# Exemplary managerial guidance and difficulties in selected wordas of North Shewa zone office.

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## ABSTRACT

*Leadership is the behavioral process of influencing individuals and groups towards set goals. The concept of leadership has been developed by management theorists to explain leadership in sport organizations. The authors outline three theoretical approaches to managerial leadership. They also discuss the concept of managerial leadership and the three types of leadership skills. You never know check-out later- and sometimes not even then - whether you made the right decision. Maybe if you had a few more facts. The reality is that leaders are called on to make decisions all the time, often with very little time to consider them. It is important to have as much information as possible, but at some point, you just have to make the decision and live with it. Some decisions are flexible, and some are not, but in either case, it's important to learn to make a decision.*

Keywords: Management, North Shewa, Sport, Leadership

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## Concept of Leadership

Leadership is the manager has a great relation with the performance and satisfaction of workers. Moreover, Barrow (1977) defined leadership as "the behavioral process of influencing individuals and groups towards set goals. This definition is so important that it places a special emphasis on the vision of a leader (i.e. goals, objectives) while also highlighting the necessary interaction between the leader and group members**.** Effective leadership will include an understanding of motivation and is likely to minimize any loss of productivity through the development of task and group interconnection, allowing a group to operate at, or close to its potential. Loehr (2005) stressed that the common theme of effective leadership is the positive impact that individuals can have on institutional dynamics relative to common o b j e c t i v e ." The act of leadership attempts to influence and convert others into followers and may be achieved through a variety of mechanisms such as pressure, encouragement, and manipulation. Leadership requires an understanding or respect for the power dynamics between the influencer and the follower. This implies that both, the leaders and followers need to understand there survive a power balance between them. The relationship recognizes that every act between the two parties is a „political act" with potential for pressure (Miller, 1985).

## Theoretical Approaches to Managerial Leadership

Management and leadership theorists have over the years developed several theories to explain how leadership is carried out in sport organizations: Four of the most common theoretical approaches were identified: The trait approach; the behavioral approach; Situational possibility approach and the new leadership theories of transactional/transformation (Yukl, 1989).

- Trait Approach theory: is based on a set of universal characteristic associated with effective leaders. The traits of a leader may be classified in the areas of personality, abilities and physical attributes.
- B e h a v i o r a l Approach theory: Believed that people need more than certain personality traits to be effective leaders, effective leaders demonstrate one or two major styles of dimensions: consideration and initiating structure. Considerations describe the extent to which leaders have relationships with subordinates that are

based on common trust, respect and consideration of subordinates ideas and feelings. While Initiating structures, explain the extent to which leaders establish goals and structure their subordinates towards the attainment of those goals.

- Situational possibility approach theory: In this type of approach there is no single type best style of leadership for every situation.

Effective managers are those who can change their leadership styles to meet the needs of their followers and the given situation Hersey, 2011). There are several models of this situational approach to leadership: Fiedler contingency model; path-goal model and the situational leadership model. Fiedler contingency theory is that the performance of a group is dependent on the interaction between leadership style and situational variables; Path-goal model; determine the most appropriate leadership style for different situations, it focuses on how a leader influences followers" perceptions about work goals, self-development goals and path-goal accomplishment. Situational leadership model; this model comprises of four pattern of communication that managers may choose to use in talking to their followers: telling, selling, participating and delegating. In order to decide which leadership style is most appropriate managers must be able to assess the readiness of their followers and the ability and willingness of the followers to perform task. Telling and selling are both primarily leader oriented and one-directional communications. Participating and delegating are primary follower-oriented and two-directional communications (Hersey, Blanchard & Johnson, 2001). From this model manager's primary style can be determined and by primary style is the behavior pattern managers" use most often when attempting to influence the behavior of others.

Transactional/transformation approaches to leadership: This deals with the leaders impact on the organization than with leadership effectiveness with individual and groups within the organization, it focus primarily on relations that managers develop with members in their respective organization.

Transactional leadership: refers to three types of exchanges that occur between leaders and followers: contingent rewarding and management by exception (active) and management by exception (passive) (Doherty, 1997). Leaders reward or discipline followers in exchange for the followers performing a mutually agreed upon task; while transformational leaders raise the

consciousness of their followers about the importance of outcomes and how to reach those outcomes by going beyond their own.

## Managerial leadership Skills

The term skill reflects the idea that one's ability to perform managerial tasks is not essential. It can be learned and developed through experience and formal training. Katz, (1974) identified the skills needed by managers of all types of organizations as: conceptual; interpersonal (human) and technical.

- Conceptual skills: refers to the ability to see the organization as a whole and the connection among the parts that make up the whole organization;
- I n t e r p e r s o n a l :  The ability to interact with others and coordinate individual and group efforts in achieving an organization's goal.
- T e c h n i c a l  skills: The specified knowledge, resources used in achieving an organization's goal.

## Managerial Roles

In addition to using a variety of skills, managerial leaders must assume a variety of roles as they carry out the traditional processes of management, according to Mintzberg, (1990) is a set of expected behaviors associated with a managerial position, based on this the typical manager portrays (10) roles, which are classified into (3) categories: Interpersonal; Informational and decisional.

- Interpersonal Roles: Roles involving interpersonal relationship with others Muizberg, (1999) identified three types of interpersonal roles as figure head; leader and liaison when managerial leaders engaged in these roles there are primarily involved in interpersonal relationships with others. By figure head managers acting in symbolic and ceremonial ways (duties); Leader role implies relates to managerial leaders relationship with their subordinates.
- As leaders managers recruit, select, train, motivate, evaluate and direct the subordinate's energies and efforts toward accomplishing organization's goals. Liaison role refers to a

managerial leader's ability to develop and cultivate relationships with individual and group outside work unit or organization.

- Informational Roles: when managerial leaders" exchange and process information, they engage in informational role, these roles include monitor; disseminator and spoke person. Monitors: Manager in the role of scanning the environment for information that can affect the organization.

- Disseminators: Managers in the role of passing information on others in the organization or work unit. Spokespersons: Managers in the role of transmitting information to persons or groups outside the manager's respective organization or work unit.

- Decisional Roles: may be exhibited in four specific categories: entrepreneur, disturbance handler, resource allocator, and negotiator.

- Entrepreneurs: managers in the role of searching for ways to affect change and improve on organization.

- Disturbances handlers: managers in the role of responding situation that might disrupt the organization "normal operation.

- Resource allocators: Managers in the role of determining how best to allocate resources to each employee, group, or work unit, or to the entire organization.

- Negotiator: Managers in the role of conferring with persons inside or outside the work unit or organization to obtain concessions or to agree on pivotal issues.

## Major Dimension for Classifying Managerial Leader

While all managers have formal authority for directing the work activities of others, different managers possess different degree of authority in the hierarchy of an organization; managers are usually classified as (1) top-level manager (2) middle-level manager (3) supervisor-level managers (Glueck, 1980).

Top-level managerial leaders: the executive or senior level managers of an organization who have the most power and authority.

Middle-level manager: Managers who are selected by and responsible to top-level managers, they are responsible supervisory managers and sometimes for technical specialist.

Supervisor-level managerial leaders: Managers who report to middle –level managers and are responsible for non-managerial employees.

## Leadership Theories

Several authors were written a lot about leadership, some of them said it can meet by heredity and the left of them also said by experience. Generally the word "leadership" is a refined, modern concept.  In earlier times, words meaning "head of state, "military commander", "leaders", "proconsul", "dominant" or "monarch" were common in most societies. These words differentiated the ruler from other members of society. Although the Oxford English Dictionary noted the appearance of the word "deader" did not appear until the first half of nineteenth century in writings about political influence and control of British Parliament and the word did not appear in the most other modern languages until recent times (Bass, 1990). Today, there are many different definitions of leadership but there still appears to be no generally accepted definition of leadership. Burns (1978) sated that leadership is one of the least understood phenomena on earth. However, in order to make clear understanding of leadership phenomena, social scientists and behavioral psychologists have studied leadership for several decades and developed leadership theories.

Leadership theories can be classified in three approaches**.** The first approach focused on the traits of great leaders. It was believed that successful leaders have certain personality that make them to be successful leaders in every situations and great leaders were born not made. The second approach focused on behaviors of effective leaders. Behaviorists argued that anyone could be great leader by learning behaviors of other effective leaders. Because of the weakness and fallacy of traits and behavioral approaches, leadership researchers focused on situational factors that are important to leadership success. Whereas trait and behavioral approaches, situational approach (the third approach) assumes that there is not one best type of leader but that leadership effectiveness depends on interaction between the leader and situation.

## Trait Theories

These early leadership theories focused on "what" an active leader is, not on „how" to effectively lead. The trait approach recommended that physical, intellectual and personality traits are

integral in leaders. Because leadership traits thought to be stable to be successful leader, leaders who were successful in one situation were expected to successful in every situation. Sets of common traits and characteristics, such as intelligence, assertiveness, independence, self-confidence, initiative, and self-assurance, to great leaders were identified to assist in selecting the right people to become leaders. Attempts were also made in sport to identify successful coaches according to the trait view. In their study, Ogilvie and Tutko (1966) profiled typical coach as someone who is authoritarian, independent in their thinking, and realistic in their perspective and emotionally nature. This approach had a great deal of support from social scientists prior to and during World War II, but lost favor around the end of World War II, when Stodgily (1948) published his review of 124 trait- related studies of leadership and found only a couple of consistent personality traits and he concluded that it was simply not possible to evidence that successful leaders have a universal set of leadership traits. In addition, in his review of the sport personality literature, Sage (1975) made the same conclusion relative to leadership in sport. As a result of Sage"s review, the number of sport studies investigating trait leadership was discontinued. Trait theory has not been able to identify a set of traits that consistently distinguish leaders from followers. The limiting aspect of the trait theory was deemphasized to take into account situational conditions.

## Behavioral Theories

To measure traits, researchers had to rely on constructs that were lack of reliability and also lack of validity because of given differing definitions. After World War II, owing to the problems with the trait approach became evident; researchers turned their attention to leader behaviors. Researchers decided to examine the behaviors of successful leaders. Unlike trait theory, this approach stressed that "leaders are made, not born" (Cox, 1998). Researchers interested in "how" a leader leads not "what" a leader is. This approach to leadership was very positive. Behaviorists argued that anyone could learn to become a potential leader by learning the behaviors of other effective leaders. In fact, several different successful leader behaviors have been identified. First, leaders can be categorized either autocratic or democratic. Second, leaders can be classified as directive or as permissive. Third, some leaders are task oriented while others are people oriented. Two important products or concepts with leadership behaviors were undertaken by the University of Michigan and by Ohio State University by attempts to define more specific

leadership dimensions (Stodgily, 1959).

## Personality Theories

The earlier view to understand leadership emphasizes on great man approach. The attention was focused on great men and women leaders in history and on their personalities. It was based on the assumption that the route to become an effective leader was to study their lives and emulate them. But the world's most effective leaders display widely different personal qualities. Early leadership research attempted to identify the personality traits that distinguished leaders from followers, the search for personality traits was driven by a. belief that leaders were different. Richard (2002) stated that trait theory has its origin great „great man" theory of leadership, which suggests that certain great leaders  have personality traits and personality characteristics that make them ideally suited for leadership. Proponents of trait theory believe that successful leaders have certain personality characteristics or leadership traits that make it possible for them, to be successful leaders in any situation. Personality theories like "great man theory", proposed that great leaders would be great leaders in all situations. It was assumed, that the individual achievements of great persons were the casual factors of progress. Personality theories emphasized who the leader was rather than what the leader did. various personality traits, social traits, and physical traits were identified to differentiate leaders from non- leaders. These theories were identified to differentiate leaders from non-leaders. These theories were unsuccessfully applied to sport to try to identify personality traits and behaviors that predicted leadership effectiveness.

## Situational Theories

As personality theories proved ineffective as predictors of group performance, leadership research changed direction. Instead of investigating the effect of the leader on the situation, researchers investigated how the situation influenced leadership work and their subordinates" performance (Barrow, 1977).Situation referred to variables in the external environment. Situational variables, such subordinate behavior, task type, task complexity, technology, and the size of the organization were found to influence leader behavior. As those factors continue to influence leader behavior, however, the leader also influences, in turn, the situational factors.

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Situational theories have been applied to sport irregularly. There has been more interest in exploring specific variables and their influences on leader behaviors compared to developing a deeper understanding of the leadership process. In terms of the personality, Fiedler (1967) believes that leaders are either relationship motivated or task motivated. Relationship motivation leaders are those who are highly concerned with the interpersonal relationships between leader and followers. Successful performance of the task is of secondary importance to this type of leaders. Task motivation, on the other hand, refers to the leaders concern with accomplishing the task at hand. The satisfactory completion of the task is an interpersonal relationship is secondary. From this we can easily understand leaders should learn to recognize their own personality and work to compensate for their weakness through personal adjustment.

## Interactional theories

Interactional theories strengthen the recent models and research in the study of leadership effectiveness in sport. The failure of both the trait and behavioral approaches us appointed the emergence of various situational based leadership theories have considered a whole set of situational variable that may change the impact of a leader of a given set of leader behaviors. Variable, such as leader-member relations, task variables, demonstrators and uncertainty, and the personality of both leaders and followers, are taken into consideration. The interactional approach is improved in models such as contingency theory, path-goal theory and adaptive-reactive theory.

According to (Fiedler, 1967) and Contingency theory (Fiedler, 1967), describes the effectiveness of a leader or group as contingent:

a) The leaders need structure, specifically, whether the leader is motivated through task achievement or the development of interpersonal relationships

b) The leaders situational control, which refers to the leaders confidence that the task will be accomplished; and

c) The interaction between the leaders needs structure and situational control in path-goal theory, the emphasis is on the needs and goals of the subordinates or the employees. In other words, the

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leader is viewed as a facilitator (Richard H, 2002) as cited in Tadios Gadebo (2013). The leader helps employees realize their goals. The leader's success is viewed in terms of whether or not the subordinates achieve their goals. Thus, the basic proposition of path- goal theory is that the function of the leader is to provide "a well- lighted path" to asset the follower in achieving goals. This is done by rewarding subordinates for goal attainment, and increasing the opportunities for personal satisfaction. For example, if an athlete's goal is to break the clubs goal scoring record, it is the coach's job to provide a training program that is rewarding and enable the athlete to accomplish the goal. According to the path- goal theory of leadership leaders are effective because of their impact on subordinates" motivation, which leads to the satisfaction and the ability to perform effectively. Effective leaders very their behavior in accordance with the task, the personal characteristics of the subordinate, and the environmental pressure of the situation that the subordinates must deal with in order to accomplish world. Goals and satisfy member goals. The adaptive- reactive theory was an extension of path- goal theory. To be effective, leaders must also adapt to the individual needs of their subordinates and to the situations. By adapting to the situations and by meeting the needs, desires, and pressures of the subordinates, it is assumed that the subordinates will respond to the reactive behaviors of the leader. This adaption becomes a two- way relationship; with leaders behaviors influenced by the preferences and needs of the subordinates, and the subordinates responsive to the behaviors of the leader. This theory assumes that the leader has the capacity to identify and respond to the subordinates, needs, desires and pressures.

### Characteristics of effective Managerial Leadership skill

Identified seven key skills needed to be an effective and efficient leader (Labrich, 1988). The generalize concepts the  skills are relevant for managerial leaders in sport organizations They trust their subordinates, they develop a vision, they keep their chance, they are specialists, they invite disagreement, they simplify  and they  encourage opportunity (labich, 1988) Effective leaders are characterized by intelligence and self-assurance – effectiveness is concerned with capacity to use strength, health and aspirations in individuals to achieve high performance. This creates a pertinent issue that organizations should show concern on how to recruit, develop, and keep officers who will become effective leaders. In developing the new paradigm of Managerial leadership Greenfield & Rabin (1993) believe that all we can do is to work with the character of

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leaders. They believe that leaders have to be able to function in a context of Complexity, ambiguity, paradox and trust worthiness. Subjects should be able to have faith in their leaders. The concern is not only about their trustworthiness. The current emphasis on competences of managerial leadership is seen as creating a technology of leadership with personal values, self – awareness, emotional and moral capabilities. Spirituality which is not in narrow religious sense but more in a sense of questioning as to the deeper purpose or meaning of their actions in the light of such values as trust, honesty in relationships, social conscience and justice in their dealings. Managerial leadership could best be explained in the statement that "All leaders are managers but not all managers are leaders"". In an attempt to provide distinction between the two, the differences in terms of activity performance of the manager and leaders in an organization are formulated lower.

## Managerial Leadership Challenges

Being a leader is itself a challenge. The challenges of leadership are really of three kinds: external, coming from people and situations; internal, stemming from within the leader himself; and those arising from the nature of the leadership role.   Managerial leadership makes great demands on people. As a leader, you are responsible for your group's vision and mission, for upholding a standard, often for being the group's representative to the rest of the world and its protector as well.

These responsibilities might be shared, but in most organizations, one person takes the largest part of the burden. In addition to its responsibilities, leadership brings such challenges as motivating people - often without seeming to do so - and keeping them from stagnating when they're doing well. Leaders also have to motivate themselves, and not just to seem, but actually to be, enthusiastic about what they're doing. They have to be aware of serving their group and its members and all that entails. In other words, they have to be leaders all the time.

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**External challenges**

It's almost impossible to imagine a situation where a leader doesn't have to cope with external challenges. In an organization, such issues as lack of funding and other resources, opposition from forces in the community, and interpersonal problems within the organization often rear their heads, Social, economic, and political forces in the larger world can affect the organization as well. To some extent, the measure of any leader is how well he can deal with the constant succession of crises and minor frustrations that threaten the mission of his group. If he is able to solve problems, take advantage of opportunities, and resolve conflict with an air of calm and a minimum of worry, most of the external issues are hardly noticeable to anyone else. If the leader doesn't handle external challenges well, the organization probably won't, either. We've all seen examples of this, in organizations where everyone, from the director to the custodian, has a constantly worried look, and news is passed in whispers. When people feel that leaders are stressed or unsure, they themselves become stressed or unsure as well, and the emphasis of the group moves from its mission to the current worrisome situation.

**Internal challenges**

Even though leadership presents to each of us the opportunity to demonstrate the best of what we are, it also representations our limitations. In many cases, good leaders have to overcome those limitations in order to transmit and follow their vision. Distress, lack of confidence, uncertainty, intolerance, narrowness all can act as barriers to leadership. At the same time, acknowledging and overcoming them can turn average leader into a great one.

One of the greatest challenges of leadership is facing your own personal issues, and making sure they don't avoid you from exercising leadership. Some characteristics can be double-sided blades, positive in some situations and negative in others. The real challenge is in knowing the difference, and adapting your behavior for that reason. Acknowledging the attitudes and trends that get in your way, and working to overcome them is absolutely necessary if you're to become an effective leader. Among the most common personal traits that good leaders have to overcome or keep in check are:

Insecurity: Many people feel, at least some of the time, that they're not up to the tasks they face.

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They may even believe that they're misleading people with their air of competence, when they know they're really not very capable at all. Insecurity of that type keeps them from being positive, from following their vision, from feeling like leaders. It can be crippling to both a leader and her group or organization.

Defensiveness: Also natural of insecurity, defensiveness shows up most often as an inability to take criticism (other people might catch on to the fact that you're as unskilled as you know you are), and continuing aggression to anyone, even an ally, who singings it. Defensiveness often also includes a determined resistance to change ideas, plans, or assumptions, even if they've been shown to be unproductive.

Lack of decisiveness: Sometimes it's hard to make a decision. You never know check-out later - and sometimes not even then - whether you made the right decision. Maybe if you had a few more facts. The reality is that leaders are called on to make decisions all the time, often with very little time to consider them. It is important to have as much information as possible, but at some point, you just have to make the decision and live with it. Some decisions are flexible, and some are not, but in either case, it's important to learn to make a decision.

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