

Your topic: Leadership and Behaviour

Your topic's description: A critical incident can be defined as any non-routine event where the effectiveness of the behaviour and decision-making of those involved, especially those in leadership positions, could have a significant and adverse impact on the likely outcomes. Based on your research and exploration of leadership theory in the mid module assignment develop a hypothesis about the appropriate leadership behaviour for dealing with the critical incident to be examined. Identify a critical incident to test out your hypothesis about leadership behaviour in the organisation. Assess your own leadership behaviour and own ability to develop leadership capability in others (based on structured assessments, insights into your own performance as a leader and formal and informal feedback you have collected) and, using appropriate techniques; critically reflect on how you would have behaved in the same situation and how you might change your behaviour in future. Design and implement a plan for modifying your own behaviour. The word count for your assignment is 4000 words

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[Writer Name]

[Institute Name]

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Introduction

The leaders of today are challenged to do their jobs in a place of complex and diverse work. To be truly effective, they need to cultivate cultural intelligence. Leadership and people management: Ideas to increase cultural intelligence in global environments. Cultural intelligence is the ability to distance oneself from one's opinions for analysis. This ability becomes more important if one considers that leadership styles are increasingly collective (Bowerman and Wart, 2010). During the past two decades, major changes in the workplace have increased the need to address different cultural groups. There has been an influx of women and very prepared academically immigrants. The new generation has very different values from those of previous generations: they want more time to spend with the family, a better environment and social justice. Furthermore, the globalisation of business pushes across borders, even when not required to travel, and often works with clients from other regions.

Discussion

In the critical situations staffs and workers of any organization find themselves in condition where they need direction and guidance to handle and maintain the critical condition. So, leaders in critical situations not just directed in operation but also sustained all stages of prevention, response, recovery and preparedness. Despite of small or large team, despite of services and tasks, the success and failure of the organization is mainly decided through the role of the leaders (Brown, 2008). Leaders must understand a lot and considerably they should be able to use that knowledge. Effectual leadership defines to continuously having the best style the organization.

To achieve this refers to the individual context of an example, that is be a part and foremost the organization and share the skills of organization. Different aspects are there that has decided the leadership and its performance. This research defines leadership principle that should be used in an organizational critical situation.

When organizational accidents occur, individuals look to the CEO for replies. And in the matter of oil spill caused by British Petroleum (BP), the organization has covered all the right public relations bases. Chief Executive of BP Tony Hayward has been actively interviewing with different media outlets and the organizational website posts frequent updates on the spill and control attempts. And, his workers are working hard to correct the issue. To make issues horrible, Hayward explained BBC that BP would, “return the Gulf Coast to the place it was before to the event. In this one declaration, Hayward’s lack of leadership can be observed most apparently. Even after the leaking well is comprised and most of the oil is separated, the Gulf Coast will never be the similar (Walsh, 2009).

Leaders don’t control a critical situation; they support an organization to be modified by it. When James Burke took the considerable method of recalling and replacing Tylenol, he defined a business to put customers first. Tony Hayward’s performances can be effectual at stemming public interest, but he isn’t making options that will transform an organizational behaviour controlling a critical situation.

Several decades have passed since early systems thinkers sounded the alarm on the necessity of systems thinking in critical situation leadership. People in leadership in organization need to think about the systems they serve and the systems that affect those systems, so they can benefit from learning about systems thinking and considering how it may inform their efforts.

Study of critical situation involves the concepts of vulnerability, risks, and hazards, with hazards research evolving to include considerations of organizational vulnerability and resilience.

Although organizational use of the words vulnerability, risk, hazard, and threat has sometimes been interchangeable, each word has its own distinct definition within the field of critical situation.

Critical situations in organization represent threats of potential damage or destruction to individuals and society. The actual critical event may result in a disaster if the incident results in substantial human disruption, whether measured by property damage, injury, or loss of life. An event must have the potential to be sufficiently disruptive of human activities to be considered a hazard, thus the physical magnitude of the event that is considered a situation varies.

The law of the process (or constancy) is concern with the leadership development constancy, not coming from the overnight. After many years of endurance training, which has impacted on body and mind, and after a long journey of hard work at the presidency, became one of the most remarkable leaders the UK (McCauley, and Hughes-James, 2004).

Crisis leadership throughout the world is an important and risky endeavour for holders of high positions in organization. During crises, leadership abilities are put to the test. If leaders are seen to have passed the test, their power and authority will increase commensurably. If, however, they are seen to have failed, their political capital may shrink quickly. People ask how leaders prepare for and perform under the intense personal and political pressures generated by crises. However, they should not assume that crises are simply bad news for leaders, with crisis management focused purely on damage limitation, both operationally and politically. Crises may also provide leaders with unique opportunities to discard old policies and commitments, kick-start new ones,

reform public organizations, and reshape the political landscape by forging new coalitions.

Hence, a second pivotal question about crisis, leadership is how do leaders identify and use crisis-induced opportunities for policy innovation and institutional reform (Fleishman, 2005).

Critical situations occur when core values or vital systems of an organization come under threat.

One should think of widely shared values such as safety and security, welfare and health, and integrity and fairness, which become shaky or even meaningless as a result of violence, destruction, damage, or other forms of adversity (Conger, and Riggio, 2006). This explains why the prospect of disaster usually evokes a deep sense of crisis. The threat of death, damage, destruction, or bodily mutilation violates deeply embedded organizational values of safety and security.

The Law of Influence which is the leadership does not give power, but the credibility and ability to influence people. Hence, it is essential for leaders that could overcome the crisis with their ability to surround him with advisers extraordinary (Banks, and Ledbetter, 2004). These leaders knew who to select, promote, hold and who replace. In order to interpret these recommendations more conversationally are related to choosing, growing, stop and run. The researchers also stress the importance of having an instinct for recognizing the mistakes of advisers and experts, in part because they do not understand or know the whole political problem. It is therefore, essential that the modern leader not be held hostage by the experts (Knowles, and Saxberg, 2006).

The important thing for any leader is to recognize in advance, before the crisis happens, if advisors are adequate to address national security issues that challenge the existence of the government or that threaten the life of the population. Once leaders get the problem, the ruler

cannot start looking for consultants and secretaries who can support. The essential thing for any organization is to anticipate various contingencies and be prepared for the worst scenarios.

The key feature of the leaders in times of crisis is the confidence and credibility needed to assure the people scared and desperate that the leader has control over the situation and resolve the crisis know. In any crisis, the media play an important role to convey information to the affected population (Caroline, and Linda, 2008). One of the gurus on the subject of leadership, said that a leader must "have the ability to tolerate uncertainty, frustration and pain" in a crisis. Further, the leader needs to communicate confidence, which can cope with the crisis. But also the ruler or leader needs to control his speech to address the media; otherwise, a statement could send the wrong done to the public panic. Perhaps, most difficult thing for any leader is to show sympathy and strength simultaneously (Derr, Roussillon, and Bournois, 2002).

Characteristics of Good Leaders in Critical Situations

People all are aware of the ever changing styles and forms of leadership styles that all individuals have moulded and transformed according to their need, styles, difference or simply inability to adopt or deliver certain traits or qualities required. This is very important as in the critical situation leader style would be very important and influential to the followers. As people are all know that leadership is a process through which others are influenced to understand and then form a consensus about the common goals. A leader is a person who plays the role of a facilitator for his or her team in order to motivate them to make a collective effort to accomplish the shared objectives

The backbone of leadership is influential power. As leadership operates in groups, thus, a leader is one who can exercise influence over a number of people to push them towards the achievement of a common goal. When this influence is ethical, it results in a positive outcome and enhances the organizational effectiveness and boosts the performance (Bowerman, and Wart, 2010).

To make effective leadership in a crisis situation it is essential to understand how humans react in situations of great stress. It is understood that any threat against the integrity of the person can lead to a stress response. Stress results from the physiological imbalance of the human body when it perceives a threat to its integrity (Hannum, and Martineau, 2008). Thus, the majority of people, when confronted with danger, finds himself instinctively choose between fight and flight. In most emergency situations or people will flee in panic, but there are minorities of people who become aggressive and others that will become very passive and dark even in depression. All stress reactions may also apply to managers who face these dangers.

In BP case, there was a risk that people become a burden for the organization. The leader must be alert for signs of emotional and physical exhaustion and relief measures. It must also recognize that it was not itself able to operate continuously without rest or food. It should also be aware that the state of stress can cause it to react unexpectedly (Bill, 2002).

Being a leader of Autocratic type for some it is very likely within the organization, this type of leader focuses on govern themselves, in other words the unlimited power to focus primarily on one person, having the power to make different decision herself, plays the role of assigning different tasks to perform and as shall be composed of different groups to work (Ganihar, 2005).

Autocratic leadership has been in the books of history and being iterated and continuously practiced by people within a community, organization or even countries around the world. With autocratic leadership, the need to succeed and gain power almost becomes overwhelming. What this mean is that all the decisions that are being undertaken for the purpose and objective of making effective use of people around the workplace. Any suggestions or advices that are being intended by the subordinates are not entertained and that all the final decision making authority rests with the higher authority alone.

Participative or democratic style- This leadership clearly suggests the most effective form of leadership that is being practiced in today's era of rapid development and expansion. In order to make effective and efficient use of individuals that are available as resource to the organization, the democratic leadership style favours decision-making by the group as shown, such as leader gives instruction after consulting the group.

Laissez-faire or free rein style - Also called a more open-environment approach to lead the team. This approach although is generally suggested as less burdensome on the team members. A free-rein leader does not lead, but leaves the group entirely to itself as shown; such a leader allows maximum freedom to subordinates, that is, they are given a free hand in deciding their policies and methods. The focus of this style suggests that a leader should be able to cater according to the needs, wants and demands of the employee in order to better suit them. In a critical situation when there is little time to converge on an agreement and where a designated authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be most effective; however, in a highly motivated and aligned team with a homogeneous level of expertise, a more democratic or laissez-faire style may be more effective.

What to do in a Critical Situation

Here are some ways a leader can use to deal with uncertainty and stress that are prevalent in critical situation like BP oil spill crisis:

1. Take the situation. Subordinates, colleagues and anyone else affected by the situation will be better able to follow you if you are confident and demonstrate your ability to remain calm and objective. Moreover, the taking of the situation will also help you deal with your stress.
2. Admit that the situation is serious. Whether before, during or after a crisis, it is essential that people who have the authority and responsibility to act as leader are objective. In specific terms, it is important to recognize that the situation is critical and to communicate this fact to the most honest possible.
3. Confirm before you act: If the saying means that it is better to act than to remain in indecision, it is still important to try at least to understand the situation and confirm the statements and rumours before passing to action. Subsequently, we must act appropriately and measured. This takes a disproportionate importance during major disasters or crises of public order.
4. Plan ahead: Nothing contributes more to the ability to act appropriately and expeditiously as having planned in advance. This belief, demonstrated time and time again in practice, underlies the whole approach to manage and properly prepare for emergencies, major disasters and other crises.

5. Take care of yourself and your subordinates: There is nothing worse to undermine the trust and respect of those that are your responsibility to appear before them as those with the air of a castaway. Also, if you take care of them and that you make personal sacrifices for the good of the group, you will be respected by all.

6. Be sure to morale and group cohesion: The success in critical situations comes from the ability to respond in a reasoned way and supported for the good of all. Morale is the ability of a group or individual to persevere when faced with difficulties. Cohesion allows a group to operate in situations of great difficulty and crisis. In both cases, it is the most valuable assets of the group. Everything must be done to safeguard them and to maintain them.

According to the authors, companies should include cultural intelligence as part of the leadership development strategy. Managers say crossing borders to learn different procedures, listen to others and observe how people interact with each other allows them to be more effective. While living and working with people who hold different from each can be a powerful engine for increased self-knowledge, it is not always a sign of success assumptions. What happens in the typical case of those emigrants who normally fixed the differences and refuse to learn the new culture, so that only interact with people of their own culture. Individuals, teams and businesses that rely on the similarities and resist noticing the differences between people will be the big winners when directing interdependent and multicultural world in which we live.

Currently all organisations are driven by objectives, quantitative targets in some cases and in others qualitative. To carry them out, it is necessary that the drivers of the teams know your personal guide to office. Therefore, it is extremely important to work with issues related to the Members of such groups. Before changing the existing scenario, there must be a good leader

who can communicate and achieve cohesion between the employee and the company. Therefore, throughout this project will determine how the leaders should engage your staff in all matters relating to doing business in order to achieve effectiveness and efficiency to enhance your productivity (Adeniyi, 2010). On the other hand, will reveal whether or not leaders will use internal communication to motivate staff and achieve team cohesion. Furthermore, it is essential to establish if leaders use to communicate internally to prepare staff to changes that may occur inside and outside the organisation.

Leadership is an important aspect of management's ability to exercise effective leadership is one of the essential keys to effective administration; also, the full exercise of the other essential elements of management (performing administrative work with all that it entails) has important implications in the knowledge that an administrator be an effective leader (Yammarino and Dansereau, 2009). Administrators should exercise all the functions that correspond to the paper in order to combine human resources and materials in meeting objectives. The key to achieving this is the existence of clear roles and a certain degree of discretion or authority in support of the actions of the board essence of leadership are the followers.

Leadership and motivation are closely interrelated. Leadership is not only to influence the people, but to do so voluntarily play in the objectives laid down. This excludes the concept of leadership to coercion (Abiodun, 2010). Moreover, if the motivation is given by the convergence of organisational objectives and personal, it can be said that motivation and leadership are two sides of the same coin: A look at the leader, while the other to his followers. Therefore, lead is because motivation and leadership functions operate on motivational factors.

When talking about leadership is not mentioning only the relationship of the head with respect to their subordinates, because although it may be a good boss a good leader, the leadership also includes the influence of peers, and even the influence of the feeder on the head. The responsibility to exercise leadership applies to all levels of the organisation (Hein, 2008).

Importance of basic leadership style is that the majority of people not only require an orientation appropriate to carry out their work, but also require support through training and appropriate support from their superiors and feedback of the task performed (French, 2011).

Nowadays, good leadership and direction from the top brass has become critical within organisations. Leaders and how they relate to their subordinates, has become an aspect of motivation impacts directly or indirectly on the productivity of the company (Knowles and Saxberg, 2006). Indicative of good management of a leader is the feedback or feedback which is a fundamental aspect in the process. It lets you know the issuer, in this case the -leader, how the receiver in this case the subordinate-interpreted the transmitted message.

In any organisation the people who bring up their effort, experience their skills and knowledge to achieve the goals that have been assigned. In this context emerges as decisive role and key figure of the leader. Leadership comes formally assigned by the organisation itself and recognised by his colleagues as the power to address it (Adeniyi, 2010).

Leadership is the art or developed as a result of the human tendency to form groups and these groups need their own direction guide, coordinate, clarify their ideas and concepts for achievement of objectives method. The word leadership or direction is closely linked to that of power and authority as the first would be nothing without the second and these has a significant impact on organisational life including patterns of communication and control, the quality of

interpersonal relationships and job satisfaction (Abiodun, 2010). Ultimately address is the power exercised in an organisation to change the behaviour of others in a desired shape for that at the same time an ability to keep your own behaviour can be modified as pro undesired influence others.

To succeed in leadership must understand human behaviour, the hierarchy of needs and problems of social perception (Abiodun, 2010). The leader must motivate their employees in ways that contribute to their own desire to achieve the objectives sought by the organisation.

Managerial functions contain core activities:

- 1 - The strategic: it consists in the formulation of objectives and targets organisation
- 2 - The executive: The specification and communication of activities to be performed by each person for the organisation to meet those goals or objectives.
- 3 - The motivational people to effectively carry out the activities required by objectives.

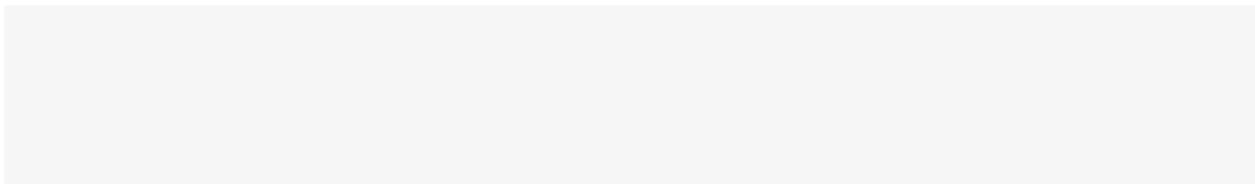
We have to distinguish the administrative direction of the operation, the first will be closer to the top of the organisation, and it will be more second operating positions (French, 2011). By its position, a manager has the authority to plan, organise and monitor the work of their employees and must accept the responsibilities that derive from their actions.

In planning, management decides what to do with certain methods and procedures. When control is expected to check the results of the organisation fit as possible to the expected plans and if not propose means for correction. The risks are one of the things we know that we know, and leadership is of the things we know we know, but we both know that is worth knowing (Banks and Ledbetter, 2004). The companies have in common, regardless of activity or size that is

inherent risk entities: living with risks of all kinds-financial, technological and labour-, and its management depend viability and permanence. Therefore the companies are responsible for, or should be, above all, risk control managers (Yammarino, and Dansereau, 2009).

Leadership is the spirit, inspiration, and management is one of the most important, especially in increasingly critical as the Prevention of Occupational Risks (PRL) levels business aspects. This article is specifically about leadership in managing the Prevention of Occupational Risks, while highlighting the commonalities especially on the management of other risks in the company (French, 2011). Of the four preventive specialties, such as the Occupational Safety, Industrial Hygiene, Occupational Health and Ergonomics, Applied Psychology, the latter is what enables a cross development of prevention in all areas, especially with regard to relate the technical, human and organisational factors of the company.

The leader and the leadership should know that the right to rule and to be obeyed demand should never be near the abuse of power. It is true that the main factors related to leadership and the exercise of leadership are “sanitising factors' in the famous classification made Herzberg-the same as insisting that organisational changes should not forget that the resurrections are harder the Parthian”- and these factors, such as the “political leadership”, the command style or ways of monitoring and control may never be available, however well done, to motivate the workforce, but however, it is very easy, as soon as he does evil, that serve to discourage and cause conflicts in professional and personal relationships (Banks and Ledbetter, 2004).



Conclusion

In conclusion we can say that the role of leaders in the critical situation is very important.

Leaders in organizations have a responsibility to lead during each of the phases of prevention, preparedness, response and recovery. Leadership in organizations is the ultimate challenge for those who seek to serve their community. Developing the skills of a leader is a lifelong journey which cannot be completed by reading books, attending training courses or slavishly copying those whom you respect. Successful leaders will continue to develop their own unique and special leadership styles through reflecting on their experiences, seeking the advice and counsel of others, actively seeking feedback on their performance as a leader, and listening.

Implicitly or tacitly, unless seeking candidates covering seven basic qualities: technical ability, social intelligence or ability to motivate, understand and lead people; experiences in directing people toward goals or projects, roads and paths, knowing that act time when doing nothing, and when to do everything, or when only a part, which also implies the ability to decide which is the right person to lean on, judgment, and finally character. Back in the day job, the loss of technical capacity, not always translate into lack of leadership, and are critical, aspects of judgment and as to character. However, increasingly becomes more important, the responsibility assumed by the leader of educating others, which sometimes comes to obscure other qualities.

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