



PRESIDENT'S PAGE

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LOOKING AT LEADERSHIP

We talk a lot about leadership and leaders but the nature of leadership in our society is misunderstood. We recognize that leadership is dispersed in many groups and fragmented among many people. No one person is powerful in all ways. A leader in one field often does not know leaders in other fields. Thus, the important issues and problems of our nation are settled, not by one leader or one power group, but by a balance of power.

What makes a good leader? There is no one answer. The nature of leadership changes constantly. We have tried to identify leaders in various ways, tried to determine what makes a man a leader and not a follower. The behavioral scientists have at least four different views about leadership.

▪ **Great Man Theory** — We used to hold to the theory that a leader is a great man, that leadership qualities are in-born, that people naturally follow the individuals who have these qualities. In this theory the great man is responsible for history; rather than history responsible for the great man.

▪ **Trait Approach** — In this theory we try to identify the traits of a great leader that make him different from the rest of us. Are leaders taller, fatter? Is there any established body type for the great leader? No. Does he have a higher intelligence than the rest of us? No, great leaders come from all groups of citizens. Does he inherit an ability to lead? No. Are chromosomes and genes related to leadership? Many studies have compared the physical, intellectual, and personality traits of leaders, but there are no conclusive findings.

▪ **Behavioral Approach** — Is a leader determined by what he does when in a position of leadership? He may be a symbolic leader, such as a royal personage. He may perform primarily a problem-solving or decision-making leadership function. He may perform an advisory or information giving function. He may function primarily as an initiator or as an advocate of some plan or proposition.

▪ **Situational Approach** — This approach to leadership assumes that there are certain traits and capacities that are crucial for effective leadership in one situation and not in another. Studies in this area indicate that there is a need for flexibility in the selection and training of leaders for different situations.

There are at least three fairly well defined styles of leadership — autocratic, laissez-faire, democratic. In the autocratic style, the decision-making function resides in the leader; in the laissez-faire, it resides in the individual; in the democratic, it resides in the group.

Which kind of leadership style is best? Which style should be developed for leadership in an organization, professional association, or community? It is not that simple. In some situations, autocratic leadership is best. In some, democratic leadership is more effective. And in some situations the laissez-faire style does the best job. There can be no one set style of leadership which we can develop in ourselves or teach to others. Leadership must be flexible in style to meet the need of a particular situation which involves an individual, a group, an organization, or a nation.

Leadership is the effective meeting of the existential situation — whatever the situation is. And this effective meeting comes through confrontation, search and coping.

▪ **Confrontation** — The effective leader does not run away from involvement. He confronts people and situations. He takes the initiative, does not pussyfoot, does not play games. He does not just react to a situation. He acts. He is able to face up to issues and problems.

The effective leader understands himself. The person who best understands himself is best able to confront situations and lead others. In growing into leadership, a man needs to understand himself, to be himself, not try to be someone else. A leader acts as himself, not as a copy of someone else. He does not put on the role of leadership. He is just himself, a person, a leader.

The effective leader must confront the needs of people in the situation. He must be able to understand the people's goal, his own goal, the company's goal.

Effective leadership means good communications. It is hard to communicate between the generations, among friends, between management and labor, within a town or metropolitan area. But without confrontation and adequate communication, a man cannot be an effective leader.

■ **Search** — Effective leadership depends on search. The leader searches for understanding of the people, the situation, the causes and treats them. He knows that symptoms are only shadows cast by causes. The good leader, like the good doctor, looks beyond superficial symptoms to deep-seated causes. But in management we find many leaders who never search beyond the symptoms. They are busy on the surface, but never penetrate beyond the surface.

The effective leader uses the delicate radar of his five senses. He is tuned into others. His sensitivity has not become dulled.

The effective leader searches for empa-

thy. He is "with" the other person. He is living in the situation. He can put himself in another's place.

The effective leader searches for data. We can get all the information we want or need today. The leader knows the importance of facts and data and knows how to use this material to help him make decisions.

The effective leader establishes trust with those with whom he works. He is trusted by the group. He may not be educated or mannerly or smooth or well-dressed, but the group trusts him and has confidence in his leadership and decisions.

■ **Coping** — The effective leader can cope with problems and situations. The best kind of coping is a minimum attempt to control other people, a minimum pulling of strings. People like to be told honestly what to do, but they do not like to be controlled. They like realistic leadership.

Managers often ask themselves: How can I motivate my subordinates? The question should be: How do I help people release their motivation?

The effective leader copes. He does not

clobber people or manipulate them. He uses the problem-solving approach to situations. He knows that an organization is not one big happy family. There are frictions and disagreements which can often be saved if they are brought out and looked at and played out.

The effective leader copes through his ability to experiment, to be flexible, and to be open to change. He knows there is no easy answer, no one right answer to any problem. He is willing to take risks. He is not afraid to rock the boat. He does not fear failure.

The effective leader can cope because he has a good relationship between his philosophy of life and his philosophy of management. The attitudes and values he holds condition the way he manages. He is sure that people want to do a good job, want to change, and want to better themselves so this is the way he manages people. He gets much from them because he expects much and is sure they can do all he expects. He realizes their worth and potential.

The quest for leadership is not a choice we make. It is a responsibility. We are leaders only as we give ourselves to the task of leadership.

WOMEN IN APPRENTICESHIP SHOW GAIN

The number of women in apprenticeship programs is increasing steadily, reports Secretary of Labor George P. Shultz.

Nearly 1,100 women are learning highly skilled trades in programs registered with the Department of Labor's Bureau of Apprenticeship and Training. This is 500 more than in June of last year.

There are additional women being trained in apprenticeship programs not registered with the Labor Department, Secretary Shultz said. No figures are available on the number of nonregistered apprentices.

The growth in the number of women in apprenticeship programs has been gradual, the Secretary explained, since many of them are pioneering in some types of

work that previously have been considered only for men.

Nearly a third of the registered women apprentices are in occupations which come under the general heading of cosmetology.

Sizable numbers are serving as bookbinders, cook-chef, and in the printing trades, including compositors, typographers and pressmen.

Other apprenticeships in which women appear are upholsterer, automotive trades, technician, draftsman, electronic equipment repairer, furrier, baker, machinist, precision lens grinder, carpenter, aircraft sheet metal worker, painter, including auto body, aircraft mechanic, and embalmer.