REVIEW ARTICLE

LEADERSHIP CONCEPTS, THEORIES, STYLES, PRACTICES AND PRINCIPLES FOR INSTITUTIONAL DEVELOPMENT IN SIERRA LEONE

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ABSTRACT

Most companies have leaders with strong operational skills needed to maintain the status quo. However, they face a critical deficit. They lack people in positions of power with the appropriate know-how, experience, and confidence required to tackle what management scientists call "wicked problems." Such problems can't be solved by a single command. They have courses that seem incomprehensible and solutions that seem uncertain that often require companies to transform the way they do business. This study is undertaken to bring to the notice of administrators the various theories that are used by successful leader. It also focuses on encouraging these administrators to put into use the theory that best suits their workplace. Reviews of other work formed part of this work and their ideas borrowed for proper implementation. It was concluded that leadership style varies from one organisation to another and leaders are guided on how to select the appropriate theory, style and principles so as to make meaningful progress with their organizations. Recommendations for positive leadership principles were highlighted for Institutional development.

INTRODUCTION

The question 'Are Leaders Born or Made?' has been the most discussed topic in leadership studies. There has been research related to the proposing inherited traits of leadership such as Kilpatrick and Locke (1991). However, later in the century, theories surfaced regarding behavioral approaches to leadership. Blake and Mouton (1964) and Northouse (1997) focused on leadership behavior which contradicted the theory establishing that leadership is just for the chosen few, not accessible to all people. Firstly, we will discuss what leadership means, then explore research and theories and its relationship with the concept of employee motivation.Some 2500 years ago, Socrates argued that leadership is always situational: a leader has qualities and especially professional or technical knowledge that are specific to the situation, hence not transferable. But he also argued the other side of the coin: a good business leader, he said, would also make a good military commander for both shared certain generic leadership skills – such as being good at choosing the best people to work with, and being able to identify and work with the right allies. Knowledge about leadership accumulated through decades of

research into leadership issues seems to suggest that certain leadership characteristics that are useful in one field or culture are likely to be useful in another. If this is in fact the case, then, despite significant regional differences, we would in principle be able to design courses and programs which – especially with tailored alterations – would be effective in any part of the world. Decades of work on leadership issues have however also yielded an emerging understanding of leadership as an institutional issue, not just the issue of the skills and attributes of an (exceptional) individual. Leadership never takes place in a void, but always in a particular context. A symbiotic relationship exists between the quality of a country's leadership and the quality of its governance. Donors who are committed to help a country fulfill its own vision are likely to be interested in supporting leadership programs that are not limited to training individuals but which also address capacity constraints systemically at other levels.

Research Aim

Institutions are sometimes seen as a family unit where everyone is expected to make his or her input and everyone treated equally. For this to be sensed depends on the leader of the organisation. This study, therefore, aimed at bringing out the types of leadership theories and styles that are useful to the

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development and sustainability of these institutions in Sierra Leone. It is aimed at letting administrators realize that their single effort will not bring development to an institution. It is therefore incumbent upon the leader to use the leadership style that will make everyone feel belonged to the system.

Objectives

Three basic aims of this research include the following:

- Letting administrators to be knowledgeable of the different leadership theories;
- To help provide leaders with the ability to ensure effective translation of these theories into concrete outcomes; and
- To help administrators have a commitment to integrity and ethics and the practice of accountability.
- To recommend the use of the basic principles of leadership.

Research Justification

It is obvious that a real leader makes great demands on people. Leaders must know that they are responsible for upholding their institution's vision and mission. They are also seen as the face of their institution in the outside world. These responsibilities might be shared, but in most organizations, one person takes the largest part of the burden.In addition to its responsibilities, leadership brings such challenges as motivating people - often without seeming to do so - and keeping them from stagnating when they're doing well. Leaders also have to motivate themselves, and not just to seem, but actually to be, enthusiastic about what they're doing. They have to be aware of their role to serve their institution and its members and all that entails. In other words, they have to be leaders all the time.

While leadership presents to each leader the opportunity to demonstrate the best of what he or she is, it also exposes their limitations. In many cases, good leaders have to overcome those limitations in order to transmit and follow their vision. Fear, lack of confidence, insecurity, impatience, intolerance all do sometimes act as barriers to their leadership. At the same time, acknowledging and overcoming them can turn a mediocre leader into a great one.It's often very difficult for people, especially those who see themselves as leaders, to admit that they might have personality traits or personal characteristics that interfere with their ability to reach their goals. Part of good leadership is learning to accept the reality of those traits, and working to change them so they don't get in the way.It is due to these lapses that the research thought it wise to come up with these concepts that I believe will enlighten some of the leaders with these weak internal barriers. It will rejuvenate their minds and bring back life into their institutions.

Review of Related Literature

Leadership Concept

Leadership can be defined as a process by which one individual influences others toward the attainment of group or organizational goals. Three points about the definition of leadership should be emphasized. First, leadership is a social influence process. Leadership cannot exist without a leader and one or more followers. Second, leadership elicits voluntary action on the part of followers. The voluntary nature of compliance separates leadership from other types of influence based on formal authority Studies of leadership styles are diverse in nature and multiple definitions have been offered. However, leadership style can be defined broadly as the manner and approach of providing direction, implementing plans, and motivating people.Leadership should be distinguished from management. Management involves planning, organizing, staffing, directing, and controlling, and a manager is someone who performs these functions. A manager has formal authority by virtue of his or her position or office. Leadership, by contrast, primarily deals with influence. A manager may or may not be an effective leader. A leader's ability to influence others may be based on a variety of factors other than his or her formal authority or position. Following is the study of the development of leadership studies and theories over time is briefly traced.

Theories of Leadership

There is a wide and ever growing variety of theories to explain the concept and practice of leadership. I will provide a brief overview of the more dominant or better known theories. I hope that others will share their thoughts on whether this list neglects any theories of note It is important to note that this submission attempts to provide an overview of leadership theories versus models. I view models as attempts to functionalize the more theoretical aspects of leadership and make them easier to put into play by organizations and consultants. This is, in and of itself, an important activity. Most theories view leadership as grounded in one or more of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviors or, as they are more commonly referred to, leadership skills. In virtually all of the more dominant theories, there exist the notions that, at least to some degree, leadership is a process that involves influence with a group of people toward the realization of goals. I will say on the front end that, in my opinion, leadership is a dynamic and complex process, and that much of what is written these days tends to over-simplify this process. My goal here is to provide an overview that keeps things simple, without crossing into over-simplification, and for the most part refraining from any critiquing of the various theories.

Trait Theory

Peoples are born with inherited personal qualities known as traits. Some traits are particularly suited to leadership. This theory was basically a Psychological one where individualsgive importance on their natural or personal characteristics or traits. Importance was given to enhance and discover those traits in individuals, often by studying successful leaders. But the underlying assumption was if those qualities are to be found in other peoples as well then they, too, could have the talent to become great leaders. Stogdill (1974) identified the following traits and skills as critical to leaders. McCall and Lombardo (1983) researched both success and failure identified four primary traits by which leaders could succeed or 'derail':

Emotional stability and composure: Calm, confident and predictable, particularly when under stress.

Admitting error: Owning up to mistakes, rather than putting energy into covering up.

Good interpersonal skills: Able to communicate and persuade others without resort to negative or coercive tactics.

Intellectual breadth: Able to understand a wide range of areas, rather than having a narrow (and narrow-minded) area of expertise.

Many years back these inherited traits were being sidelined as learned and situational factors are being given due importance and are considered as far more realistic as a reason for people in acquiring leader positions. But now they are being given importance as no individual can become leader if he has not acquired the leadership qualities personally or have learned from experience.The scientific study of leadership began with a focus on the traits of effective leaders. The basic premise behind trait theory was that effective leaders are born, not made, thus the name sometimes applied to early versions of this idea, the "great man" theory. Many leadership studies based on this theoretical framework were conducted in the 1930s, 1940s, and 1950s. The leadership trait research examined the physical, mental, and social characteristics of individuals. In general, these studies simply looked for significant associations between individual traits and measures of leadership effectiveness. Physical traits such as height, mental traits such as intelligence, and social traits such as personality attributes were all subjects of empirical research. In an important review of the leadership literature published in 1948, Ralph Stogdill concluded that the existing research had not demonstrated the utility of the trait approach. Finally, early trait research did not consider the impact of situational variables that might moderate the relationship between leader traits and measures of leader effectiveness. As a result of the lack of consistent findings linking individual traits to leadership effectiveness, empirical studies of leader traits were largely abandoned in the 1950s.

Situational theory

The brilliant reaction of the leader shows in the situational factor.When the decision is needed the leader here does not just go into the single preferred style such as transactional or transformational because to them things are not as simple as they seem.The factor that can affect this kind of theory is the motivation and capability of the followers towards the leader. The relationship between a leader and the followers in this regard depends on each other's behavior among the leader and the followers.Tannenbaum and Schmidt (1958) identified three situations affecting leader's action.

- The forces in the situation;
- The forces in the followers and
- The forces in leader.

This recognizes that the leader's style is really varied and even such distant that a family dispute can also affect his perception and working with his followers and can create aggression as well among them.Maier (1963) noted that leaders not only consider the likelihood of a follower accepting a suggestion, but also the overall importance of getting things done. Thus, in critical situations, a leader is more likely to be directive in style simply because of the implications of failure.Researchers began to turn to the contexts in which leadership is exercised –

and the idea that what is needed changes from situation to situation. Some looked to the processes by which leaders emerge in different circumstances – for example, at moments of great crisis or where there is a vacuum. Others turned to the ways in which leaders and followers viewed each other in various contexts – for example, in the army, political parties and in companies. What began to develop was a *contingency* approach. The central idea was that effective leadership was dependent on a mix of factors. For example, Fred E. Fiedler argued that effectiveness depends on two interacting factors: leadership style and the degree to which the situation gives the leader control and influence. Three things are important here:

- **The relationship between the leaders and followers**. If leaders are liked and respected they are more likely to have the support of others.
- **The structure of the task**. If the task is clearly spelled out as to goals, methods and standards of performance, then it is more likely that leaders will be able to exert influence.
- **Position power**. If an organization or group confers powers on the leader for the purpose of getting the job done, then this may well increase the influence of the leader. (Fiedler and Garcia 1987: 51 – 67. See, also, Fiedler 1997)

Transformational Theory

The concept of transformational leadership was initially introduced by leadership expert and presidential biographer James MacGregor Burns. According to Burns, transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of moral and motivation."Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivation to work towards common goals.Later, researcher Bernard M. Bass expanded upon Burns's original ideas to develop what is today referred to as Bass's Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers.Transformational leaders, Bass suggested, garner trust, respect, and admiration from their followers.Bass also suggested that there were four different components of transformational leadership.

Intellectual Stimulation: Transformational leaders not only challenge the status quo; they also encourage creativity among followers. The leader encourages followers to explore new ways of doing things and new opportunities to learn.

Individualized Consideration: Transformational leadership also involves offering support and encouragement to individual followers. In order to foster supportive relationships, transformational leaders keep lines of communication open so that followers feel free to share ideas and so that leaders can offer direct recognition of the unique contributions of each follower.

Inspirational Motivation: Transformational leaders have a clear vision that they are able to articulate to followers. These leaders are also able to help followers experience the same passion and motivation to fulfill these goals.

Idealized Influence: The transformational leader serves as a role model for the followers. Because followers trust and respect the leader, they emulate this individual and internalize his or her ideals.

Transactional theory

This is a theory that focuses on the exchanges that take place between leaders and followers. It is based on the notion that a leader's job is to create structures that make it abundantly clear what is expected of his/her followers and also theconsequences (i.e. Rewards and punishments) for meeting or not meeting these expectations. This theory is often likened to the concept and practice of management and continues to be an extremely common component of many leadership models and organizational structures.Transactional leadership theories are among the most controversial in that they hone hierarchical boundaries and are inherently undemocratic. In the most developed form, they describe totalitarian dictatorship. A leader or manager points her or his finger and says "do it - no questions asked". The method is predicated upon behaviorism, the starkest of which is the Pavlovian response. If one presents a dog with food, accompanied by the sound of a bell and the dog usually will salivate before eating. After a fashion, one need only to ring the bell and the dog will salivate even in the absence of food. We know this to be a conditioned response. Abraham Maslow, among others, has found that people have a hierarchy of needs (physiological, safety, love, esteem and self-actualization) and the transactional leader takes advantage of these in presenting them as rewards to a following that does the leader's bidding. When a person is sycophantic, s/he will be rewarded. Maslow stated that self-actualization was the highest value and that this would make a transactionally-based leader's job even easier. For a population who has its physical needs taken care of, simply providing printed certificates and coin medals proves to be a rather inexpensive manner of leading. Of course, for a fear of punishment, the boss or leader merely has to hold unemployment over the head of a recalcitrant one or in an extreme situation in tyrannical environments, there is always starvation, torture, or execution. However, physical needs need to be satisfied first and foremost. To get to that point of self-actualization, people require more than just their basic needs satisfied. It is the anticipation of the reward - much like Pavlov's dog - that keeps a person obedient. B.F. Skinner in the 1950s refined Pavlovian theory as a broadly-based behavior modification technique. His view was that effective communities could be developed by a reward-punishment leadership style.

Behavioral Theory

Behavioral theories of leadership are classified as such because they focus on the study of specific behaviors of a leader. For behavioral theorists, a leader's behavior is the best predictor of his leadership influences and as a result, is the best determinant of his or her leadership success.This behavior-focused approach provides real marketing potential, as behaviors can be conditioned in a manner that one can have a specific response to specific stimuli. As a result, we have gone from the supposition that leaders are born, through to the possibility that we can measure your leadership potential(Trait Theory) via psychometrics measurements and then to the point that anyone can be made a leader (Behavioral Theories) by teaching them the most appropriate behavioral response for any given situation.

Leadership styles

There are many different leadership styles. Each leader has his or herown unique style. Effective leaders will vary their methods based on the context, the individuals concerned and the desired outcome. Your ability to adjust your style based on these variables is directly correlated with your leadership effectiveness and ultimate success. The culture and goals of an organization determine which leadership style fits the firm best. Some companies offer several leadership styles within the organization, dependent upon the necessary tasks to complete and departmental needs. There is a time and a place for all leadership styles. No style is good or bad. It's how leaders use them that determine success or failure.

Autocratic leadership style

Authoritarian leaders, also known as autocratic leaders provide clear expectations for what needs to be done, when it should be done, and how it should be done. This style of leadership is strongly focused on both commands from the leader and control of the followers.There is also a clear division between the leader and the members. Authoritarian leaders make decisions independently with little or no input from the rest of the group. In this style of leadership, a leader has complete command and hold over their employees/team. The team cannot put forward their views even if they are best for the teams or organizational interests. They cannot criticize or question the leader's way of getting things done. The leader himself gets the things done. The advantage of this style is that it leads to speedy decision-making and greater productivity under leader's supervision. Drawbacks of this leadership style are that it leads to greater employee absenteeism and turnover. This leadership style works only when the leader is the best in performing or when the job is monotonous, unskilled and routine in nature or where the project is short-term and risky. Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group. The autocratic approach can be a good thing when the situation calls for rapid decisions and decisive actions. However, it tends to create dysfunctional and even hostile environments, often pitting followers against the domineering leader.

Laissez faire leadership style

Researchers found that children under delegative leadership, also known as laissez faire leadership style were the least productive of all three groups. The children in this group also made more demands on the leader, showed little cooperation and were unable to work independently.Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be useful in situations involving highly qualified experts, it often leads to poorly defined roles and a lack of motivation.Here, the leader totally trusts their employees/team to perform the job themselves. He just concentrates on the intellectual/rational aspect of his work and does not focus on the management aspect of his work. The team/employees are welcomed to share their views and provide suggestions which are best for organizational interests. This leadership style works only when the employees are skilled, loyal, experienced and intellectual

Democratic/participative leadership style

Participative leaders encourage group members to participate but retain the final say in the decision-making process. Group members feel engaged in the process and are more motivated and creative. Democratic leaders tend to make followers feel like they are an important part of the team, which helps foster commitment to the goals of the group. Lewin's study found that participative leadership, also known as democratic leader, is typically the most effective leadership style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. In Lewin's study, children in this group were less productive than the members of the authoritarian group, but their contributions were of a higher quality.The leaders invite and encourage the team members to play an important role in decision-making process, though the ultimate decision-making power rests with the leader. The leader guides the employees on what to perform and how to perform, while the employees communicate to the leader their experience and the suggestions if any. The advantages of this leadership style are that it leads to satisfied, motivated and more skilled employees. It leads to an optimistic work environment and also encourages creativity. This leadership style has the only drawback that it is time-consuming.

Bureaucratic Leadership

Here the leaders strictly adhere to the organizational rules and policies. Also, they make sure that the employees/team also strictly follows the rules and procedures. Promotions take place on the basis of employees' ability to adhere to organizational rules. This leadership style gradually develops over time. This leadership style is more suitable when safe work conditions and quality are required. But this leadership style discourages creativity and does not make employees self-contented.

Transformational leadership

Transformational leadership is often identified as the single most effective style. This style was first described during the late 1970s and later expanded upon by researcher Bernard M. Bass. Some of the key characteristics of his style of leadership are the abilities to motivate and inspire followers and to direct positive changes in groups.Transformational leaders tend to be emotionally intelligent, energetic, and passionate. They are not only committed to helping the organization achieve its goals, but also to helping group members fulfill their potential.

Transactional leadership

The transactional leadership style views the leader-follower relationship as a transaction. By accepting a position as a member of the group, the individual has agreed to obey the leader. In most situations, this involves the employer-employee relationship, and the transaction focuses on the follower completing required tasks in exchanged for monetary compensation.One of the main advantages of this leadership style is that it creates clearly defined roles. People know what they are required to do and what they will be receiving in exchange for completing these tasks. It also allows leaders to offer a great deal of supervision and direction if it is needed. Group members may also be motivated to perform well to receive rewards. One of the biggest downsides is that the transactional style tends to stifle creativity and out-of-the-box thinking.

Leadership Principles

Leadership: it's one of the cornerstones of masculinity. It isn't human resource management, or manipulation. It isn't team-building exercises where everyone gets a trophy. It isn't being a boss, demanding that your minions perform. True leadership is the upward pull, creating distinction and achievement. It is the core nature of hierarchy, understood and embraced by every member, no matter where they are on the totem pole. It is the divine spark that builds civilization. Achieve professional competence. (Be consistent in the use of cases, either lower or upper throughout)-See other sub headings above

Note the phrasing: competence. As Jack Donovan explores in his book The Way of Men, Mastery is one of the core virtues of masculinity; and yet no man can achieve excellence in all fields. In a leadership situation you will be tasked with organizing and deploying men who are more skilled than you at their specific trades, but this doesn't mean that you can remain ignorant of their fields. A basic understanding of their jobs is necessary.

Appreciate your own strengths and limitations while pursuing self-improvement

If you are going to demand more from your men, you need to demand more from yourself. At the same time, a leader has no room for cockiness or ego. The saying "If you want something done right, you've got to do it yourself," is the antithesis of this: either you're leading the wrong people, or you've failed to lead properly.

Seek and accept responsibility: Again, note the phrasing: responsibility. The modern boss seeks glory, while a true leader is the opposite—he is willing to take authorship of himself and the world around him, come what may. . By eschewing glory, the true leader winds up with respect and honour. Accept such rewards gracefully.

Lead by example

You are the upward pull—not the downward push. To inspire the men beneath you, show them that you work as hard as they do – **harder** than they do. Set a standard for them to aspire to. Be the solution; don't be the problem.

Make sure that your followers know your meaning and intent, then lead them to the accomplishment of the mission: Your men are creative, thinking beings. Let them employ those skills to better the organization as a whole. You are not the boss, and they are not the minions – you are collaborators, with your hand on the helm of the ship. If they understand your intent they can improvise, they can bring you information and ideas which you wouldn't have had time to search out. These aren't a bunch of cowards who need to be hand-held—these are Men. Let them prove it to you.

Know your soldiers and promote their welfare: The corporation gives us what we want, not what we need. We are all replaceable cogs. A leader recognizes his men as

individuals that they aren't disposable, and he concerns himself with their betterment. Loyalty is a two-way street. Do what's best for your soldiers, especially when this involves disciplining them. Honest concern, not manipulation, should be your goal.

Develop the leadership potential of your followers: To be a good leader, you must first be a good follower. To be a good follower, you must think for yourself. Leadership is not a slave morality; it is the ethos of a Free Man. It is just as critical for your subordinates to embrace these principles as it is for you to embody them.

Make sound and timely decisions: A good decision now is better than the perfect decision later. You are the head of the organization. Weigh your options carefully, but when it is time to act, act! Leadership is not a democracy and it is not a group hug session. To inspire confidence in your followers, have confidence in your decisions. If you are a subordinate, place faith in your leader, and forgive their mistakes… because one day it's going to be you who is screwing up.

Train your soldiers as a team and employ them up to their capabilities

Your followers should be a switched-on group of go-getters; and go-getters aren't going to follow somebody who employs them far beneath their capabilities. Give them the opportunity for growth, and push them to surpass themselves. Give them hierarchy and cooperation, capped with a higher goal. Not the "crabs in a bucket" ideology of corporate favouritism and in-fighting.

Keep your followers informed of the mission, the changing situation and the overall picture: Take care of your soldiers, and they'll take care of you. Keep them informed, and they'll be able to think for themselves. Paint the vision of where the team is heading, and they'll have something to strive towards.
All men must be leaders at some point in their lives. Whether it is the Platoon Commander leading his troops into battle, or the techie who says "You'll need this, this, and this for it to work properly. I won't sign my name off on bad work."Feminine nature is a fine, and wonderful thing, but it is not the ethos of a Man.

MATERIALS AND METHODS

Institutional capacity building is built on the foundation of good leadership theory, style and principles. Some institutions in Sierra Leone are collapsing because the wrong theory is being used and because of that, it has forced the researcher to read through research material written before, so that I will select from among their ideas to help implement in our own situation. The relationship between the employer and the employee has to be cordial and worth practising so that together they will feel owning the institution. To achieve this, qualitative method is being employed. Rewards and motivation help bring institution and staff together.

FINDINGS AND DISCUSSIONS

It is revealed by the study that, the most important quality of leadership, the one quality for which you want to be known, is extraordinary performance, with the goal of achieving extraordinary results. These results then serve as an inspiration to others to perform at equally exceptional levels.

People ascribe leadership to those men and women who they feel can most enable them to achieve important goals or objectives.Every organization has a particular work environment, which dictates to a considerable degree how its leaders respond to problems and opportunities. This is brought about by its heritage of past leaders and its present leaders. Successful organizations have leaders who set high standards and goal across the entire spectrum, such as strategies, market leadership, plans, meetings and presentations, productivity, quality, and reliability.Values reflect the concern the organization has for its employees, customers, investors, vendors, and surrounding community. These values define the manner in how business will be conducted.Concepts define what products or services the organization will offer and the methods and processes for conducting business.

These goals, values, and concepts make up the organization's personality or how the organization is observed by both outsiders and insiders. This personality defines the roles, relationships, rewards, and rites that take place.It was also discovered that, roles are the positions that are defined by a set of expectations about behavior of any job incumbent. Each role has a set of tasks and responsibilities that may or may not be spelled out. Roles have a powerful effect on behavior for several reasons, to include money being paid for the performance of the role, there is prestige attached to a role, and a sense of accomplishment or challenge.Relationships are determined by a role's tasks. While some tasks are performed alone, most are carried out in relationship with others. The tasks will determine who the role-holder is required to interact with, how often, and towards what end. Normally, the greater the interaction, the greater the liking. This in turn leads to more frequent interactions. In human behavior — it's hard to like someone whom we have no contact with, and we tend to seek out those we like. People tend to do what they are rewarded for, and friendship is a powerful reward. Many tasks and behaviors that are associated with a role are brought about by these relationships. That is, new tasks and behaviors are expected of the present role-holder because a strong relationship was developed in the past, by either that role-holder or by a prior role-holder.

Conclusion and Recommendations

Conclusion

In leadership, when you take complete responsibility and accept ownership, without making excuses or blaming others, you experience a sense of control that leads to the personal power that is the foundation of charisma. When you look like a winner in every respect, when you have the kind of external image that others admire, you build your charisma. When you develop your character by setting high standards and then disciplining yourself to live consistent with the highest principles you know, you become the kind of person who is admired and respected everywhere. You become the kind of person who radiates charisma to others.Finally, when you concentrate your energies on achieving the results that you have been hired to accomplish, the results that others expect of you, you develop the reputation for performance and achievement that inevitably leads to the perception of charisma.You can develop the kind of charisma that opens doors for you by going to work on yourself, consistently and persistently, and becoming the kind of person everyone can admire and look up to. That's what charisma is all about.

Recommendation

John Gardner studied a large number of North American organizations and leaders and came to the conclusion that there were some qualities or attributes that did appear to mean that a leader in one situation could lead into another. These included: a) Physical vitality and stamina, b) Intelligence and action-oriented judgment,c) Eagerness to accept responsibility, d) Task competence, e) Understanding of followers and their needs, f) Skill in dealing with people   g)   Need for achievement, h) Capacity to motivate people, i) Courage and resolution, j) Trustworthiness, k) Decisiveness, l) Self-confidence,   m) Assertiveness, n) Adaptability/flexibility

The research cannot with 100% certainty generalise the best leadership style. Knowing which of the styles is the most appropriate and meaningful is a question that many would love to have an answer to. However, considering the dynamic nature of humans the reality is that there isn't a one-size-fits-all answer. If there was, readers probably wouldn't be reading this article as they would more than likely have the answer already. The fact that people are reading this article is basically an indication that they've somehow not really internalized this reality. Conclusively, I would say all of the styles are appropriate at a given time, place and leader/subject orientation. The most important part of being an astute leader is to develop one's ability to be able to adapt your style to the situation as well as the people that you are leading in a manner that will provide you and by extension your organization and the people within it, the results that they are seeking.

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