

LEADERSHIP THROUGHOUT

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*How to create
successful enterprise*

Leadership Throughout

Leadership is one of the most intriguing evolutionary attributes. Its purpose is to heighten performance so producing a discernable measure of success. A leader makes a difference.

It is this last statement which becomes self-evident and points to the need for something extra. However, charisma, integrity, dominance, self importance, which are some of the outward manifestations of those in influential positions, may not be the defining attributes which engender commitment and enterprise. So what does really set the scene alight? To answer this, the focus has to shift to the followers who are the ones who deliver the results.

With this wider context in mind the author has divided the book into two parts. The first covers the nature of leadership and the second part looks at the techniques and behaviour which need to become part of the leadership style.

The introductory chapters examine the nature of leadership and the concepts which can be used to articulate the qualities which underpin effective practices. To emphasise these attributes there is a section devoted to cases of tyrannical and appalling leadership which help define the ethical dimensions of power and provide benchmarks which can be used to assess whether or not the style and methods are acceptable.

The author acknowledges that good management requires effective leadership, but he differentiates between the two functions in such a way that the skills base of the two disciplines become apparent. Managers have to be competent in their use of resources; leaders have to be inspiring in the way they engender the commitment of their staff. Having made this conceptual divide the author demonstrates how it is possible to identify the key attributes which make for effective leadership.

When moving from a specialist job to one which requires responsibility for a group of people individuals have to adapt to the new situation. The change of emphasis may not be immediately apparent to the individual concerned when making the transition, but the need for changed attributes is explained and a section facilitates an insight into the process of self-actualisation.

The final chapter in part 1 describes how to put leadership into practise. The author argues that leaders need to be adaptable. To be inflexible in today's fast moving competitive environment is likely to be counter-productive. Leadership is then discussed in terms of theories, situational response, distributed cooperation, transactional exchanges, transformational techniques, skills and behaviour.

Part 2 of the book could be entitled 'self-awareness'. It is directed at enabling individuals to become critically sensitive to the interaction between people in the context of achieving results. The chapters cover; awareness of self; direction and guidance; projecting values and communicating a forward looking vision.

When interacting with people communication is absolutely central to any leadership activity and space is given to the essential skills of listening, questioning, giving reassurance, and providing clarity of purpose. The value of trust is emphasised and techniques to deal with potentially destructive dialogues are described in the context of typical work-based situations.

Motivation comes from within and the mistaken assumption that by shouting louder people will work harder is completely buried. The role of the leader is to provide the conditions for people to grow to their potential and practical examples are provided to demonstrate this.

The function of leadership is not confined only to the senior managers. It applies equally to line managers, designers, masters, chief engineers, officers, supervisors, bosuns, pumpmen, and section heads. All leaders need to support each other hence the title Leadership Throughout. To respond to the challenges of the future an organisation needs a strong leadership culture which is fearless when confronting change and positive when developing and implementing goal-based strategies. The book will inspire readers of all disciplines. The author has a mariner's background but works in the multicultural environment of the Middle East so proving his thesis that good leadership transcends specialisation and can be transferred between cultures.

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