the speaker says and writes. The writing and speaking process entails the usage of words. An intelligent use of words communicates ideas effectively consequently changing the direction of listeners and readers. Truly, ideas communicated through words rule the world.

In the realm of the spirit, words are the lifeblood of everything that exists. Everything that exists came into existence through words. Note: “In the beginning was the Word, and the Word was with God and the Word was God. He was in the beginning with God. All things were made through Him, and without Him nothing was made that was made.” John 1: 1-3. So, He is the Word that caused things to be.

The author recognized the power of WORDS and consequently resolved to use WORDS in the transformation and education process with the objective of improving human lives and enhance development.

Wordmille has published this collection and sequencing of words in this product to guide all emerging and mature leaders to function effectively in the positions for which they have been inducted. You are one of those leaders to benefit from the Universal Patterns of Leadership as published by Wordmille Consulting Services.

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Wordmille Consulting Services  
385 Boundary Road  
Heatherdale, Akasia 0182  
Website: [www.wordmille.co.za](http://www.wordmille.co.za)

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## PREFACE

Principles are fundamental truths that serve as the foundation for systems of belief, behavior or for a chain of reasoning. It is this understanding that has led the author to look at principles, systems and patterns that are the bedrock of behavior for all creatures in the universe. It is not the behaviors of living creatures only but the behavior of all creation.

An examination of the universe leads one to note that there are patterns that govern everything. Those patterns were not a fabrication of man but preceded him. These patterns or systems enhance goal achievement and survival of everything.

The systems and patterns are like a road that travelers use as they journey to their desired destination. Noncompliance to the pattern direction is disastrous. The patterns are myriad in order to serve myriad needs of elements in the universe. Essentially, the patterns are meeting a need of their clients or users. Users are mandated by the system or pattern to comply or obey. In a sense, this compliance could be described as adaptation.

Since leadership is the concept to be examined, one observes that the leadership situation is a system or pattern that the emerging leader must understand and follow through wherever and whenever the pattern mandates.

The reader is therefore invited to study carefully the patterns exhibited all around him and develop skills to navigate, maneuver and practice. The reader must read to comprehend and be willing to accept the presented mandate as shown in the patterns; once understood, practice must follow in order not to be at variance with the identified pattern or system.

The reader is now compelled to develop three competencies to survive in this systemic universe where he is, namely: Foundational competence, Practical Competence and Reflective Competence. These three competencies are abilities developed in the process of development and growth. Without understanding the mandate, it follows that nothing will be done and when nothing is done, ownership of the idea will not be realized. That individual, with no competence, cannot be identified with the idea exhibited by the pattern. No ownership implies no positive development and without positive development, immaturity is perpetuated. This immaturity is also development in the opposite direction.

Enjoy the universal pattern discovery as you learn the ropes of dynamic leadership.

## **Acknowledgements**

**First, the author would like to express gratitude to his students at Unisa School of Business Leadership (SBL) whose interaction deepened understanding of the concept of leadership. Their interrogation of the realities they were encountering in their workplace enhanced understanding of the situational patterns around every existent thing.**

**Second, gratitude goes to his family that has encountered a lot of challenges locally and internationally and led to the broadening of the understanding of family leadership, leading diverse populations with different backgrounds and they enhanced adaptation to these challenges encountered. The discovery of these many patterns has contributed to what one could label as experience in the real world of diverse patterns.**

**Third, is the 2015, 2016 Logos University postgraduate students who have led the author to examine the principles, the dynamics and patterns of leadership as will be discovered in the pages of this book. It was their critical investigation and questions that led to the crafting of this book.**

**You too, as the reader, will have observations and questions that you will raise thus leading the author to follow those patterns of thinking to result in an educated and enlightened author. Enjoy as you read to discover more patterns.**

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## CHAPTER 1

### DYNAMIC SITUATION

*Begin where you are. But don't stay where you are.*

#### Introduction

Leadership has character, has structure, direction and purpose. Any person or thing that assumes the role of leadership moves from here to there. This kind of movement is purpose driven and does so within parameters set by its original nature or pattern. These parameters are not determined by the leader moving but are the framework within which the leader moves. Essentially, the leader is governed and controlled by the situation in which he finds himself. Equally so, the situation is predetermined by its nature or its creation.

A number of questions pop up in the light of the above, such as: what is this situation? Who designed it? What role does the individual finding himself in it play? Is there purpose for this situation? What is this situation?

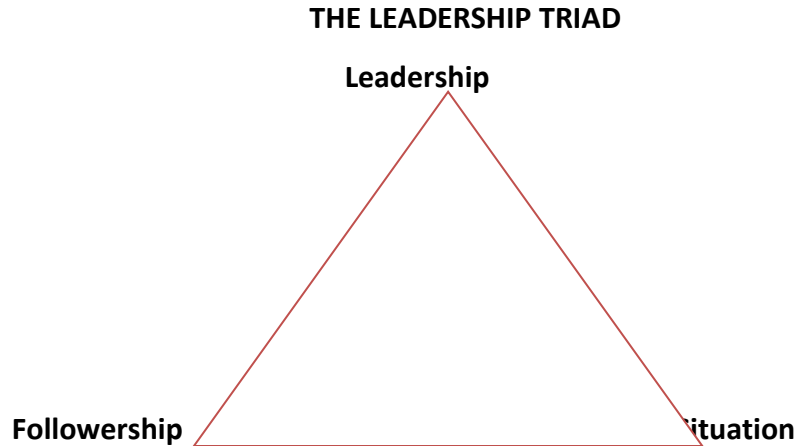
*(a set of circumstances in which one finds oneself) the total set of physical, social, and psychocultural factors that act upon an individual in orienting and conditioning his or her behavior. Wikipedia definition.*

*"the set of conditions that exist at a particular time in a particular place. Macmillan Dictionary. **someone's situation =the conditions that affect their life at a particular time.***

The situation is not neutral but has purpose and direction. The situation is like a road. Many people travel in that road but are going to different destinations. The situation consists of external factors that a person finds himself in. These factors are described as a set of physical, social, and psycho-cultural factors. A person in that particular situation determines his destination and starts looking for the circumstances that will **contribute** to his reaching the determined destination.

The next dynamic that pops up is the person himself. In this case, this person is the Leader. Even here, the person moves into a particular situation called leadership. Who designed the person? The leadership situation too is not designed by the person. The question that the person must deal with is the issue of **purpose**. Where is this person going in this leadership situation? What is the leadership situation's purpose in relation to the person entering it? What is the expected leadership's situation destination or outcome? The person simply chooses to go there because it is there already and will serve him to achieve his purpose. However, in order to get to his determined destination, he must comply or adapt to certain conditions, controls and parameters, else, the destination or outcome may be compromised.

The Leadership situation informs the person that enters it that he is not alone. He finds himself related to other people and things but in a certain position to them. The other things and people so related are not made or designed by the person. He finds them there and they become a situation to be reckoned with. The shocking discovery the person makes is that these others – are persons like himself with their own issues to deal with. Things are materials needed to support his direction and soundness or things to avoid. The person – leader is now confronted by a double wham, his own dynamics – purposes, wishes, direction etc. that must be used to enhance destination reaching and that of others and material things to link to or avoid. This then calls for an integrated maneuver. This kind of maneuver demands usage of certain inherent or developed skills.



A TRIAD has now emerged that will be the focus of discussion to discover the **universal patterns of leadership and of each of the elements of the TRIAD**: Situation, Leadership and Followership.

### **Situation Concept**

The Situation precedes Leadership and Followership. Thus they depend solely on the situation for effective navigation and productivity.

As defined above, the situation entails: *(a set of circumstances in which one finds oneself which is the total set of physical, social, and psycho-cultural factors that act upon an individual in **orienting and conditioning** his or her behavior. Wikipedia definition.*

When a person emerges into a particular environment that one already encounters a set of variables that were not orchestrated by him but he must now figure out how to relate to the new set of circumstances. In many instances, this emergence is by choice or fate.

To a certain extent, the individual is constrained to act in a way that the situation demands. When that happens, one seems to have surrendered leadership to circumstances. In reality this is what happens all the time. The circumstances vary extensively and are myriad. The entrant into the situation will search the circumstances to which he or she would like to surrender to in line with the predetermined desired

destination. The criteria for the search are for those circumstances that will contribute towards the selected predetermined and desired destination.

However, the individual who sizes up the situation and sees the demands placed on him, makes up his mind to use the set before him as tools to achieve personal goals or choose to avoid those that may detract him from his goal.

### **Characteristics of Situation.**

- ✓ The situation is like a road. Many people travel in that road but are going to different destinations.
- ✓ The situation consists of external factors that a person finds himself in. These factors are described as a set of physical, social, and psycho-cultural factors.
- ✓ A person in that particular situation, determines his destination and starts looking for the circumstances that will **contribute** to his reaching the determined destination.

The situation is positioned and serves many people coming into it. It does not tell them where to go but enhances their personal and individual goals. Since the situation is like a road, everybody in that road has a personal destination determined by his individual needs and purposes. The leader in this case must have a vision of what he wants and needs, and where he is going. The criterion for the choice of road is determined by the direction the individual is looking for. *(Road signs as illustrations)*

Once the direction is chosen, then the leader looks for the way marks leading to his particular destination. In this case, the situation directs, communicates and has parameters within which the leader must travel. These parameters are limits, boundaries and control measures that the leader must adapt to in order to enhance destination reaching.

- ✓ The situation consists of external factors that a person finds himself in. These factors are described as a set of physical, social, and psycho-cultural factors. These factors are considered external in that they are outside the person, and are not orchestrated by him.

They are physical structures that create boundaries within which the leader must operate. They are tangible, visible, audible, sensible and can be smelled. As soon as the leader encounters these, he must necessarily react, maneuver around them in the process of navigation. Failure to adhere to these physical demands for compliance results in destination compromise.

They are also considered as social factors implying that the leader is related to other people and things that demand attention and compliance as support systems for destination reaching. The psycho-cultural factors are psychological or mind related factors that announce that the leader has entered a milieu that has its own pattern of thinking, culture or way of life and necessarily compel the entrant to learn the modus operandi of that culture to enhance survival.

- ✓ A person in that particular situation determines his destination and starts looking for the circumstances that will **contribute** to his reaching the determined destination. As George Bernard Shaw states: A leader looks for the circumstances that will serve his purposes and if he cannot find them, creates them. In a sense failure to find what one wants and needs, leads that one to solve the challenge by coming up with new patterns of thinking and acting leading to the creation of new sets of circumstances. Earl Nightingale asserts that human beings are collaborators in creation.

The leader entrant begins to see the myriad factors before him and must then ask himself: Where am I going, what do I need to get where I am going, who else must accompany me in this journey? What do I need or what am I looking for where I am going? Responses to these questions aid the entrant to focus on the specific issues of concern to address his needs and wants. This focus is a process of elimination in excluding the irrelevant issues or detractors.

### **Situation Design and Nature**

*“In the beginning God created the heavens and earth”. Gen. 1:1.*

*“Then the Lord answered Job out of the whirlwind, and said: ‘Where were you when I laid the foundations of the earth? Tell Me, if you have understanding. Who determined its measurements? Surely you know! Or who stretched the line upon it? To what were its foundations fastened? Or who laid its cornerstone, When the morning stars sang together, And all the sons of God shouted for joy? Job 38:1, 4-7*

The nature of this situation is serial or cyclical or a continuum or infinitum. It is from here to there, from now to then. That ‘there’ or ‘then’ are not destinations. When one gets to the ‘there’ or ‘then’, they discover that there is more beyond, thus compelling the entrant to keep moving to an endless destination. That constant movement is what makes the situation Dynamic. This situation unveils who God is, His nature and modus operandi. Note the inspired Psalmist plainly describing this SITUATION.

*“The heavens declare the glory of God;  
And the firmament shows His handiwork.  
Day unto day utters speech,  
And night unto night reveals knowledge.  
There is no speech nor language  
Where their voice is not heard.  
Their line has gone out through all the earth,  
And their words to the end of the world.  
In them He has set a tabernacle for the sun,  
Which is like a bridegroom coming out of his chamber,  
And rejoices like a strong man to run its race.  
Its rising is from one end of heaven,  
And its circuit to the other end;  
And there is nothing hidden from its heat..”  
Psalms 19:1-6*

The situation proclaims and announces the glory of God, it shows His artistic handiwork. It is uncommon to think that day and night are speaking constantly sharing information

for enhanced navigation within this situation. The communication of this situation is not unheard or ignored by anything in all creation. This communication is blasted throughout the universe for direction provision. The entrant into this situation is also poised and equipped with tools to hear, see, touch, smell and taste while navigating through it. This is a great platform for learning and thinking through the shared databases messages.

If the situation is communicating, it is clear that this instruction is to somebody in that realm. If it is instruction, then it is implied that the hearer is obliged to comply and follow directives. This compliance could be described as adaptation or obedience to given orders. It is also implied that the hearer is being oriented on the best way to maneuver, perform and operate in that unknown realm. Non-compliance could be disastrous in that the hearer would be out of line with the specifications of the situation. Non-compliance seriously compromises the process culminating in unexpected outputs or outcomes and could be disastrous to the entrant.

Essentially, the situation is giving INPUTS which must be used in the PROCESS to guarantee the OUTPUT. The communication describes the inputs and their usage, it outlines the detailed process – the methodology which will guarantee the outcome, which initially, the entrant into the situation does not know. In another sense, the entrant is like an employee who must be oriented about the culture, the vision and mission of the organization (Situation).

The psalmist describes this situation as a circuit. That is, it is circular or cyclical in nature. The cyclical nature of the situation reveals its eternal or infinitum dynamic. No one can tell where the circle starts and ends. Any point of the circle could be both the beginning and the end. This nature is no different from the ONE who created it: ‘the Alpha and Omega’ – the Beginning and the Ending.

The situation houses all the variables of the environment with a specific mandate - To service man's needs/ Environmental needs. It was this observation that led Abram Maslow to come up with his concept of the hierarchy of Needs. The mandate for needs satisfaction is seen in the concept of the **Food Chain** which reveals the One principle of life – the self-sacrificing love, the self- renouncing love in the provision of the Self to all creatures. Everything lives to serve another, lives to give its life to another. This cycle is also called the circle of beneficence (White). The Situation is geared to sustain and maintain ALL life in it.

This situation does not only support man but the environment itself. For instance, when one or things die, they are buried into the ground. They rot and thus become food for other elements and things in the soil. Whoever and whatever is, is nutrients to other elements or things. It is in this way that THE NEEDS OF THE SITUATION are addressed and met.

This sustenance pattern is described as ministry in some circles. The concept of ministry comes from the word minister. To minister as a verb means: To attend to the needs of someone or to tend, care for, take care of, look after, to nurse, to help, assist, etc. In this sense, the situation is a true minister to all the environmental elements. If this is what the situation does, how different is it from the Creator Himself? He maintains everything that is. The situation becomes the law of life for all because it will not depart from this law of **self-giving**.

The reader will remember that Jesus claimed to be the supplier of life. Note what He said:

*"Most assuredly, I say to you, he who believes in Me has everlasting life. I am the bread of life. . . . I am the living bread which came down from heaven. If anyone eats of this bread, he will live forever; and the bread that I shall give is My flesh, which I shall give for the life of the world." John 6:47,49,50,51.*

The words which He spoke, “are spirit and they are life”. John 6:63. The insightful reader will see how the situation and Him are similar. They give life, they communicate, support not only man but all the creatures in the world. So, ministry is more than the giving of things but the **giving of the ‘self’**. This is sharing your very life with those who are related to you in the situation.

It is also noted that this situation is a platform for skills development. It is a curriculum for the improvement of the living creatures in it including man. It is in the water that men learn to swim. It is in school and other training centers where humans learn skills to function effectively. It is in the situation that the tools for training are found, the instruction takes place and development is enhanced. All training follows a drawn curriculum and is outcomes based. So, all enroll in this situational school of life from birth to the grave. Their existence is a continuing education.

The situation here is milk and honey to the consumer and not to the producer. The consumer or the beneficiary is encountered in the situation demanding to have his/its needs met. The designer of the situation benefits indirectly by seeing the purpose of its existence meeting the needs of every object found therein. If the chain of events is undisturbed, the process gains momentum thus sustaining every object within the situation.

If man is the producer in this situation, he may not necessarily receive benefit directly from the beneficiary but from another situational source. In reality, the producer benefits from someone’s benevolence, thus the chain of events continues enhancing the dynamism of the universe we live in. This kind of cyclical nature in the situation has been described as the circuit of beneficence. One item in the situation sacrifices itself for the benefit of another. It lives to give its life for other existent objects. Here lies the mystery of the dynamic situation which has been unfolding the principles which have been the foundation of God’s throne from eternity. The self-sacrificing principle shone

forth here when God gave Himself for man making man the beneficiary of God's boon.

The situation unveils this pattern of existence.

*"No bird that cleaves the air, no animal that moves upon the ground, but ministers to some other life. There is no leaf of the forest, or lowly blade of grass, but has its ministry. Every tree and shrub and leaf pours forth that element of life without which neither man nor animal could live; and man and animal, in turn, minister to the life of tree and shrub and leaf. The flowers breathe fragrance and unfold their beauty in blessing to the world. The sun sheds its light to gladden a thousand worlds. The ocean, itself the source of all our springs and fountains, receives the streams from every land, but takes to give. The mists ascending from its bosom fall in showers to water the earth, that it may bring forth and bud." Desire of Ages p. 20,21*

The situation's extent is infinite and eternal to accommodate the whole universe.

*"...the situation we are in often explains far more about what is going on and what kinds of leadership behaviors will be best than any other single variable we have discussed so far." Hughes & Ginnet (2002)*

The reader must note that the situation demands compliance/obedience. The Biblical example is given of the man Saul appointed by God as the king of Israel. God's word came to Saul through Samuel:

*"Then the Spirit of the Lord will come upon you and you will prophesy with them and be turned into another man. And let it be, when these signs come to you, **that you do as the occasion demands**; for God is with you." 1 Sam. 10:6,7*

The inspired Psalmist, in talking about the heavens that declare and announce the glory of God, goes on to outline how the Creator governs the universe and provides for everything in it. Everything is law bound. This is what he says:

*"The law of the Lord is perfect, converting the soul;  
The testimony of the Lord is sure, making wise the simple;  
The statutes of the Lord are right, rejoicing the heart;  
The commandment of the Lord is pure, enlightening the eyes;  
The fear of the Lord is clean, enduring forever;  
The judgments of the Lord are true and righteous altogether.  
More to be desired are they than gold,  
Yea, than much fine gold;  
Sweeter also than honey and the honeycomb.  
Moreover by them Your servant is warned,  
And in keeping them there is great reward". Psalm 19:7 – 11*

A more complete picture of the Creator's modus operandi is seen in Jesus, the only begotten Son of God, who came to reveal the Father and the Trinity. This Jesus,

*" turning from all lesser representations, we behold God in Jesus. Looking unto Jesus we see that it is the glory of our God to give. "I do nothing of Myself," said Christ; "the living Father hath sent Me, and I live*

*by the Father." "I seek not Mine own glory," but the glory of Him that sent Me. John 8:28; 6:57; 8:50; 7:18. In these words is set forth the great principle which is the law of life for the universe. All things Christ received from God, but He took to give. So in the heavenly courts, in His ministry for all created beings: through the beloved Son, the Father's life flows out to all; through the Son it returns, in praise and joyous service, a tide of love, to the great Source of all. And thus through Christ the circuit of beneficence is complete, representing the character of the great Giver, the law of life." White p.21*

The situation is sometimes described as the environment. It is in this situation that the emergent leader shows up. Murphy, 1941,; Person, 1928; Spiller, 1929 maintain that the situation, not someone's traits or abilities, plays the most important role in determining who emerges as a leader. Could this be interpreted to mean that the situation appoints and grows leaders? You bet. The emergent Leader must be introduced to the situation, must be taught its purpose. It is an Orientation setup to enhance navigation; it is an unveiling of the role to be played according to the rules of the situation. The emergent leader must condescend and be made part of the situation; there must be a merger of the leader and the environment to be entered into. In other terms this merger is called a coalition. Once the merger has taken place, the situation and the Leader become one – well synchronized.

The goal of the merger is a contractual relationship to enhance functioning. These varied relationships are described differently by scientists. Here are varied descriptions of a few of the most common words used by biologists to classify such inter-relationships:

- Symbiosis: This comes from a Greek word simply meaning 'living together' and can be used to describe any association between two organisms.
- Mutualism: This can be used to describe an association in which both organisms apparently benefit
- Commensalism: In this association one organism [the commensal] benefits, and the other [the host] is apparently unaffected.
- Parasitism: In this association one organism [the parasite] benefits, and the other [the host] is adversely affected [weakened, sickened, damaged etc]. This description would

also fit the relationship between a carnivore and its live prey and a herbivore and the plant it feeds on, especially if they are very specialized in the food they eat. We normally define parasites as organisms which cannot survive without their host and have special modifications to their body or their life cycle for this association. In many ways though, the difference between a lion eating a gazelle and a flea feeding on a dog, is a matter of relative size.

*Rudman, W.B., 2004 (July 24) Symbiosis, commensalism, mutualism and parasitism. [In] Sea Slug Forum. Australian Museum, Sydney. Available from <http://www.seaslugforum.net/factsheet/symbi>*

### **The Creation situation**

The creation situation reveals a unique pattern of leadership dynamics. The pattern is the dynamic of sequence and dependency. Leadership brings out a concept of cause-effect issues, such as: paving the way first, charting the course of events and modeling practice.

The concept of sequence implies the truth that what leads paves the way thus making following easy. Also, that which precedes is depended upon by that which succeeds or follows. The creations story demonstrates these two concepts. In the beginning “God”. He is the predecessor, He leads the way, He is the Alpha or the A in the sequence dynamics. As soon as He appears in the scene, He starts causing things to be. He is the causer of events. “In the beginning God created the heavens and the earth.”

When He appears, nothing is seen and He starts creating the heavens and the earth. The earth was without form and void; and darkness was on the face of the deep. Then God said, Let there be light and there was light. Darkness preceded the light. There could not be light without darkness. Humans only know light because they know what darkness is. Without light there is no concept of darkness. Light took significance and meaning because of the existence of darkness.

The process of sequencing and dependence is seen throughout that creation week. The crowning issue was the creation of man. Man came when everything that he needed was in place. That which preceded him was for his sustenance and he could not do without it. Man (male) preceded Eve (female). She could not do without him. In fact she came into the scene through man(male). She depended on him for her existence because she was made out of man's bone. Hence Adam could say that she was bone of his bones and flesh of his flesh. Children born of male and female completely depend on the two for existence. That which precedes leads and causes effects. Equally so, a servant or a follower leads in service and tasks performance making the one served a dependent or a follower. There is reciprocity in this relationship. It is inconceivable that God could be a follower but the fact is that He is both the leader and follower. He is the Alpha – Leader and He is the Omega – the follower. He is both the INPUT and the OUTPUT.

### **Timelessness of the Situation**

The universal pattern has an origin, a nature, a principled DNA. When it emerges, it has the hallmark of timelessness. It has been touted by scientists as to the age of all creation. The hint is billions of years. Creationists do not believe this basing it on the week of creation that took seven days. The truth of the matter is that the Creator established a pattern from which deviation was not allowed. Note the following: “Then God said, Let the earth bring forth the living creature according to its kind: cattle and creeping thing and beast of the earth, each according to its kind; and it was so.” Gen. 1:24. Further God said, : Let Us make man in Our image, according to Our likeness;; let them have dominion over the fish of the sea, cover the birds of the air, and over the cattle, over all the earth and over every creeping thing that creeps on the earth.” Gen. 1:26

This process was designed to replicate according to its kind. The quality of the predecessor was in the DNA. That DNA had a timeless pattern of existence. Also,

looking at the first man created, on that first day he walked around, talked, he even named all the creatures that were entrusted to him for care. How old was that man? One day old of course. This defies reason. How could a one day man do what this one was doing? If this man's DNA was carbon dated, what age would it show? Timeless obviously.

It is on this basis that all things created on the first week of creation could not show one week's existence but infinity in the same way that the Maker was infinite. What does this tell about the Situation that is under discussion here? It is timeless.

### **Summary**

Hughes & Ginnet (2002) address the complexity of the situation by showing that the situation varies in many ways and many of these ways show up in different levels, such as the task level, the organizational level, and the environmental level. In all these levels although varying so much, the common denominator remains: NEED TO BE MET. The entrant to the situation encounters a set of variables not known or met before and must adapt for enhanced navigation. The process of adaptation calls for skills development in navigation, concept development, attitude adjustment, habit formation etc. This encounter, over a period of time, culminates in a pattern of behavior showing. This pattern is a consistent constant way of doing a particular chore forced by the existent encountered object in the situation. Once the object is removed, another surfaces, thus calling forth another pattern of reaction. If the behavior does not change, the chance of the object removal from the scene is not possible until the envisaged behavior has been established.

The situation therefore begs compliance of the entrant. What type of compliance is called for here? SERVE ME", MEET MY NEEDS, BE MY SUSTENANCE, BE MY FOOD TO

KEEP ME GOING AND RELEVANT. ESSENTIALLY, BE THE INPUT TO ENHANCE THE PROCESS, ULTIMATELY LEADING TO THE OUTCOME OR OUTPUT.

## CHAPTER 2

### DYNAMIC LEADERSHIP

- ☞ *A leader is anyone who has two characteristics: first, he/she is going somewhere, second, he/she is able to persuade other people to go with him/her*

#### **Introduction**

Leadership cannot stand alone apart from the situation just dealt with. In reality Leadership is a situation too. The leader who assumes the leadership role enters a realm with its own parameters to be adhered to. This leadership situation is independent from the leader. The leader enters it to function according to the governance setup by default.

As noted earlier, the situation is not neutral but has purpose and direction. It is a structured web of patterns that the entrant is forced to adapt to in that dynamic situation.

#### **Leadership as a Field and Situation**

A field, other than a piece of land, means a complex of forces that serve as causative agents in human behavior. In other definitions, it is an area of work, study, etc. It is an area or division of an activity, subject, or profession. It is a region or space in which a given effect exists. With this said, it is clear that leadership as a division of an activity, profession, a lot happens therein. It is certainly a very dynamic field, energy filled for the occurrence of things.

One could easily surmise that this field, so energized, can cause ripples and effects. It appears that the field is pregnant and ready to deliver after its kind products to replenish the earth. Also, the concept of a field hints an area where plants are grown for food and beautification of the environment. This field, indeed is replete with plants and organisms that serve all creation.

There are calls in this highly contested political space for land distribution, land ownership, and land grab. Why is this so? This shows the importance of the land for man's survival. Therefore, humanity fully depends on the field for longevity and meaningfulness.

Leadership is not a person but an area of function, a field, or a plane where certain characters play a particular role. If a field is a plane or division for activities and a professional plane, it can be concluded that leadership is a field too. There is a frequent call for leadership that gets things done and also when certain things do not happen, leadership is blamed. For that reason, it can be concluded that the general understanding of people is that the field of leadership is buzzing with meaningful activity for the support of everyone in that space. If leadership can be likened to a field, a division, a space, it can be further concluded that leadership is a situation too.

If leadership is a situation, it follows that leadership has direction and purpose in the same way that the situation demands attention. It appears also, that the special area of leadership has structure, purpose and essentially a pattern. If the field is synonymous with land where energy abounds for the maintenance of organisms, and that leadership is a field that is energy-filled, patterns of this field emerge and command attention.

### **Leadership Situation Defined**

*Leadership is the process of **helping** a group to achieve goals which seem desirable to the group - Ordway Tead*

*Leadership **provides opportunity for all to work**, learn, and grow together, it draws out ideas and inspires others to act on initiative within an atmosphere of mutual cooperation – Bernard Lall*

*Leadership is the process of **mutual stimulation** which controls human energy in the pursuit of common cause –P.J.W Pigors*

*Leaders are ordinary people with extraordinary determination – Mckenzie*

From the definitions above, the patterns emerge highlighting their universal nature to enable a prospective leader to adapt accordingly in navigation enhancement towards a pre-determined common destination.

According to Ordway Tead, “Leadership is the process of helping a group to achieve goals which seem desirable to the group”. It is important to note that leadership is a process. It is like a moving train. People get in and out of this process by choice or fate. This process does not end. Only people drop out or die. It promotes support or meets co-participants in reaching common goals. In this instance, the leadership situation reveals a pattern of group dynamics.

No person can and should operate alone in the leadership situation. Secondly, the group emerging is seeking to achieve common goals. Already, anybody stepping into this situation must work as a team and the team is going in the same direction and for the same purpose. Conflicts are already mitigated in this relationship. Material things found in the situation meet participants’ needs. In other words, material things are the budget participants must use to develop themselves and others related to them. Some of the things tell the leader to stay away from them lest he be derailed from his purpose.

Bernard Lall adds more insights into these universal patterns of Leadership. He asserts “Leadership provides opportunity for all to work, learn, and grow together, it draws out ideas and inspires others to act on initiative within an atmosphere of mutual cooperation.

Leadership is purpose driven. It gives all in that situation an opportunity to work, learn, grow together and inspires all to come up with initiatives that will not compromise cooperative endeavors. The dynamics of job creation are inherent in the leadership situation. In a sense, all are aware of their needs that must be complemented by others in that relationship.

P.J.W Pigors (1981) emphasizes the process of mutual stimulation. There is no one directional process but reciprocity in positive affectation of others. The pattern here is that of give and take for the achievement of the common goal.

Any aspiring leader who gets into this situation has determination, drive and a stick-to-it attitude. They are not out-of-the-ordinary human beings. Mckenzie(1980) affirms that such people are just ordinary people with extraordinary determination.

### **Leadership Laws**

As noted earlier, leadership is a field, a space where energy oozes and pervades. If leadership is a field, it follows that it has parameters, boundaries, patterns and orders. These parameters distinguish it from other fields. The parameters, boundaries and orders are instructions to anybody watching or involved with them to know how to operate and function in that space. These could be labeled as guidelines, controls, laws and principles. The field comes with its own operation instructions – the owner’s manual or instructional manual.

Anybody who chooses or is placed in that space is by default poised to adhere to the guidelines within that space in order to effectively and strategically function in goal achievement. That individual should be a law abiding citizen of that field. If he finds that things do not go well, he will do well to follow the dictum: If all else fails, read the instructions.

### **Leadership Issues**

An issue according to the dictionary is an important topic or problem for debate or discussion. Another definition is supply, distribute for use or sale. It also means to come, go or flow out from. In the light of the definitions above, leadership issues would be leadership topics for discussion, it also would be leadership supplies or things

leadership must distribute. As a distribution center, one must be sure that the item for distribution is legitimate and is packaged to meet the needs of the beneficiary or client. What comes out as seen in dynamic situation, a need out there must be met. So, leadership is that supply center which brings things of value out to its clients.

It is clear that leadership has a responsibility not by choice but by default. It is noteworthy also that an issue means to come or flow out from. So, leadership with an issue, implies that leadership has things flowing out of it. In a sense, leadership gives birth to things like itself. It has a mandate to produce and have things flow out. Once the flow starts, it must never stop. What an awesome responsibility leadership has!

In the current political climate, leadership is mandated by the situation to generate value flowing out to its clients. As long as the flow is ceaseless, delivery is guaranteed and recognized by the receivers. The receivers, as long as they benefit, will continually acknowledge and approve the presence of the supply center. This approval by the clients is proclaiming loud and clear the endorsement of services well delivered in time and on time.

## CHAPTER 3

### THE EMERGENT LEADER

- ☞ *The young people of today are tomorrow's leaders, but we sometimes wonder whether they're going to be followed or chased*
- ☞ *"Push" will get a person almost everywhere –except through a door marked "Pull."*

#### **Introduction**

With the situation described, the leadership dealt with, another issue surfaces that must be addressed before the third item of the triad is discussed. This leader issue is very often dealt with interchangeably with the issue of leadership. These two are related but distinct from each other. The leader is directly preceded by the situation. Until a platform is firmly placed, there is no way the leader can emerge. If the leader emerges before the situation, there is no chance of survival. Besides, it is unthinkable that such a thing can happen. No child can become without a parent. This child is extricably bound and dependent on the parent. The child coming out of the parent shares the same humanity, the same dynamics, the same DNA.

#### **The Emergent Leader**

The relationship is clear between the leadership and the leader. These two differ in one thing: in the label one has 'ship' and the other has not. The root is the same justifying their relationship.

It is clear that the leader did not choose to appear. It was a predetermination of the situation dynamics that resulted in the birth of this offspring – Leader. The leader emerges, comes out, and flows out from the situation with a birth mandate to perpetuate the situation legacy.

As soon as the child is born, a registered name is given, very often as a descriptor of the birth circumstances, the wish of the parents, and a distinguishing mark from other children like him. This process is an identity labeling. Essentially, who are you in this relationship of others and things surrounding you?

Unlike Adam, this child must take time to grow and mature. During the time of maturity, the child must be taught the culture of the family, that is, must be taught the language and customs of the family. During this time of growth and maturity, skills development is emphasized to enhance the functionality and usefulness of the young upstart. Who is doing the teaching here? The parent of course.

This analogy is a descriptor of the process that the emergent leader goes through. The parent of the leader-child is the situation which the child had no part in choosing but accept and cherish forever.

### **Qualities of this leader**

The Leadership maze is a situation to fashion the leader into some kind of person. The patterns are like a mold that determines the kind of leader to emerge. That leader cast in the mold becomes a replica of the pattern he was thrown into or born by. Patterns of these people who move into a leadership situation continue to be emphasized.

The leadership pattern showing gives a hint to the type of leader emerging from that situation. The pattern also reveals what the leader will finally end up being. Some of these leaders emerge from this situation to another similar situation. Hence they already manifest the mold impressed on them by that previous situation. It is for this reason that such a leader is labeled as experienced or exposed to more than one situation.

The new situation or mold will also play its role in impressing its pattern on the incoming leader. The process of leadership is a never ending merry-go-round with a leader

moving from one situation to another. This is what is called existence. There is a constant coming in and exiting. This is a quality of a never ending exchange of values from one situation to another.

This constant exchange is noted in the field of business where give and take is a never ending trade. It is not only noted in business but in life itself where humans breathe in and out to keep alive. Once this cycle is broken, man dies. It follows therefore that for the leader to continue functioning, he must continue giving, initially, things but ultimately SELF.

These leaders are the mirror of the pattern from which they come. Note the situation's impression on the emergent leaders:

They have:

☞ **Vision** – They dream big - see the unseen

They see with their eyes closed and see the unseen as portrayed by the leadership situation. They cannot be leaders unless they see what others do not see in the purpose driven leadership situation. They see a path where there is none. They see possibilities where there are none. They can be described as seers. The leadership situation is full of everything the leader needs to be the kind of person called for. In this new situation, he/she must walk around looking at the presented situation scene.

☞ **Passion** – Are passionate in what they do

What they see in the situation excites them so much that they cannot help but want to share it with others around them. Their passion for common goals unveiled by the situation is indomitable. They have a fire within which is the innate motive force for positive action. It is not a passion for opposing and

destroying others. It is a cohesive force, like the power of gravity drawing things to itself. This is a magnetic force seen in the universal situation. **Hence, this is one of the universal patterns.**

☞ **Communication** – They share their dream

This leadership situation shows the emergent leader that there are others related to him and demands that he shares what he sees with others around him. Selfishness in this situation is negated. They know that what they see and are passionate about must be shared for the benefit of the group. They make sure that their dream is clear to reduce misunderstanding of issues pursued by the group.

☞ **Power** – Have authority and self-drive

Their emergence into this leadership situation gives them authority to do certain things they alone are authorized to do. They communicate with authority because they have seen the real thing. This authority stems from the fact that they are shown to represent group dynamics not unilateral or personal issues only. They have a support base from their group situation. In a sense, they are voted into that role by their colleagues situation who see that they are not working in opposition to them. The self-drive evident in them is that motive force within them that gets them doing things with and for their colleagues. They have accepted the situation mandate and now initiate movement to achieve the common goals.

☞ **Integrity**

Leaders in this situation are true and upright within. The uprightness of the leadership situation has stamped its character on the leader to model it to those around him. They become like tour guides to lead others truthfully. They become

genuine in their approach to life and the issues confronting the group. They will not let the group down.

#### ☞ **Self-management**

With this quality developed, leaders direct affairs in the same way the situation demand and direct compliance. The leader is a dynamic follower of the situation. Those following see an example of compliance. All who opt to move into this leadership situation are there to cooperate in driving themselves in the interest of group dynamics and the demands of the situation. This self-drive is essentially compliance to the demands of the leadership situation.

#### ☞ **Risk Manager**

Leaders defy the odds by overlooking and negating distractors. They risk to be criticized for defying the odds. They also are aware of the challenges facing them but do not chicken out. When they meet these challenges, instead of asking, “Why me?” they ask, “Why not Me”.

### **Characteristics of Leaders in the Leadership Situation**

Leaders in this space, as collaborators in creation, are searching for patterns to enhance their navigation. They discover toolkits/principles for use to create what they want and need. Essentially, what they want and need is in them. They are the seed to bring forth after their kind offspring to aid them fulfill their situational mission and legacy. Watch their makeup as described below:

#### **Observant**

They are on the lookout for opportunities. This attitude is based on the shared idea that success is defined as preparedness meeting opportunity. Hence they see their situation as a workshop that is shaping them to see more and do more. Since they know where

they are going, they always are looking for circumstances that will contribute to reaching their destination. If they cannot find them, they create them. They are alert for opportunities that will enhance their forward drive and avoid at all costs those that have potential to deter them from their purpose.

**Mandated and powered.**

They are empowered to represent organizational ideals. When empowered, they move to empower others recognizing that success is not a one man show. If they win, all win. Their attitude is: "I win if I make you win".

**Have a mission of problem-solving**

They are on a mission of relief from suffering. Their reading of the situation leads them to discover that each element in the situation needs the other to complement. They are only whole when related. What they have, the other does not have and what the other has, they do not have. Therefore their mission is to go on the rampage solving problems for the group or filling the gaps existent in others related to them. This is a group of people who know that life is only meaningful when beset by challenges and these challenges magnify their situation for greater discovery of the opportunities. They begin to see opportunities for victory. In this situation they learn that no one will be counted a winner unless that one is in a fight or race.

**Servants of the people**

They go out to provide excellent customer service. This attitude seems to be the only attitude that is found in the TRIAD. The Situation serves Leader and the Follower and the Leader serves the Follower and the Situation, and Follower serves the Leader and Situation. **SERVICE IS THE PASSWORD AND HALLMARK OF THE TRIAD.**

### **Cognizant of own limitations**

The fact that a person moving into this leadership space conforms to the pattern of group dynamics is thus admitting incompetence in some areas and invokes cooperation from others to complement his shortcomings.

### **Leader influence patterns**

Influence is what the leader in the situation exerts to achieve the desired objectives. It is a powerful behavior used by leaders to change attitudes, opinions or behaviors of target persons. Hughes, Ginnett, Curphy (2002). Hersey and Blanchard (1982) describe influence as the use of power resulting in a change in the probability that a person or group will adopt the desired behavioral change.

According to Hughes, Ginnett, Curphy (2002) the pattern of leader tactics assume the following approaches.:

#### **Rational Persuasion & Appeals**

In this instance the leader adopts an approach to win others through rationality. The leader convinces others by persuading them with sound arguments. In a sense, they must see reason for doing what is before them. Unless it makes sense, self-motivation will be dampened.

#### **Consultation**

Leaders know that people who are consulted have a feeling of belonging and acceptance. They feel the leader values their skills and knowledge. That feeling generates self-confidence and ownership of projects. This is influence at work. Use it to create comradeship and team spirit.

### **Ingratiation – Exalt & Lodge**

Here the suggestion to the leader is that no one must be put down. Anyone who is uplifted never feels insignificant. Should you ask any favor from the uplifted person, a positive response is inevitable. The message here is, exalt a person and lodge your request and you will get what you want.

### **Personal Appeals**

A leader in a situation is related to others working towards a common goal. The leader will not function through generalities but addresses others on a personal level. The individuals thus addressed feel the leader notices them. When they are noticed, they reciprocate and notice the leader. You see, one reaps what one sows.

### **Coalition tactics**

To coalesce is to bring elements together. The leader's great function is to create teams by bringing individuals with different skills, attitudes, and knowledge together. Divisive strategies are foreign to this pattern of dynamic leadership.

### **Pressure tactics**

Pressure can be exerted gently tactfully and courteously to achieve goals. Pressure tactics are tantamount to warnings which will have a tendency to elicit compliance to common goals.

### **Legitimizing tactics**

Those in authority use their position to influence action towards the organizational goals. That authority is respected because it is linked to the reward system. In many instances, the followers accept that the leader has accepted their mandate to lead them, hence they may not necessarily oppose him.

## **Basis for pattern of power usage**

The leader's personal code of ethics and values may be one of the most important determinants of how power is exercised or constrained. The principle of power usage is based on the individual's ethical code, says Hughes, Ginnett, and Curphy. The kinds of powers used by these leaders are position and personal powers. That pattern of operation gets results. The ethical code is a law or pattern that creates predictability and enhances dependability. This is a hallmark of integrity in the leader which is greatly valued by followers and adherents.

Values are constructs representing generalized behaviors or states of affairs that are **considered by the individual to be important.** - Gordon, 1975

Values are constructs that represent general sets of behaviors or states of affairs which individuals consider being important, and they are a central part of a leader's psychological makeup. Values are an important component of the moral reasoning process, which is the process people use to resolve moral or ethical dilemmas.

### **Hughes, Ginnett, Curphy**

The leadership situation has a value-laden system which must be imprinted in all the leaders emerging from one situation into another situation of leadership.

Chopra asserts that "What is will be". Therefore what the leadership situation is, the leader in it will be. That one will be so cast that he becomes the replica of that mold. Rationality here is, according to Chopra, that a person in a given day thinks over six thousand thoughts. And of those thoughts, ninety five percent he had the day before. The greater portion of what one is today will be there tomorrow. When the leader is aware of this truism, he begins to adapt accordingly and in time mirrors the situation.

The ancient wisdom puts it this way: “Be careful how you think; your life is shaped by your thoughts.” Prov. 4:23. In this instance, the leadership situation provokes in the entrant leader certain thought patterns. Once this entrant continues to think in this way, an act automatically follows and when repeated acts happen, habit is established and an established habit results in character and the character determines the leader’s destiny. Note the following anonymous adage:

*“Sow a thought, reap an Act  
Sow an Act, reap a Habit  
Sow a Habit, reap a Character  
Sow a Character, reap a Destiny”  
-Anonymous*

Anyone who enters the leadership situation receives authority, power or resource to achieve group goals. Note the different powers available and the basis of that power or authority.

**Expert power.**

This is knowledge, skill and attitude (KSA) power. Without these three, the emergent leader is powerless. How can one navigate the situation ignorant? Once one enters the situation, a discovery of complexity becomes evident. That complexity calls forth skill in navigation. Without navigational skills crashing is inevitable. Attitude enables one to scale any height. You see, attitude determines one’s altitude.

**Referent power**

This is based on traits. Personal qualities are the elements in the person to attract those around. This power is based on relationships. Operation in the leadership situation depends on dynamics of relationships. It is this that gives the leader opportunities. Hence the saying: It is who you know that gets you moving. Knowledge of the right people will open many doors. That is awesome power.

### **Legitimate power.**

This power has to do with acceptance. The person in the leadership situation must be accepted by the team. When that person operates acceptably within group parameters and situation patterns, he is thus operating legitimately. The feeling of legitimacy enhances confidence in the discharge of assigned duties and enjoys other's trust and confidence.

### **Reward power.**

An accepted person in the leadership situation accesses resources for use to support and reward the individuals around him. The endowed resources enable the group to cooperate in accomplishing group goals. Those resources are a budget they need to function. That reward system gets all beneficiaries to feel a sense of belonging and being appreciated for their endeavors in the team.

### **Coercive power.**

This power pattern does not seem acceptable in group dynamics. It tends to undermine the individuality of others. It says to them, you can't act unless you are compelled. Once the group reads this kind of message, it responds to the leader: You will get what you expect. The tendency here is that resistance follows. It is also true that the new initiates may need to be coerced to adopt a positive way of doing things for the group's success. This coercion is, however, a temporary strategy to kick-start a lethargic person who must afterward operate on own steam. This is a call for a buy-in into the leadership direction.

**Information power.** This is awesome power. People who know give direction with authority. There is authenticity in their command. The direction given leads adherents to acceptable outcomes. Trust in the leadership direction is thus engendered.

**Connection power.** This power is similar to the referent power. The difference is that the referent power is based on personal traits in the individual. People get attracted to the individual because of their personal qualities. When connected, they wield awesome power for the good of the group.

The power pattern dynamics is a capacity or potential to exert **influence** over others in order to modify attitudes and behaviors of the team. This is certainly a relational dynamic. It is a resource that enables a person to induce compliance from or influence others. Hersey & Blanchard

*The world would be happier if its leaders had more vision and fewer nightmares”*

### **Intelligent Leader**

The cast leader in the situation emerges with remarkable qualities. Indeed qualities to be desired by all who move into this universal leadership situation:

#### **Practical Intelligence**

These emergent leaders are not sitting ducks. They are hands-on people. They know what to do. They thrive on the dynamics of implementation.

#### **Analytic Intelligence**

They think through situations, observing every detail by analysis to make sure nothing is missed. They are detail oriented people.

#### **Creative Intelligence**

If certain things are not in place these leaders do all they can to put in place what they know must be present. Through creativity, they fill the gaps. It looks like they are creating something when in fact the pattern reveals what must be and they see it and

activate it. You see, there is nothing new under the sun. It is all unveiled to the perceptive in ideas that are floating in space.

### **Emotional Intelligence Attributes**

The attribute of emotional intelligence makes these emergent leaders:

- a. Self-aware.  
Self-awareness presupposes that they exist hence can be aware of what is there.  
They pay attention to the realities around them.
- b. Self-regulated. They discover limits and parameters that must be complied with.  
In this way they operate within limits by intelligent self-control.
- c. Self-motivated. Because they see what is before them, the desire to move there impels them, hence it is thought as self-motivation.
- d. Empathetic. The situation they see triggers emotions of care and affection for others around them.
- e. Positively related. The pattern of relatedness reveals to these leaders the bias to be adopted.

### **Principled Centred Leader**

The emergent leader, by birth in the situation has taken on the characteristics of the situation that has lasted till the time of his emergence. The quality of timelessness also is imprinted in the leader. This leader will last as long as the situation continues. This leader's modus operandi is principle-centred and with that has the potential to last longer than the ordinary.

The leader's relevance in the assumed context keeps him going because of his marriage to the cultural context of timeless values and truth. It is this kind of relation that Shakespeare referred to in Hamlets' marriage of true minds that looks on tempests and is never shaken; it is a star to every wandering bark out at sea. It is this constancy and dependability that is valued by all in the triad.

The principles by which this leader is governed, keeps him guided and in the right path; he is guarded by these principles so that health wise the body is correctly nourished by the ingestion of needed nutrients; he is kept from foods and drinks that have potential to harm his health; he is kept from behaviors that harm others in the team which, essentially is self-inflicted injury.

The principles assist such a leader to know and evaluate where he is. This is a criterion reference gauge by which the leader can assess progress and outcomes achievements. John Maxwell asserts that these principles governing the leader build his character, direct his decision-making ability and correct his lifestyle. This indeed is the best leader strategy to guarantee becoming the kind of person the universal situation decrees for him.

### **Leader as a thinker**

#### **Leader's Aim**

“True education means more than the pursual of a certain course of study. It means more than a preparation for the life that now is. It has to do with the whole being, and with the whole period of existence possible to man. It is the harmonious development of the physical, the mental, and the spiritual powers. It prepares the student for the joy of service in his world and for the higher joy of wider service in the world to come..”  
White- Education p. 13.

#### **South African Qualifications Authority (SAQA) Policy on thinking**

The expected outcome in all educational activity is to develop competence in all areas of performance. It is also a given that competence cannot just happen. Something must make it be. This process of making things and setting direction is a thinking dynamic. SAQA policy follows:

- Identify and solve problems in which responses display that responsible decisions using critical and creative thinking have been made.
- Work effectively with others as a member of a team, group, organisation, community.
- Organize and manage oneself and one's activities responsibly and effectively.
- Collect, analyze, organize and critically evaluate information.
- Communicate effectively using visual, mathematical and/or language skills in the modes of oral and/or written presentation.
- Use science and technology effectively and critically, showing responsibility towards the environment and health of others.
- Demonstrate an understanding of the world as a set of related systems by recognising that problem-solving contexts do not exist in isolation.

### **Implications of the above approaches**

From all of the above it is clear that the common denominator for South Africa's integrated approach to education is THINKING. This thinking must be the driving force of all activities leader engages in.

### **Human Challenge on thinking**

Dr. Albert Schweitzer was asked a question one time: 'What is wrong with men today'? His answer was clear and curt: 'Men simply don't think.' It is clear that a thinking leader must seriously engage in thinking in direction determination.

### **What is Thinking**

The reader here comes to grips with what the leader does to think and contribute to the wellbeing of others around him. To think then to:

- ✓ To have a conscious mind capable of reasoning, remembering experiences, making rational decisions, etc.

- ✓ To employ one's mind rationally and objectively in evaluating or dealing with a given situation.
- ✓ To have a certain thing as the subject of one's thoughts
- ✓ To consider something as a possible action, choice, etc.
- ✓ To have consideration or regard for someone

### **Thinking Application**

**The leader is in the business of developing competence in what he does. In order to achieve that competence note what he does:**

To think is to use rational judgment. In a sense to think is to consider, to become aware of, to interact with an idea. In this process of thinking, certain activities take place as a result of the incubation of ideas that the leader has become aware of through the five senses. That process of awareness engages the leader resulting in serious and dynamic interaction with the idea under consideration. Such a serious dynamic interaction results in dynamic action.

### **How the leader thinks**

- ☞ Uses the 5 W's + H (What, Where, When, Why, Who + How)
- ☞ The goal of this usage is to help the leader probe, analyze, synthesize, contrast, compare, predict, deduce, define, etc. in order to deepen meaning.
- ☞ Unveil the essential or core of the thing or person under attention.

### **Rationale for Thinking**

Every leader thinks for **self-enhancement and self-preservation**. In the process, self is transformed. A transformed self-impacts the environment of the self. The transformed self creates and reshapes its environment. Until this transformation has taken place, no environmental change will result. This concept is in line with the laws of motion. Objects in motion tend to continue moving. Conversely, static objects remain so until a power greater moves them. A transformed leader becomes this greater power that shifts

objects around to mirror what is going on in his mind and in his situation. This is how thinkers rule the world and change situations.

### **Productive Thinking Process**

*Sow a thought and reap an action  
Sow an action and reap a habit  
Sow a habit and reap a character  
Sow a character and reap a destiny  
Anonymous*

### **The Product or Outcome of Thought**

The highest, predictable, **dynamic self** is unveiled as the end product of thought. A specialization in THINKING spans all the learning areas. When the leader has become that highest self, he will begin to integrate the old with the new approaches to problem-solving. This leader highest self will have become the agent of change for good or bad.

### **How the leader acquires dynamic thought**

In the realm of becoming, things do not just happen. Education must take place. The educational process follows:

- Acquire knowledge or skill by study, instruction or experience.
- Gain a habit, to develop new mannerisms by experience and by exposure to example.

To learn as a verb implies adding to one's store of facts or information by discovery, suggesting that the new information is a novelty or surprising to the learning leader.

In psychology, learning is the modification of behavior through practice, training or experience.

### **Theories of Learning for enhancing leader thinking process**

According to Thorndike learning proceeds from the simple to the complex. In a sense, thinking should start from the simple to the complex. The leader must get into the habit of asking low-level questions first until the habit of asking simple questions is

internalized. Low level questions are: what, who, where, and when. The leader must be able to list what they see, hear, touch, smell and taste. This ability to identify objects will form the basis for an in-depth examination of any other object.

### **Involvement in Thinking**

The habit of asking lower level questions will elicit simple, unambiguous responses. The leader must be able to describe what the object looks like, what it does, where it is, who is related to it and when it appeared. Meaning is thus enhanced when a bridge is made between the simple and the complex. That bridge is called association.

### **More Theories of Learning**

Guthrie takes the concept further by emphasizing 'practice' in the learning process. He states that practice is important in learning in that it causes more and more stimuli to elicit desired behavior. Patterns of behavior are only established by repetition of the behavior. In this case practice is a deliberate, intentional act with a view to achieving a certain outcome.

### **The leader as a learner**

Learners must do in the 'now' what they expect to do in the future. Unless competence is achieved now, it will not be realized then. The habit of using simple inquiry modes forms the basis for using complex inquiry modes later. This sequence cannot be juxtaposed.

### **Gestalt Theory on Learning**

Its emphasis is on meaning and understanding. Parts must be related to the whole so that they have meaning to the learner. The emphasis is always on a totality or whole and not on individual parts. The Gestalt theory introduces to the learner a concept that objects are the sum of their elements.

### **Systems Thinking**

Systems thinking is introduced here where relationships are highlighted. This is higher level thinking, which employs questions such as 'why' and 'how'. These questions elicit differing responses that may not necessarily be wrong. A number of such perspectives and responses unveil a spectrum of views for deeper meaning.

### **Change in Thinking**

The shift or growth is a transformation. This is a transformation of outlook, perspectives and attitudes. The leader whose outlook has been transformed will also transform the environment he/she lives in. The new image created in the mind becomes the new yardstick against which everything experienced is measured. When such objects do not measure up to the new standard, a reconstruction of the object begins to take place. That reconstruction initiates change.

### **Concluding remarks on Thinking**

The environment is a terrible mirror of what is going on in the minds of that society. According to McKenzie (1980) "We never see the target a man aims at in life; we see only the target he hits." This is the focus of outcome-based education. We want to see the results, we want productivity. We want to see IDEAS on legs, the transformed Person. This is the critical outcome produced by critical thinking – a transformed LEADER.

### **The Accountable Leader**

The emergent leader has come out to fulfill a mandate. The situation out of which he comes has mandated him to carry the legacy forward. What questions come through his mind as he mulls over what lies ahead of him?

First, he has to define:

What must he do to achieve his target? He has to respond and outline or list the things he needs to do. These items have been determined by the targeted outcome. Once the list has been comprehensively noted, the next step is to look at each of the listed items and work out in detail how each of them will be carried out. Here the methodology for delivery must be given.

When the method has been articulated in detail to enhance replication when the need arises, then timelines and deadlines must be outlined when each of those items will be completed. This process is to admit that everything has a lifespan. It is a given that no job or task can be completed without resources. So, the leader must determine the resources he needs for each listed item on what to do. These resources are two-fold: material and human. The material is the budget the leader will need to purchase the materials, tools to get the job done. In those tasks, it is also clear that the human resources will be needed. In that case the emergent leader must indicate the needed human element to help him complete the listed tasks.

Measurement in task performance is a must to help participants know how well they have performed. This is some kind of feedback system. What is done must be assessed internally and externally. This is a mechanism for quality control and maintenance. It is always advisable that the leader must assess what he has done against his expected outcomes. The colleagues also have an opportunity to assess the leader's work in the interest of group goal achievement. The group must not be compromised in target hitting. Besides the group or colleague's assessment, the leader must be assessed by the superior.

In the interest of assessment enhancement, it is imperative that the leader must list the indicators of progress. Essentially, what will the assessor see as a determinant or evidence of work done? Visible and measurable items must be indicated. It is in line

with what the universal wisdom advises that by their fruits they shall be known. Fruits or results are visible and measurable.

#### Summary of the Implementation drive

- 1) What must be done to hit the target?
- 2) How will the listed items be done? Outline the methodology.
- 3) When will those items be done? Timelines must be specified.
- 4) Resources (material and human) needed must be given.
- 5) Performance indicators must be listed to enhance assessment.
- 6) Assessment by the individual, the group and superior must be done to guarantee quality and performance.
- 7) After each assessment period a report must be written and filed by each of the assessors including the individual assessed.
- 8) Gaps in performance must be noted and recommendation for corrective action be made.

This process will enhance the leader's accountability to self, to colleagues and management team. The implications for this system are to increase leader ownership of what was done. This plan reduces the chances of the organization being sued. If the incumbent leader does not perform well, it is easy to release such a one with no serious consequences. If the leader has submitted such a plan of performance, it is the leader who is accountable to the developed plan of action not the management.

#### **The effective Leader**

Effectiveness is the goal of organisations because they are all goal oriented and need to achieve their objectives in income generation and sustainability. David Schwartz has highlighted four strategies a leader can focus on to achieve effectiveness:

1. Trade minds with the people you want to influence. It's easy to get others to do what you want them to do if you'll see things through their eyes. Ask yourself

this question before you act: “What would I think of this, if I exchanged places with the other person?”

2. Apply the “Be-Human” rule in your dealings with others. Ask, “What is the human way to handle this?” In everything you do, show that you put other people first. Just give other people the kind of treatment you like to receive. You’ll be rewarded.
3. Think progress, believe in progress, and push for progress. Think improvement in everything you do. Think high standards in everything you do. Over a period of time subordinates tend to become carbon copies of their chief. Be sure the master copy is worth duplicating. Make this a personal resolution: “At home, at work, in community life, if it’s progress I’m for it.”
4. Take time out to confer with yourself and tap your supreme thinking power. Managed solitude pays off. Use it to release your creative power. Use it to find solutions to personal and business problems. So spend some time alone every day just for thinking. Use the thinking technique all great leaders use. Confer with yourself.

## CHAPTER 4

### EMERGENCE OF LEADERS

The universal pattern is very unique and operates following a particular process of input, process and output. A revisit of the creation story shows this pattern of operation. In the beginning God created the heavens and the earth. On the sixth day the crowning act of creation was the making of a human being. Before man was created, a plan to do that was unveiled.:

“Then God said, ‘Let us man humanity in our image to resemble us so that they may take charge of the fish of the sea, the birds in the sky, the livestock, all the earth, and all the crawling things on earth.’ God created humanity in God’s own image, in the divine image God created them male and female God created them.” Gen. 1: 26,27

Ever since, this pattern has continued to exist. Nothing comes into existence without an input. Also, the seed directly outlines the kind of output required. The seed in hand is an indicator of the final product. This human being created resembled the Creator. The fact that we do not see the Creator, we can conclude, following the universal pattern, that humanity is a replica of that unseen, intangible being – GOD.

A revisit to the TRIAD discussed earlier, it became very clear that the Situation precedes the Leader and the Follower. In fact, it does not only precede but makes and stamps its mold on the leader emerging from it. This is really the creation of the Leader by the Situation. The situation does not only create but nurtures, mentors and coaches the leader to perform in predetermined ways.

Whether or not the leader is good or bad, it is determined by the situation from which that leader emerges. The nature of the situation tends to put its stamp on the emergent leader and he or she becomes an envoy of that situation wherever he or she goes.

## **Born or made Leaders**

The question whether leaders are born or made surfaces here. The leader, in the context of the TRIAD, is both born and made. A human being comes to be by birth and that birth gives its offspring qualities inherent in the parent. Those qualities are described as inherited. The stamped DNA is in the offspring. If there is a question of the right parent, the paternal tests are conducted in order to determine the relationship. Invariably the child will be linked to the parent in those tests.

After the child is born, the process of honing and maturing those inherited qualities starts immediately. In the context of leader's birth, the honing process is called coaching and mentoring. Somebody in the situation takes responsibility to coach or train the emerging leader to mature the innate qualities. The process of honing and maturing is a leader MAKING process.

Angela Morgan, summarizes this process of the making of the leader thus:

### **When God Wants a Man**

By Angela Morgan

*When God wants to drill a man  
And thrill a man and skill a man;  
When God wants to mold a man  
To play the noble's part;  
When He yearns with all His heart  
To create so great and bold a man  
That all the world shall praise-  
Watch His method, watch His ways!  
How He ruthlessly perfects  
Whom He royally elects;  
How He hammers him and hurts him  
And with mighty blows converts him  
Into trial shapes of clay which only God can understand-  
While his tortured heart is crying and he lifts beseeching hand!  
How He bends, but never breaks,  
When his good He undertakes-  
How He uses whom He chooses  
And with every purpose fuses him,  
By every art induces him  
To try his splendor out-*

*Yes, God knows what He's about.*

What a coaching process displayed here. The man has emerged or born in the situation and now must be nurtured to be the kind of person he should be, he must be drilled, thrilled, and skilled. It takes effort to make such a leader who is skilled to perform and solve problems uniquely.

*When God wants to take a man  
And shake a man and wake a man;  
When God wants to make a man  
To do the future's will;  
When He tries with all His skill  
And He yearns with all His soul  
To create him large and whole-  
With what cunning He prepares him!*

It is clear here that the man is there with latent abilities, with potential but that potential must be teased or activated to do what it needs to do. This is some kind of jumpstarting a vehicle that has all the capabilities. It just needs to be energized to start functioning. The shaking and waking process is the energizing activity.

Leaders in the making are never treated with kid gloves. They are disciplined, challenged, at times beaten to show the emergent qualities they have. They are like gold in the refinery, in the heat, in the crucible to be melted thus to remove the dross in them. An easy process? No way.

*How He goads and never spares him;  
How He whets him and He frets him  
And in poverty begets him;  
How He often disappoints  
Whom He sacredly anoints;  
With what wisdom He will hide him  
Never minding what betide him  
Though his genius sob with slighting and his pride may not forget!  
Bids him struggle harder yet;.  
Makes him lonely so that only  
God's high messages shall reach him,  
So that He may surely teach him  
What Heaven's hierarchy has planned.  
Though he may not understand,  
Gives him passions to command-  
How remorselessly He spurs him,  
With terrific ardor stirs him  
When He poignantly prefers him!*

Leaders have a label, a name but the name must be an apt descriptor of the object named. The process of inscription is done by both the parent and the coach. In this case the situation, with circumstances in the context, compels the entrant to navigate in certain ways. If the entrant is compelled to behave in certain ways for extended periods, that entrant begins to adopt the particular behavior and before long, the entrant is a resemblance of the trainer. Note the naming process below:

*When God wants to name a man  
And fame a man and tame a man;  
When God wants to shame a man  
To do his heavenly best;  
When He tries the highest test,  
That His reckoning may bring;  
When He wants to make a king-  
How He reins him and restrains him  
So his body scarce contains him  
While He fires him and inspires him,  
Keeps him yearning, ever burning, for a tantalizing goal-  
Lures and lacerates his soul!  
Sets a challenge for his spirit,  
Draws it higher when he's near it-  
Makes a jungle, that he clear it;  
Makes a desert, that he fear it  
And subdue it if he can-  
So our God doth make a man.*

In any training situation, there must be targeted outcomes. The training is not in a void but follows particular methodologies that have been tested and tried in order to produce the desired, reliable outcome. This is done by ASSESSMENT of the process to make sure that the outcome is not compromised. If you are one of those leaders in the making, be aware of the process you are likely to undergo.

Do not chafe and squirm but endure the process. You will note the process as described by Hebrews 12:7: "Endure hardship as discipline; God is treating you as sons. For what son is not disciplined by his father? If you are not disciplined, then you are illegitimate children and not true sons."

*Then, to test his spirit's wrath,  
Hurls a mountain in his path-  
Puts a bitter choice before him  
And relentless stands He o'er him!  
"Climb, or perish!" so He says-  
Watch His purpose, watch His ways!*

*God's plan is so wondrous kind  
Could we understand His mind-  
Fools are they who call Him blind.  
When that man's feet are torn and bleeding  
Yet his spirit mounts unheeding,  
All his higher powers speeding,  
Blazing newer paths and fine;  
When the force that is divine  
Leaps to challenge every failure and his ardor still is sweet  
And love and hope are burning in the presence of defeat-  
Lo, the crisis! Lo, the shout  
That must call the leader out.  
When the people need salvation  
Doth he come to lead the nation.  
Then to all God shows His plan  
When the world has found – a man!*

This is the new you, dear reader. Accept the universal pattern and comply with its demands on your life. In the end, it will be proclaimed 'Then to all God shows His plan, When the world has found – a man'/woman and that is YOU.

## CHAPTER 5

### POSITIVE AND NEGATIVE BEHAVIOR PATTERNS OF EMERGENT LEADERS

*"People are just about as happy as they make up their mind to be"*

*Abraham Lincoln*

#### **Positive Behavior Patterns**

Effective leaders have developed patterns of consistent acting which finally compose habits. See the different patterns of emergent leader behaviors as depicted below:

##### **Proactive Leader Behavior**

This behavior is of leaders who do not wait for things to happen. They cause things to happen. What do they cause to happen? They see the unseen, are visionary and then act to make what they see happen. They believe in the "cause/effect law. They know that if they stand before the automatic door, the door remains shut but once they start moving towards it, the door opens for them.

##### **Begin with the end in mind**

This leader behavior is outcomes and results based. The end product is their desired target. Their vision is that of the complete product. When they see the result, they see the complete, developed product in its various developed patterns and hues. The end product becomes very hypnotic. What they want also wants them. Like attracts like.

##### **Put first things first behavior**

This is a prioritization of what they want to do. They make sure that the sequence of what must be done is not compromised. There is no way that they can certify the sequence until the final product has been seen. This prioritization is highly cost effective. Once first things are put in place, duplication is minimized and costs streamlined. The thinking of putting things first is a behavior index of serious planning. No chances are allowed here because they can see the blue print/pattern of the end result.

### **Seek to understand behavior**

The search for understanding is an admission of the lack thereof. It is an admission of continuous development and growth. It is an aspiration for what lies before. The focus is on the self to first comply the other's conditions. They know that others are different from them and therefore may not be compelled to be like themselves. This understanding is the desire to make sure the seed is the real prototype of the visualized outcome. This is an adaptive behavior doomed to succeed and survive.

### **Seek win-win behavior**

Competitive existence is on a mission of destruction. The opponent must be put down with force. The opponent must be eliminated. Normally, the opponent is another human being.

The dynamic useful behavior is the win – win behavior. It upholds the slogan 'I win if I make you win. Once others are made to win, a coalition has been forged and with such a coalition more can be done than without that dynamic network. This is a cooperative dynamic team behavior set to achieve a goal that benefits all participants.

The win-win attitude has the sky as the limit for achievement. It becomes the prototype of the desirable. The sky here is a symbol of infinity. Traversing the sky implies the pursuit of the endless. The journey is billions of light years ahead of them.

### **Synergize behavior**

This is a dynamic connection. It is team work at its best. It is recognition of the significance of each element in the team. It is harnessing that diversity which is recognition of the variety existent in the related individual items. The synergies behavior suggests too, that the current state of behavior patterns is of disconnection and fragmentation. With fragmentation behavior pattern, the dynamic is focused on

competition of the elements than on the synergized effort towards a common goal. Synergy is a serious recognition of the adage of T.E.A.M - Together Everybody Achieves More.

### **Sharpen the saw behavior**

The saw that needs sharpening is a working saw blunted by usage. Blunted saws are working saws. Blunted leaders are working leaders. Each time this saw is sharpened, it chips away and in the long run must be finished through wearing. It is in line with the adage of dynamic leaders who rather 'wear out than rust out'.

In the realm of the situation there are always pros and cons. In this case, now that the positive behavior patterns of emergent leaders have been discussed, note with care the negative undesirable emergent behavior patterns. The emergent leader must be alert to notice distracters and unwanted behaviors that have a tendency to imprint themselves on him.

In any situation the leader develops the skill to maneuver. That which will contribute to group goal achievement will be the sought after kind of behavior.

### **Negative Behavior Patterns**

Note the following negative behaviors foreign to emergent dynamic leaders:

#### **React**

These are the victims of life. They are always acted upon by success oriented, proactive individuals. They are negative followers who follow unwillingly, blaming and finding fault with the pro-actors and their modus operandi. These are the kinds that the law of motion describes as 'stationary objects which stay in place until another object more forceful moves them.'

### **Begin with what lies close to you**

Beginning with what lies close to them is still the victim mentality behavior. Somebody must first put the object in place before they can begin. In this way they have grounds to blame the one who put that item close to them.

### **First things last**

It is a mentality that is seriously confused. It has no vision of what lies before them nor of its potential. It confuses the logical sequence of things. Things moving in this *modus operandi* are out of sync with life. A reverse movement is a temporary locomotion in order to readjust the sequence for enhanced functioning. However, putting first things last is not a temporary readjustment but a permanent arrangement. It changes the normal to the abnormal, thus destructive. Truly this is an unwanted leader behavior pattern.

### **Seek to be understood than to understand**

Such a way of doing things undermines the other person. In this behavior pattern the only person important is the one speaking. Even though to be understood is important but it must not be done at the expense of understanding others. The cause/effect law underscores that an individual must start the process in order to get a return. If one does not begin to understand others, it is likely that one may not be understood either.

### **Think win-lose**

In a sense, do not allow anybody to win. Make sure you beat the competition. If one gets ahead, use whatever means to put them down then celebrate the victory even if the other person has died in the process. This behavior pattern is so obvious in the sports arenas where the players are bent on making sure that the other team loses. When the other team has lost, note the celebration that follows.

### **Do not cooperate**

Imagine this leader pattern of thought: Cooperation is some kind of loss of individuality. It means one is succumbing to the pressure from others. It is better to stand alone and be counted. When you can be counted, it means you are one who counts in society. Cooperation in this situation the thinker claims to be a merger and a surrender of identity. What a fruitless pattern of thought behavior!

### **Wear yourself out**

This kind of behavior pattern is a focus on self. This is what the self says: "As much as you can, make sure that you do whatever you want. Do not allow restrictions to stand in your way. These don't businesses curtail one's freedom. If you hurt in the process, it is one's choice. If it feels good, just do it." What a self-talk leading nowhere but to a cul de sac.

### **Effective behaviors' of dynamic Leaders**

In the realm of leadership certain patterns of behaviors of leaders show up. The following are core such behaviors:

#### **Supportive Leadership Behavior**

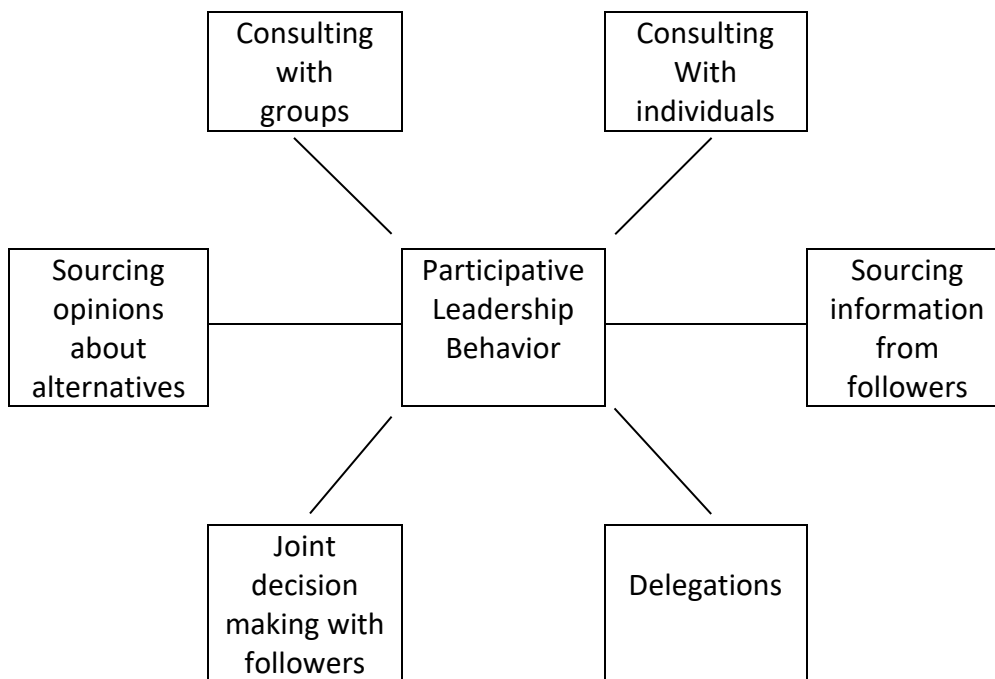
In a supportive leadership environment, the leader does not only delegate but works through tasks with followers or employees to improve skills and talent until the leader does not need to worry about a task being done correctly because the follower is fully empowered in that particular area. Supportive leaders listen to their employees and help them deal with stress and the conflicting personalities of other employees. They train employees to deal with problems themselves as much as possible.

## Directive Leadership Behavior

Directive leaders are very much like autocrats who tell the subordinate what to do, and how to do it. This kind of leader initiates ideas, projects and tasks and gives the responsibility of completing these tasks to the subordinate, usually telling them what and how to do it. They go further by specifying standards, deadlines and parameters.

## Participative Leadership Behavior

This behavior involves many participants and has potential to generate balance in the workplace by utilizing divergent perspectives.



Participative leadership behavior has a very consistent favourable effect on the satisfaction of followers, including acceptance of their leader, and general satisfaction with their organization and job situation.

Followers can reflect their own interests and concerns in the outcomes of decisions that affect them. It gives followers an opportunity to utilize their own untapped talents, and this helps satisfy their needs for competence, self-fulfilment, and personal growth. It allows followers to make a significant contribution to a valued group, thereby satisfying needs for esteem and accomplishment.

### **Leader Reward and Punishment Behaviors**

This leader type of behavior endeavors to reward productive and effective employee behavior and punishes ineffective employee behavior. It is a carrot or stick approach to employee motivation. Some employees respond well to rewards for work well done and others will respond well when punished for their ineffective work behavior.

### **Charismatic Leadership Behaviors**

Charismatic leaders have charisma, grace, and are able to influence and inspire followers. This style is very much like the transformational leader style who motivates the individual or those around them to be better and to work for the greater good of the organization or society.

*☞ There are two kinds of leaders in the world today: those who are interested in the fleece, and those who are interested in the flock*

## CHAPTER 6

### DYNAMIC FOLLOWERSHIP SITUATION

*'The business of a leader is to turn weakness into strength, obstacles into stepping stones, and disaster into triumph'*

*You can't get anywhere unless you start. Do it now! Today will be yesterday tomorrow*

Followership is the third element in the triad. This element is no less a situation than the other two. Since it is a situation, it must necessarily have its own pattern to govern movement within and around it. This situation highlights, first, its relationship to the other elements of the triad and secondly how entrants into it relate to one another.

The followership situation unveils the relationship dynamic. It spells out the type of relationships existent between and among people. Since each person is a situation on their own, the situation relationship to others shows up. It bears the same hall mark as the other two situations discussed before. Those who enter this situation assume compliance to the followership situation just as a leader does to the leadership situation.

#### **The universal pattern of interpersonal relations**

Interpersonal relations show up in person to person relations. The concept of followership showcases these patterns of relationships, not only among people but to things too.

One of the goals of this pattern is the enhancement of detection skills for navigation purposes. The detection skill leads to certain behavior patterns that culminate, if persisting, in competence, effectiveness, productivity, profitability and competitiveness in business because life is a business and relations underscored. This pattern is based on the visible elements as seen in the human body. These elements are indices of the essential skills needed in interpersonal dynamics. They are perceptive interactive skills

as embedded in the five senses: eyes, ears, mouth, nose and touch including the thinking capacity. Note their usage in this interactive business:

Eyes – Sight, Observation

Head – Thinking, Reasoning

Ears – Hearing, Listening

Mouth – Speaking, Communication and tasting

Nose – Smell, Detection, Investigating

Touch – Feeling, Contact, Affectation

Influencing, Guiding and emotional Dynamics

### **The dynamics of interaction patterns**

Inter is a prefix occurring in loan words from Latin, where it meant “between,” “among”, “in the midst of,” “mutually,” “reciprocally,” “together,” “during,”

Act is anything done, performance, deed, operation

So, interact is to act one upon another

### **The interpersonal dynamic**

This dynamic means existing or occurring between persons and also pertaining to relations between persons.

### **Kinds of relations in the followership situation pattern**

#### **Education Relation:**

“Education can be described as assistance given in the founding of meaningful relations in the immediate situation in which the educand finds himself, but envisaging the eventual independent initiation of meaningful relations by the educand.” Van Vuuren

1976

It is the relation of the unique person(s) leader/follower in a unique situation. Pay attention to the follower as the educand and the leader as the adult and educator. This relation gives us insight into the pedagogic situation- the Leader/follower situation. It is a situation characterized by the need of support, the offer of support and the acceptance of support.

In a sense, the leader invites the follower to surrender himself trustingly and in turn the leader assists the follower in venturing from his own sheltered sphere to create a new more spacious life-world until ultimately he can himself assume his task as a leader.

**Inequality Relation:**

Leader is in a position and the follower as a subject. The leader is in command and the follower to accept and follow directives. It is a relation of the ignorant and the knowledgeable one, the relation of the adult with the not-yet adult.

**Responsible Relation:**

The leader becomes responsible for the wellbeing and success of the follower. The leader is accountable for the follower's performance at all times.

**A dialogue Relation:**

There is a dynamic communication taking place between the two where the follower needs guidance, direction, instruction and support from the leader by virtue of his position as a follower. There are meetings that the follower does not attend and therefore information must continue to flow from the leader for direction in effective performance.

**A binding Relation:**

A bond becomes forged where and when the leader and follower are linked together by a bond of support and care.

### **Cognitive Relation:**

The Relation of knowing. The leader must know the nature of the follower and his destination. Essentially, the leader must know the follower in his totality as he essentially is and should always be aware where he wishes to go with this follower. The follower then accepts the leader as a fellow traveler along the uncertain road of life and productivity. In this relation the leader, because of his expertise, has authority over the follower. The child or the not-yet adult turns to the adult for information and knowledge.

The uninformed turns to the informed for knowledge. The immature turns to the mature for direction and guidance. The follower turns to the leader for support, direction, rewards and instruction. In this relation, the adult, mature, informed leader must know the nature of the other person – child, immature, uninformed, follower – and his/her destination (destiny). Essentially the leader needs to know the other person's disposition and the gap that exists between the is and the there, the now and the then to bridge it.

### **Authority Relation:**

This is a relationship of authority. The authority relation is rooted in the followers' acceptance of authority because of his need for support and direction in production from the leader. This relation has a number of key elements: Rational Appeal, Compliance and Tension. The leader, by virtue of position, expertise, connections, appeals to the follower to follow instructions and directives as well as looking up to him as a model in patterned modus operandi.

Compliance is twofold. The leader gives instructions and directives which must be complied to and the follower must comply. Indirectly, the leader is compelled to comply with the demands of the follower for enlightenment, motivation, direction and general support.

The tension that results in this relation is that of the “what is” and “what ought to be”. It entails a continuous conflict between the ‘is’ and the ‘ought’. It also entails movement from the ‘is’ to the ‘ought’. Both leader and follower are bound by the two poles. The uninformed, child, immature is excellently equipped to destroy him/herself if no purposeful intervention from outside to protect him/her is given - Oberholzer C K (1968)

Egophilism, egocentrism and egoism can so easily become permanent if the leader, adult or mature as bearer of authority does not oppose them. van Vuuren (1976).

The authority relation is rooted in the child, immature, ignorant, follower’s acceptance of authority because of their need for support.

The authority relation can be defined as assistance in proper progression to adulthood, maturity, leadership. This relation manifests itself in the following elements: Appeal, Obedience, and Tension.

- a. Appeal: Call for help, support, information, direction etc.
- b. Obedience: is an essential and fundamental structure of education.  
True obedience finds its precipitate in listening, choosing and acting together in accordance with what is valuable in life.  
It is unconditional obedience to the authority of NORMS AND STANDARDS of which the informed, the leader, the mature is the embodiment of.
- c. Tension is the stretch between what is and what ought to be.

### **The Trust Relation:**

The relationship of trust. The follower by virtue of his ignorance, lack of position authority and lack of connections, must necessarily trust the leader as someone who knows the best way of doing things. On the basis of confidence in each other that the leader knows the best way, and the follower is competent in task performance and willing to learn better ways of doing things, the two trust each other. The follower accepts the leader's role in his life and thus there is a feeling of expectation generated. This feeling then is followed by entrustment.

The leader, mature, informed encounters the immature, uninformed follower in the relation of love, care, concern as a spontaneous consideration and affection resulting in:

Acceptance, Expectation, Entrustment

The immature, uninformed follower must not be accepted as he/she is but as they ought to be.

### **Tension patterns in relations**

The tension is between obedient co-existence and rebelliousness as self-willed existence. Authority intervention and disapproval manifest themselves as positive intervention. Tension is part of the immature, uninformed, follower's endeavor to master his situation and change it to what they want it to be. Encounter between man and man invariably brings tension, a never-ending, inexhaustible dialogue between man and his fellowman as co-existence.

### **Skills from relation patterns**

In relationships, a number of skills appear. The challenges and responsibilities call for attention and action. Some of these are not straight forward but call for utilization of certain skills. The following are common skills in use in the realm of relationships.

### **Thinking skills**

The parties involved must evaluate, analyze and synthesize issues in the attempt to come up with resolutions and propositions.

### **Observation skills**

The fact that parties in relationships interact, they have certain inbuilt mechanisms for use to navigate their environment. Hence they are bound to be on the lookout for service opportunities and escape routes for easing up tensions.

### **Listening skills**

Listening skills are tools that parties use to pay attention, tune in, get input. That is why they have ears to tune in to sounds and verbalizations in the process of direction seeking.

### **Communication skills**

Communication is a process of sharing information and input with others around. This channel is also used to direct, inform and to cause effects.

### **Investigative skills**

Participants do not have all the information called for in action dynamics. As a result, when responsibilities show up with both sufficient and insufficient, enquiry skills are invoked to determine the nature and pattern of operation. It is for this reason that individuals are bound to look into and find out. This process is a given because all parties do not have all it takes to complete tasks. They need help from others to complement their efforts.

Contact skills, Affective skills, Influencing skills, Guiding skills and Emotional Dynamics are additional tools needed for effective functioning in all relationships.

## **The leader/follower relation patterns**

“The prefix re- expresses reciprocity; it implies an involvement of people with each other. The word relation indicates an encounter-relation in which those related face the task of relating themselves to each other in a given way. The nature of this relation is in turn determined by the way they are situated.

A relation is impossible except in a situation as the total of things that surround a person, that can claim him and thus appeal to him for a response. The term related can be described as the lasting or constant relation in which man stands to the surrounding world.” JCG van Vuuren( 1976). Orientation in Pedagogics, University of South Africa

The interpersonal skills’ purpose in the situation is to enhance competence, effectiveness, productivity, profitability and competitiveness in business.

## **Leader focus on followers’ situation**

### **Focus and followers**

Focus equals AIR. A.I.R stands for Attention, Intention and Retention which results in Dynamic Effective Performance.

**Attention** means to be present at; to take care of; to take charge of or watch over; listen to or watch attentively to; to wait upon and to minister to.

Attention includes awareness, cognizance and vision. Consequently, Dynamic sight entails foresight, which is the ability to see ahead; Insight which is the ability to see through issues and hindsight, the ability to read through dynamics of the past for future navigation enhancement and finally perisight, which is enhanced awareness of the surrounding situations. (The law of the picture – Maxwell)

**Intention** is the act or an instance of determining upon some action or result; it is purpose the end or object intended. This intention is always purpose driven, mission and goal oriented.

**Retention** is the act of retaining; the state of being retained or capacity for retaining: To retain is to keep possession of; to continue to use or practice; to continue to hold or have and or to hold in place or position. This is ownership, habit formation, internalization, being programmed and DNA established. In this context of Leadership patterns AIR gives life, inspires, breaths i.e. inhalation and exhalation, thus revealing a dynamic exchange, a give and take process.

This is essentially the leader's focus on issues around him or on issues and people and things around him. The leader in this case is the transformed emergent me, the pedigree, the effect maker, the prototype; the embodiment of the true realities – work place ideals.

**Follower is**

- ✓ A person who follows another in regard to his ideas or beliefs
- ✓ A disciple or adherent
- ✓ A person who imitates, copies, or takes as an exemplar

**Following** is a body of followers, attendants, adherents who are always identified with the leader. It is a body of admirers, attendants or patrons.

**Importance of followers**

“Polls estimate that if companies could get 3.7 percent more work out of each employee, the equivalent of 18 more minutes of work for each eight-hour shift,

the gross domestic product in the U.S. would swell by \$355 billion, twice the total GDP of Greece. The Gallup Organization.

Followers, that is what makes the leader a leader, they are a powerful mandate to the leader.

### **The Law of reproduction in follower situations**

The leader, who is poised to be the causer of events and things, follows a universal pattern of producing after their kind. Like breeds like. The ancient wisdom puts it this way: “The student is not above the teacher, but everyone who is fully trained will be like their teacher”. Luke 6:40

It is in this sense that the leader takes cognizance to leave a legacy in others around him. The leader acts like the Great Teacher Jesus who handpicked His team for training until they were fashioned as Christians – followers of Christ. The leader then will do the following:

- ✚ Identification : Identify followers with character, gifts, and influence. Be on the lookout for pedigree, the genuine seeds for reproduction of the original
- ✚ Separation: Select and set them apart for the special task designed for mission accomplishment
- ✚ Preparation: Equip them with tools and experiences they need to carry out the assigned tasks
- ✚ Recognition: Notice and recognize good and acceptable performance and rewards acceptable performance.
- ✚ Ordination: Ordains (decree, give orders that something should be done; confer orders upon; enact or establish by law) them for their special assignment

### **Leader roles to followers**

The leader engages others thus stimulating and controlling human energy in the pursuit of a common cause. Hence a leader in leadership activates mutual stimulation which controls human energy in the pursuit of common cause –P.J.W Pigors

The leader in leadership helps a group to achieve goals which seem desirable to the group - Ordway Tead

### **The law of priorities equals 4P's**

- You are first a **person** to make others people. What is will be. The seed does not change en-route to the field
- You are second a **partner**. You are related, you are a companion, you are a mate to complement the other and to effect production of like species.
- You are third a **parent/leader**. You must give birth to others like yourself and then take care of them for at least 18 years.
- You are fourth a **pastor/leader/shepherd**. You are to shepherd, care for, nurture, mentor and coach. You are to produce pedigree to guarantee duplication of the original, thus guaranteeing preservation of the species and legacy.

### **Leader's business**

- ✓ The leader is product oriented and performance based
- ✓ The leader is focused on the product movement for market consumption
- ✓ Makes sure followers enjoy what they do and do what they enjoy
- ✓ Must meet followers' needs in the performance drive

### **Leader relationship principles**

Schwartz (1983) puts a cap to the thoughts outlined in this book with the following principles for leader compliance:

1. Practice being the kind of person people like. This wins their support and puts fuel in your success building programme.
2. Take the initiative in building friendships. Introduce yourself to others at every opportunity. Drop a personal note to your new friends you want to get to know better.
3. Accept human differences and limitations. Don't expect anyone to be perfect. Remember, the other person has a right to be different. And don't be a reformer.
4. Find qualities to like and admire in a person not things to dislike. Think positive thoughts towards people and get positive results.
5. Encourage others to talk. Let the other person talk to you about his views, his opinions, his accomplishments.
6. Practice courtesy all the time. It makes other people feel better. It makes you feel better too.
7. Don't blame others when you receive a setback. Remember, how you think when you lose determines how long it will be until you win.

*Do something. Lead, follow, or get out of the way  
A wise man will be Master of His Mind; A fool will be its slave –David J Schwartz*

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#### The Author

Dr. Mokone Solomon Lebese is currently a professor of Leadership and Management at Logos University SA whose mother body is based in Jacksonville, Florida, USA. Before this appointment, he was adjunct Prof at Unisa School of Business Leadership from 2003 to 2013.

He is a writer of several books, one of which is Quantum Performance, which outlines how ideas impact human behavior culminating in ownership and disseminations of same in impacting humanity. He has a passion for coaching and mentoring postgraduate students to complete their research in record time. Those learners experiencing challenges with their research will do well to contact him at: [Wordmille.consult@gmail.com](mailto:Wordmille.consult@gmail.com) or call him at +27 82 659 8361.