

## 外国語学部英米学科

### 英 語

模擬授業時間:9 時 30 分から 10 時 15 分 (45 分)

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## Introduction to Leadership Studies

Leadership is a topic with universal appeal; in the popular press and academic research literature, much has been written about leadership. Despite the large amount of writing on the topic, leadership has presented a major challenge to people in business and researchers interested in understanding the nature of leadership. It is a highly valued phenomenon that is very complex.

Through the years, leadership has been defined and thought of in many ways. The component common to nearly all classifications is that leadership is an influence process that helps groups of individuals to achieve goals. Specifically, in my course, leadership is defined as a process through which an individual influences a group of individuals to achieve a common goal.

Because both leaders and followers are part of the leadership process, it is important to address issues that confront followers as well as issues that confront leaders. Leaders and followers should be understood in relation to each other.

In prior research, many studies have focused on leadership as a natural characteristic, or trait. This suggests that certain people in our society are born with special qualities that make them leaders. This view restricts leadership to those who are believed to have special characteristics. In contrast, the approach in my course suggests that leadership is a process that can be learned, and, therefore, is available to everyone.

Two common forms of leadership are assigned and emergent. Assigned leadership is based on a formal title or position in an organization. Emergent leadership results from what one does and how one acquires support from followers. Leadership, as a process, applies to individuals in both assigned roles and emergent roles.

Related to leadership is the concept of power – the potential to influence. There are two major kinds of power: position and personal. Position power, which is much like assigned leadership, is the power an individual gets from having a title in a formal organizational system. It includes legitimate, reward, information, and coercive power. Personal power comes from followers and includes referent and expert power. Followers give it to leaders because followers believe leaders have something of value. Treating power as a shared resource is important because it questions the idea that leaders are holders of power.

While coercion has been a common form of power used by many individuals in charge, it should not be viewed as ideal leadership. Our definition of leadership stresses using influence to bring individuals toward a common goal, while coercion involves the use of threats and punishment to create change in followers for the sake of the leaders. Coercion is not an ideal form of leadership because it does not treat leadership as a process that emphasizes working with followers to achieve shared objectives.

Leadership and management are different concepts that overlap. They are different in that management traditionally focuses on the activities of planning, organizing, staffing, and controlling, whereas leadership emphasizes the general influence process. According to some researchers, management is concerned with creating order and stability, whereas leadership is

about constructive change. Other researchers go so far as to argue that managers and leaders are different types of people, with managers being more reactive and less emotionally involved and leaders being more creative and more emotionally involved. The overlap between leadership and management is centered on how both involve directing a group of individuals towards reaching goals.

In my course, we discuss leadership as a complex process. Based on the research literature, we describe selected approaches to leadership and assess how they can be used to improve leadership in real situations.

(Adapted from Peter G. Northouse, *Leadership: Theory and Practice*)