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COLLECTIVE LEADERSHIP AND LEADERSHIP SKILLS OF INDIVIDUALS IN ORGANIZATIONS

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ABSTRACT

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There have been many studies and research on the subject of leadership has been touched by a lot of researchers and writers, and despite that, but the issue of leadership and foundations their success, and what can lead the leader to succeed in his leadership, is still a complex issue. Leadership is, in fact, the understanding of others and the identification of their needs and then work to achieve them, and needs may vary according to the situation, but ultimately is achieved, and when the needs of workers, the achievement of the objectives of the organization will be the responsibility of the workers without being urged to achieve because they will feel loyalty to this leader and to this organization, they are working to succeed without counting their own desires because they are confident that it will be achieved with the success of the organization and leadership. In this paper, we tried to review and know about collective leadership and leadership skills of individuals in organizations.

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Introduction

Human gatherings are not capable and do not organize without wise leadership seeking the interests of their subordinates to bring good and push for evil and vices; without objection or justice or negligence (Ahmad Al-Assaf-Riyadh-2000).

The topic of studying the leadership skills and characteristics of the leader of the subjects of utmost importance at the present time, which touched on the books of scientific studies and research in the theories and skills of leadership and we must differentiate between the leader and the manager.

The behavior of individuals in leadership positions or the way they characterize their behavior results either

from the implicit or implicit assumptions that these leaders hold about their employees. Where (Fayol says) "The most important element in the administrative work is the beliefs of the director, and what he believes in are intellectual concepts that make him aware of and his direction of various things,

The faculties of the educational leader do not start from a vacuum. They are influenced by a set of beliefs related to human nature. These assumptions are the main focus of many administrative theories that focus on the behavior of the leader

The long-standing conceptualization of leadership, both among researchers and the general public, is that it is a leader-centric or individual level phenomenon.

When asked to define leadership, it is difficult not to think of a single individual providing direction and inspiration to a group of followers. Among the three main ways of defining leadership, as a person, role, or process (Yukl, 2009), leadership improvement is strong, unusually among practitioners. Nonetheless, there is conceptual difficulty regarding differences between leader and leadership development, as well as a disconnection between the practice of leadership development and its scientific basis. In the old organization—the design or internal structure was a mixture of class and leadership. In the emerging organization, it has to be mutual understanding and responsibility.

Peter F. Drucker, *Managing in Times of Great Change* Interest in leadership improvement appears to be at its peak. One pointer of this interest is seen in survey results highlighting the increased attention and resources given to leadership development (The Conference Board, 1999). Many organizations are viewing leadership as a source of competitive advantage and are investing in its growth accordingly (David V. 2000).

Given the shift towards a role prospect of leadership, there has been important advancement in work on both the sharing or sharing of the leadership function (Gronn, 2002; Hiller, Day, & Vance, 2006; Pearce & Sims, 2002) and the interaction between leaders and team rules—recognizing that there is an important interaction between the leader and the members of a team (Jay Carson, Paul E, Jennifer A. Maron & Thesslock (2007). The development of these theories has been an important step in understanding the complexities of leadership; however, we feel these areas do not fully account for the ways in which leadership is actually shared in real-world contexts and are limited by some important opinions Nathan J. Heller, & el (2006).

The added pointers of the burgeoning interest in leadership development are the number of modern publications on the subject. (McCauley, Moxley, & Van Velsor, 1998), which summarizes much of what researchers and trainers have learned about leadership development over the past years. In addition, there are a number of recently published books and book chapters devoted to various aspects of leadership improvement (e.g., Conger & Benjamin, 1999; Dotlich & Noel, 1998; Giber, Carter, & Goldsmith, 1999; Hollenbeck & McCall, 1999 ;) Rosemarie A. Ong (2007).

Improved leadership has become an increasingly imperative and necessary strategy for organizations in the business environment. Recent historical events and emerging trends emphasize the need to invest in the active development of leaders.

Although executives are increasingly expressing the need to focus on such initiatives, few are growing more and more of the organization's leaders as part of their business strategy. (Geber et al., 2000) Improved leadership has become an increasingly imperative and necessary strategy for organizations in the business environment. Recent historical events and emerging trends emphasize the need to invest in the active development of leaders.

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As a result, strong competition among organizations forces organizations to be more adaptive and to deliver high-quality products and services in a timely and unique manner. Curtis D. Currie (2012). As a result, the increased presence of teams in the workplace confirms empowerment, leading to a completely different managerial role and a change in leadership style. Other

changes contributing to a new leadership approach include increasing the need for strategic thinking to avoid complacency, as well as addressing expected changes in the needs of the new workforce (Breger, 2004; Hatfield, 2002).

The difference between leadership and management:

Although the presence of leadership since the date of history, the science of management has not begun only in recent decades, the leading branch of the science of management. Peter North House (2006). The difference can be divided between them into the following points:

Table (1) Researcher Design

management	leadership
- Management focuses on four main processes: - planning - organization - direction and supervision - Oversight.	- Leadership focuses on three main processes: - Defining direction and vision - mobilizing forces under this vision - motivating and motivating
- Management focuses on logic	leadership focuses on passion (Zaleznik , 1977)
-The Department is interested in the elements and details "choosing the right way to work"	- the leadership of the faculties is interested in "choosing the right job"
- Determine the target and create the right atmosphere to achieve, and then ensure the completion of the required according to certain criteria and foundations	- Determine the target and create the right atmosphere to achieve, and then ensure the completion of the required according to certain criteria and foundations
- One-way power relationship	- Multidirectional cosmic relationship(Rost 1991)
Managers and their subordinates care about valuing goods and services.	Leaders and their followers work together to bring about real change
They prefer to work with employees to solve problems with minimal emotion.	Are acting to expand options for solving long-term problems.

Is leadership inherited or acquired?

To answer this question, scholars and thinkers agree that many opinions are to be taken as to whether leadership is inherited for generations or whether it acquires acquisition. (Ahmad Assaf 2000) These views are.

- 1) Leadership in genetics from early childhood.
- 2) Leadership by learning and practical experience.

- 3) Leadership depends on the prevailing culture of the organization - in the sense, there are culture cultures that encourage leadership talent and there are cultures that do not encourage.
- 4) Leadership science and art, they are therefore subject to learning - and affect the learning of these factors:
Nature and early childhood. (B) education
(c) targeted training. (D) Experimentation.

Finally, the process of teaching leadership is a long process and continues with many steps including:

- Genetics and early childhood experiences provide a tendency for leadership.
- Arts and sciences create the broad foundation of knowledge.
- Experience provides the wisdom that comes from turning knowledge into a realistic application.
- Training clears behavior in specific areas such as the art of communication

Definition of leadership and leader:

Leadership: The ability to influence others and guide their behavior to achieve common goals. It is, therefore, a responsibility towards the group to reach the goals set.

Another definition is a process designed to influence the behavior of individuals and coordinate their efforts to achieve certain goals. (Fleishman, & el 1991)

As defined Covey" is a process that aims to influence the behavior of individuals and coordinate their efforts to achieve certain goals"

Modern definition

The ability of a superior to influence the behavior of subordinates and persuade them to follow a particular Course of action Barnard (1985)

Definition of collective leadership:

Most of the definitions of joint, mutual or collective ability to provide them from a logistical point of view. In general, this approach supports specific behaviors, roles or tasks that are formally or informally shared among team members or individuals acting in their leadership capacity Carson et al., (2007); (Gron, 2002); Konsack, Stale, & Troustie,(2000). The process in which this logistical division is often characterized by empowerment (Kunzak et al., 2000) and the delegation (Liana, 1986), or generally in terms of shared responsibilities (Pearce, Manz and Sims, 2008). Collective

leadership, as the selective use of experience, may reveal the distribution or delegation of explicit responsibilities to those with relevant knowledge or experience. Each of these sets of behaviors is a viable interchange between leaders and teams in terms of activating collective leadership, each of which has been shown to be linked to other critical team processes or outcomes Nathan J. Hiller&el (2006).

Collective leadership can thus be defined as a dynamic leadership process in which a leader or group of leaders specifically uses skills and expertise within the organization that requires leadership elements such as the situation or problem at hand. (Tamara L. Friedrich & ET 2009).

The importance of leadership

To be human societies of leadership resulted in her career and establish justice among themselves to be ordered them all and difference their opinion (ASSF2000). The French commander Napoleon ((army of rabbits led by a lion is better than an army of lions led by rabbit)) so the importance lies in the leadership

- 1 - They loop access among employees and between the institution and perceptions of future plans
- 2 - It is the crucible within which fused all the concepts, strategies and policies
- 3 - To strengthen the positive forces in the organization and reduce the negative aspects as possible
- 4 - Control over the work and solve problems, and resolve the differences between the views and weighting
- 5 - Development and training and care of individuals as the most important resource of the institution, and that individuals are taking the leader of their role models
- 6 - Keep pace with the surrounding and using them to serve the institution variables

- 7 -It is the institution that facilitates the achievement of the objectives leadership elements

Elements that affect the driving process are divided into three components:

- 1- Leader
2. Working Group
3. Attitude

These elements interact with each other and affect each other.

There are elements and requirements of leadership:

Elements.

1. The existence of a group of individuals
2. Agree on the objectives of the group that seeks to reach them.
- 3 - The presence of a group leader with a thought and management decision and able to positively influence the behavior of the group.

Requirements.

- 1 - The ability to bring about change
2. Ability to bring or prevent the system.
3. Legal authority: - insisted

Leadership theories:

The issue of leadership has raised the interest of many scientists and researchers throughout the ages, leading to the emergence of many and the development of many theories of leadership to the present time, which tried to review the requirements of successful leadership, The research found through their writings and through the practical experiences they have done over the past years, several theories of leadership have been adopted as follows.

Functional Leadership Theory:

- Studying the functions and functions of leadership and related standards.
- Interested in the distribution of responsibilities and leadership functions. "Guidance, decision-making, planning, coordination".

Position Theory:

This theory is due to its influence, American Fider, who believes that the effectiveness of the leadership is only the

result of the interaction between the leader and the leadership position (Jarodi 2011) and this theory is based on the behavior of leadership situation and circumstances at some point may be appropriate for another stage and different circumstances(Mischel , 1968).. This theory is organized by elements:

- Attributes of the leader - Attributes of followers. - The characteristics of the situation and the nature of the situation.

Theoretical / Characteristic Theory:

Focuses on the personality and characteristics of the leader and the criteria differ in determining these characteristics from one society to another. There are five types of leadership features:

- Physical features such as health, height, and width.
- Cognitive traits - intelligence, culture, outlook ... etc.
- Social features - the art of dealing, gaining others, good communication ... etc
- Emotional features - emotional maturity, self-control, etc.
- Formal features - beauty appearance, general taste ... etc.

Interactive / Integrative Theory:

- Leadership is a social interaction process based on the following dimensions:

Attributes + Position elements + Organization characteristics to be driven.

Presents a basic criterion that focuses on the ability of the leader to interact with the elements of the situation, the specific tasks and the members of the organization and to lead everyone towards the desired goals successfully and effectively

Theoretical Theory:

An Evaluation of the Inspiring Leader. Based on the process of exchange between the leader and followers; the leader shows them the required of them and sympathize with them, and the leader follows the management style, excluding any intervention when necessary.

Transformational theory:

- Transforming leader with a clear vision and message.
- His job is to move the people around him a cultural shift and to manage his followers with meanings and values.
- High goals and high standards.
- Leadership theory Central principles:
 - Works to achieve efficiency and effectiveness fairly and gently.
 - Deepens the sense of the higher meanings and purposes of the work.
 - Combines the achievement of the objectives of the institution and the objectives of individuals.

Leader: A person who uses his influence and power to influence the behavior and direction of individuals around him to achieve specific goals (Ahmed Assaf 2000).

As defined Fleishman, (1991), "A set of characteristics or qualities possessed by people enables them to understand others and convince them to accomplish the tasks entrusted to them."

Qualities and skills of a good leader
It is always worth remembering that the leader is a member of the group. Just as the group cannot succeed without a good leader, the leader cannot succeed without a serious, effective group.

The leader shares the group's successes and assumes responsibility for its failure or failure. The leader must avoid showing his anger or shouting or showing any other negative feelings towards the members of the group even if they are confused or angry. The leader should not be reprimanded and blame publicly for failure, but must follow the principle of "praise in public and gentleness in punishment".

The leader committed to his group is a model of what others expect through his behavior and communicate effectively and be respected by his group and his peers alike. To be a good leader you have to possess the qualities and skills that go

through the group, so make them grow and grow up and achieve their goals easily Evelyn Gansfield, & El (2010). Some of these qualities and skills include:

- Transparency (honesty and patience)
- Open and friendly personality
- Problem-solving and analysis skills
- Decision-making skills
- Planning and organization skills
- Ability to communicate, communicate and listen
- Make your person the model you want your group to follow
- Ability to keep secret and consult with others
- Motivate others and team building
- Full knowledge of how to use your authority appropriately

Rights and duties of the commander.**Duties: -**

- 1- Take the necessary precautions for the security of individuals.
- 2 - The division of labor to fit the capacity of workers to achieve the planned objectives.
- 3 - Cleansing individuals of sedition and laziness
- 4- Justice between individuals in the transaction
- 5 – Consultation
- 6 - the culture of dialogue and accept the opinions of others when individuals.
- 7- Preparation future leaders

Rights

- 1- Promotion of Virtue obedience to him
- 2- His advocacy and support it
- 3- Advise him on his views and his approval
- 4- Consistency on his views and suggestions
- 5 Follow-up team that being to achieve success

How be improve your leadership skills?

There are many ways to develop leadership skills have to Become a successful leader.

Fallon found (2006) five easiest ways to develop leadership skills and make you a Successful Leader.

1. Take Initiative

Many managers tend to assign their subordinates tasks in which they are pretty adept at. However, as a manager tries to take more responsibilities, a good way to develop their leadership skills is to take on extra work that might not be included in your job description.

2 - Inspire and Motivate

Working by yourself might not be very easy. But inspiring others to work is definitely a gargantuan task. As a leader, you must inspire and motivate your team to maximize performance.

As a leader you have to be assertive, but, at the same time, know the difference between being assertive and being oppressive.

3 - Analyze your Strengths and Weaknesses Strength, Weakness, Opportunities, and Threats (SWOT) analysis is very essential for a leader. A leader should be fully aware of his or her Strength and Weakness. Write down your strength and weaknesses and how you, as a person, feel about it. You may want to approach peers and team members to help you discover blind spots that you may not be aware of.

There is a huge benefit in this process. Once you have succeeded in identifying your weaknesses and strong points, you can work on the areas that you feel are priorities.

4. Listen

One of the biggest requirements of a leader is listening abilities. A good leader must also be a good listener. Deriving feedback from others is essential. This helps in giving you an idea of what your teammates expect from you as a leader.

Always maintain direct eye contact with others and respond intelligently and appropriately. Remember that two-way communication is essential, and both verbal

communication and body language are clues to what people are trying to convey.

5. Deal with Conflicts

Leaders must have the know how to deal with conflicts.

In any walk of life, conflicts are bound to arise. However, to be able to deal with conflicts effectively, a leader should have a keen understanding of how to communicate and work with all types of people.

Leaders must be honest and straightforward – not take sides or show bias when helping to resolve conflicts. This is can be a lot harder than it sounds (j Francisco).

Conclusion

This study gives introducing proof that leadership need not be individually the domain of one person; leadership can be enacted collectively and informally by team members, even in larger teams. Further, collective leadership is positively related to team effectiveness. In particular, improvement and mentoring activities might be especially critical to team success.

Future research should focus on different types of organizations because there is not much research on differences in leadership development initiatives among different organizations. Most large organizations practice best practices in driving art as their leadership development programs are distinct because they usually have large capital to invest in these programs. However, small organizations need to develop leaders as well. In fact, it can be said that since smaller organizations usually require staff to play wider roles, the need for leadership throughout the Organization is increasing. The cost of the current programs described in the literature may not be a process for all types of organizations. Moreover, many of the literature and research conducted to focus on an overview of practices and perceptions from the perspective of human resources

management. The views and perspectives of the future leaders of the organization must be integrated into the future in order to gather a more diverse perspective from all stakeholders. Leadership development will remain a major organizational issue in the future.

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