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Introduction

The construct of Leadership entails the process of influencing other people to accomplish specific objectives. However, like love, the construct of Leadership is a universal desire that is virtually difficult to define explicitly (Klingborg, Moore and Varea-Hammond, 2006, p.280). It is characterised by the idea of an individual charisma capable of recruiting followers towards his or her path, promoting team-based problem-solving. Conversely, the concept of Leadership is based on many factors such as; "leaders are made not born", "he was a leader since he was a kid" and "if you have the will power, you can become an effective leader" (Klingborg, Moore and Varea-Hammond, 2006, p.280). However, scholars and organisations tend to focus on Leadership and how leaders impact an organisation. The leadership process entails how an individual influences other(s) to achieve a common goal or mission.

For an individual to exercise the construct of Leadership, they should have specific aspects and capabilities. One of those aspects is power; Power in Leadership is defined as the ability to influence others' behaviour with or without resistance to achieve a common objective or goal ('Power and Influence', no date). Hence, although people may resist attempts to do certain things, an effective leader should overcome the resistance. Contrariwise, power is associated with corruption or evil, although it is an essential aspect of a leader; they can use it to derive beneficial results or constrain and undermine their goals.

AC1.1 The Construct of Leadership and Management

Although many people mistake the construct of management and Leadership in business, these are two different concepts. The main difference between the two constructs is leaders have people follow them while managers have people work for them (Nizarudin Wajdi, 2017, p.75). This

Difference has resulted in a significant perplexity with some scholars arguing that these constructs overlap. Essentially, some managers are natural leaders; the global analytic firm Gallup estimated that only one in ten people possess the talent to manage and lead naturally. Others have to work to develop these crucial leadership skills. Managers have to strive to be good leaders, while good leaders essentially require management skills for effective administration (Nizarudin Wajdi, 2017, p.75).

AC1.2 Managers and leadership training

As scholars say, "A good manager manages, but a great manager leads." Bridging the gap between a great manager and a good manager starts with realising the change required to make the Difference. In organisations, leadership training is essential, especially to equip managers with tools and skills to handle difficult situations and lead effectively. To promote effective Leadership and management, organisations should encourage individuals in leadership positions to grow themselves to lead successfully (Baron and Agustina, 2017, p.8). This is the reason why manager and leaders ought to undergo leadership training which goes hand in hand with the famous quote, "leaders aren't born, they are made." With these in mind and the growth and development of technology, leaders ought to utilise numerous education sources such as online websites and tutors to develop leadership skills. For instance, undertaking IMD's Leadership training programs offers online and quality training on how leaders and managers can grow crucial leadership skills (*Leadership skills training | Become a Top inspirational Leader*, 2021).

AC1.3 Techniques and Measures of evaluating leadership success

As established, many qualities make a leader. For instance, a leaders ability to make effective decisions, develop a customer-friendly environment and motivate his employees are keys to

effective Leadership (Oyinlade, 2008). One of the best ways to evaluate a leader is by hiring an external firm to perform leadership analysis. Conversely, an organisation may opt to develop an organisational leadership core competence; which are the requirement that the current and future leaders should meet. This can be done through evaluating the needs of businesses and assessing individual candidates skills and behaviour necessary for driving business success. Consequently, although it is hard to measure the development of leaders, a common refrain suggests that "organisations need not isolate the impact of leadership development based on the firm's improvement, rather they only need to know its working" (Pulliam, 2015). Hence, to ensure that these programs bear the expected results, organisations need to outline their reasons for implementing a leadership program and state measure and evaluate these programs' impacts on leaders.

AC2.1 Different types of followership

Essentially, leaders are associated with people who follow their lead. People tend to focus on leaders forgetting the people they lead raising the question, "without followers, would there be leaders? Or "whom would leaders lead?" In essence, "followership" and Leadership is a supportive bond; leaders and followers depend on each other (Ahmad Zawawi *et al.*, 2012, p.1). For instance, without his army, Napoleon was just a person with vision and bold ambitions. Conversely, organisational success is not only categorised with how leaders lead but also how their followers follow.

According to Novikov (2016, p.3), there are five followership; conformist, passive, exemplary, alienated and pragmatist. Conversely, followership engagement can be classified as passive or active; Passive engagement involves the context where followers wait for their leader's direct

commands before taking actions while active engagement involves the context where followers take initiatives actively while carrying out the organisation's tasks.

AC2.3 Relationship between Leaders, Followers and their work environment

The leader-follower relationship entails a fundamental aspect of the leadership process. As stated, people often view Leadership as the process of getting things done through people. Conversely, the work environment's dynamic change has changed many firms' hierarchical structures giving room for improvements. Through these changes, the perception of "people power" has grown; organisations have increasingly embraced human resource programmes to embrace performance and employee commitment. With these comes the question, "how do leaders interact with employees?" According to Dick *et al.* (2007) research, leaders act through their followers, and a leader's behaviour is successful as it translated into their follower's actions.

AC2.2 Contribution of Leaders as individuals

As previously established, Leadership is the process where a person influences others towards a common objective. Consequently, effectively Leadership yields success to a country or an organisation. It enables non-profit organisations to reach their goals and achieve their mission. On the other hand, without Leadership, organisations stagnate, move slowly or even lose their ways (Simiyu, 2015, p.1). Leaders are additionally required to ensure organisational decisions are effectively implemented.

AC4.1 Leadership Values

Values are an essential aspect and the guiding principles in our lives. They guide and motivate our actions and attitudes. On the other hand, Values outline the core principles and ethics that

organisations ought to abide by no matter what (Zydziumaite, 2018, p.44). They describe an organisation's behaviour and play an essential role in building a positive cultural workplace.

AC4.2 Impact of values on Leadership

As established, a leader's skill set is significant, practically in promoting effective Leadership. One aspect that people look into is a leader's values. Knowing that a leader believes in a typical course as his/her employees increase the chances of success (Zydziumaite, 2018, p.44). Hence, leaders ought to influence values in an organisation. Additionally, leaders are essential as they facilitate others to make a positive difference in their lives, contributing to the larger good. Conversely, Value-based Leadership entails the perception that leaders should be motivated by values because they are mostly motivated by their values.

AC4.3 Cultural Difference in Leadership

Culture is an essential part of our day to day life and Leadership. Nearly all aspects of Leadership are affected by culture. Culture entails values, norms, beliefs and ideals; which are essential in establishing a leader's behaviour, strategies, and goals (Corporate Team, 2019). Consequently, cultural traditions and values play an essential role in defining a leader's leadership style. Organisational leadership style mainly differs based on the use of power. Individualists act to maximise their gain while Collectivists act to help the community.

AC5.1 Relationship between personality and Leadership

To promote success, organisations prefer an effective leader rather than a good leader. An effective leader ought to evaluate each of his team members' strengths and weaknesses to ensure success. Research has illustrated that a leader's personality defines how well his employees respond to their

leadership style (Bertsch *et al.*, 2017, p.33). For instance, a positive relationship between personality traits built upon extraversion and openness promotes a transformational leadership style. A transformational leadership style denotes a style where leaders have the power and desire to instil a positive change among its team members (Easley, 2019, p.1).

AC5.2 How intelligence influence leadership

At first, each person's potential is unlimited; conversely, their subsequent development is defined by their professional and personal capacities, choices they make, deeds they chose and challenges they solve (Marinescu, Toma and Miulescu, 2019). An individual's unique way of thinking defines their course of action and the decisions they make. This means that a smart individual can promote effective Leadership with the power of decision making.

AC3.1 Difference between power and influence

Both power and influence establish a natural possessed trait as a result of authority. The difference between the two concepts is established through their approach to how a leader promotes Leadership. For instance, power is defined as the ability to change other people's behaviour and make them do things they would not do. At the same time, influence can alter other individuals and people's perceptions (Twalh *et al.*, 2016, p.47). Hence, unlike power, influence uses a positive engagement and language to encourage the desired outcome.

AC3.2 Different sources of power

There are five sources of power in an organisation (Twalh *et al.*, 2016, p.47). These sources of power include;

Legitimate

- This is formal power and authority granted to a leader or a manager through an organisation's charter.

Coercive power

- This is the power that is based on fear. Employees or subordinates are led to believe that they will be deprived of something if they do not comply.

Reward power

- This is the power bestowed on managers to confer or withhold rewards such as promotions, money, privileges and status.

Expert power

- This is a manager's power on his subjects based on his superior knowledge, ability and expertise.

Referent power

- This is power due to association with people in power. It is also known as a shared identity.

AC3.3 Leader's motivation to influence and lead others

The art of influencing other people is critical for a leader's success. He or she ought to inspire and direct people towards a common goal (Stamov Roßnagel, 2016, p.217). However, a leader's source of motivation is goal-oriented characteristic in his objectives. It pushes his people towards achieving a common goal as a leader ought to keep an open perspective on human nature to understand and draft his moves. Consequently, an effective leader ought to know motivational factors; based on what inspires him and his employees. He must abide by the old refrain, "to become an effective leader, you must be self-motivated."

AC7.1 Difference between groups and teams

In an organisation, groups define individuals' collection and work collectively by coordinating their efforts (Surbhi, 2015). Conversely, a team is a group of individuals who work together to achieve a shared goal.

AC7.2 Stages of building a successful group/team

There are five ways stages of building a team (*The Five Stages of Team Development | Principles of Management*, no date):

Forming

- This is the first stage where team members usually select a leader

Storming

- Storming is the stage where team members try to develop ideas and ways to achieve a goal.

Norming

- This is the stage where team members have a set goal and build commitment around each other.

Performing

- In this stage, the team is mature, well-organised and have a common goal in mind.

Adjourning

- At this stage, most of the team goals have been accomplished, and they wrap up the teamwork with final tasks. At this stage, team members may disband or join other teams.

AC7.3 Leadership as a group and team function

Leadership gives team directions and how it is supposed to work. Hence, leaders must help their group understand their objectives and create a way for them to achieve their objectives (George, 2021).

AC7.4 Leading a virtual team

Managing and utilising virtual teams can be a bit tiresome. Conversely, one of the best ways to manage a virtual team is through defining work systems (Baldassarre, 2015). This means an organisation ought to set standards and goals on each team on its specific goal and the period to complete the task. Through this, the team has time to plan itself with fewer questions on achieving its objectives. Additionally, the firm ought to establish multiple communication tools to allow two-fold communication.

AC6.1 How Leaders Influence follower motivation

Influencing other people's motivation is one of the strengths and necessary skill for leaders. Leaders ought to understand their followers to drive them towards a common goal. Consequently, a motivated workforce is essential for today's success (Deschamps *et al.*, 2016, p.2). One of the best way leaders influence their follower is through the promise of success or better future, may it be a common goal, money, popularity or other things that their followers would like to have.

AC 6.2 Leaders influence on follower satisfaction

Leadership is an essential aspect of an organisation. Conversely, organisational success is critical in promoting follower satisfaction; which is the role of leaders. Leaders must establish and lead followers towards a better future to instil satisfaction upon success (Sohail and Malik, 2016).

AC 6.3 Relationship between motivation satisfaction and performance

Employees play a vital role in shaping customer satisfaction and perception. Hence, in the modern-day workplace, organisations need to focus on customer services and enhance employee motivation. Additionally, employee motivation also enhances employee satisfaction; hence results in a positive environment for organisational growth.

AC 8.1 Task interdependence

In the modern workplace, team-based tasks are increasingly becoming common. These have created mutual interdependence between team members essential for improving organisational performance. Although individuals might work independently within a team, their tasks affect other members and the whole organisation's performance. For leaders, their decisions and the direction they point their followers affect what they will accomplish.

AC8.2 Organisational design, structure and culture

Organisational culture refers to values and beliefs that has existed within a firm for a long time. These beliefs and values influence the attitudes and behaviour of staff and the administration. Leadership and culture are essential in influencing both its staff and employees (Maamari and

Saheb, 2018, p.1). Leaders establish the direction and tone for the people they lead; which can be strengthened through organisational culture. Conversely, the changing organisational environment and organisational structure established the leadership style and relationship style between employees and supervisors.

AC8.3 Impact of Legal, Political and economic environment on Leadership

Political activity influences many fields and individuals, forcing a certain pace of development. Firms ought to abide by local regulations and rules for countries in which they operate. Political bodies have the ability and power to strong-arm or regulate companies into abiding by their rules and regulations. Conversely, organisations should keep their suppliers, customer, and competitors in check to establish their economic environment and market trends that influence how they accomplish their goals.

AC 9.1 The Rational Theory

The rational theory outlines the idea that organisations or firms are tools for achieving set or defined goals (Chron, 2020). The rational theory employs a formal structure to define leaders, managers, employees and people involved in its operations. Through rational theory, employees overlook their personalities and work to achieve a common organisational objective.

AC 9.2 Emotional Change in Organisations

Change can be disruptive for both leaders and employees. It can affect the nature of work, where work is done, and how decisions are made and communicated. Organisational change can impact

our sense of belonging, identity, and relationships with co-workers, customers and clients. Conversely, emotional reaction to change is expected due to organisational change. Influential leaders have to address their employees' mixed emotions due to change instilling motivation and commitment to achieve a common goal with the implemented change and realise a new vision.

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