

Worded pictures gallery

In leadership, immense shifts happened in last hundred years, i.e. since it became a topic of science. Traditional leaders led by domination and *an ability to dominate* was how a leadership ability was defined on the very first leadership scientific conference in Maryland (which occurred in the beginning of 20th century). However, soon afterwards a big shift came about and leading by domination was taken out of the leadership definition: to take others where they don't want to go or don't decide to go themselves "should be called drivership".

As soon as leadership became a scientific field, and as such a subject of systemic research, old practices were proven to be (in that wider sense with observing broader spectrum of results or impacts) harmful. So, the academic community started to differentiate between a traditional or old leadership paradigm, in which good leaders are good controllers, stabilisers, people that can align others and make others do the necessary, and a modern or new paradigm, in which good leaders can enable and motivate others, know how to introduce changes and join together different approaches; or in short, they are experts in activating potentials, be it motivation and desire in people, knowledge and ideas in people, or insights from working in the "first lines".

Leadership in today's sense is a field of expertise. We are used to seeing this age-old development of path in which a worker becomes a better worker, then a best worker, and eventually a leader (or of course another even more questionable practices of appointing someone on a leadership position). But in this modern mindset and understanding, leadership cannot be a prize because it is a field of expertise. To be a leader is not an all-powerful overarching role anymore, but simply one of the organisational roles. And a person who does it is there to fulfil a specific (and well defined) function and must therefore have a certain education and certain skills. This means that we now delineate responsibilities and give close to equal share to leaders as well as to followers.

*Leadership is a **topic of science**. One that can be explained and argumented.*

*But to **change leadership patterns** is **much more subtle** than that.*

External determinants:

Purpose of this showcase: To challenge people's perceptions of leadership. With it, to trigger some sort of (emotional) response when going through the writings or the worded pictures of three leaders.

A central goal: To show that there are more ways to perform a leadership role and to pose a question regarding what shape or form of that leadership role we want and need in our lives.

Internal determinant:

Measure of success: money raised for future continuation of the project.

Contents

1 A greeting (presented on A3 format paper)

Dear visitor,

Galleries are usually set for paintings or other visual arts, but as brush can paint and as a pencil can draw, so words can create or awaken images in our minds. Therefore, I named this showcase with a simple term: *Worded pictures*.

The topic I want to take you into (in this first showcase) is leadership. But, don't think of leadership as a topic of business or a business skill. Or even with motive that belongs and finds its natural space in politics. Think of leadership as a topic of humanities – a topic that simply belongs to humans and to life. It speaks about how we work together or collaborate, about how we define our roles or where we see our personal place, about whether and how we are different or equal to each other. And more.

What I have prepared is sixteen stations that are represented by sixteen questions. And a read thread for the stations is the following beginning:

What does it mean to be a leader?

The answers are here to puzzle you or to confuse you. They are here to encourage you and to open options, to challenge your thoughts and beliefs, to intrigue you and to make you ponder and think. And to see, at the end, how you respond to that central point made here: What does it mean to be a leader?

2 Stations (presented on A3 format paper)

Stations are the core content of the showcase. Check following pages of this document to see their contents.

3 Ending message (presented on A3 format paper)

You have moved past the last station to this ending message. Now, call back to your mind that central point or the red thread of this gallery of worded picture.

What I want to leave you with is this:

Leadership is an age-old content in our lives, but don't just buy into an idea of leadership that is delivered to you. That is what scientists did when they took leadership under their belt to study it – they thought about what it should be or what we need it to be.

So, what do you say?

How do we recognise (this) leader?

No. 1

A person that stands on his/her own.

Maybe it is about burden and stress. It may be about wanting to make decisions, or may be about feeling like having to make decisions. What seems for sure is that, in a way, this is a person on a mission; a person that is playing various thoughts and ideas in mind, tailoring a vision and shaping solutions.

The latter, to my mind, seems to be a reason why this solitude feels essential and needed; shaping an own mind by own will. There is a heavy weight on it. A lot at stake. This is where a need might enter to take him/herself away from the crowd.

No. 2

A person that has a spotlight on him/her.

Very active, proactive. Seems like this person never runs out of energy and motivation. Seems even like there would be something extra or superhuman in him/her. Just never stopping, never faltering, always picking themselves up, dusting themselves and moving on.

This person is hard *not to* notice. There are people gathering around, a spotlight (of whatever kind) shines on him/her. He/she seem eager, determined, confident. This person is always loud, whether it is with words or even with no words said at all.

No. 3

Mixed within the group.

A group of people that talks and listens, words and ideas flow, either clash or match together. They seem to be doing the same thing: they all talk, they all listen, they all take time to think and delve into challenges, they all take time to speak and elaborate on their own ideas and solutions. Seeing from afar it is hard to say who does what and what are their roles.

This person is hard *to* notice. Hard to differentiate from others with certain recognising remarks and certain gestures and activities to notice.

Why is he/she a leader?

No. 1

To realise a vision.

There seem to be a problem existent, and a solution needed; and to this certain person, the former and the latter seem to be clear. A vision is set and is well thought out. And the beneficiary of this preimagined outcome is sure with no significant doubts remaining. A person is all set to realise that vision, and this is the essence of the imperative to become a leader.

A reason for a person to undertake such an endeavour is likely to be part of perceived personal identity, like an understanding of personal capabilities and a personal story that belongs to these, or part of perceived social identity, i.e. a role to play or a contribution to give to a society.

No. 2

To lead the realisation of a vision.

I know myself: I have this double amount of energy and motivation, I have this optimism and belief in getting to the outcome, I have this persistence or dogged determination. I either know the way or can (always) find a way. A person in a given case has a high self-belief when it comes to doing the (working) tasks required.

There is a problem, and a solution also seems to be quite straightforward. But things are standing still. What is needed is a determined person making the first step and making things moving.

No. 3

To support the realisation of a vision.

Everybody can step up to the task, rise to an occasion, and essentially become leaders, but people just need a little hinge of support, a little encouragement or belief. Many are more than capable of taking on the challenge and devise and realise those solutions, but their energy and motivation is wasted on unneeded, but yet very present obstacles.

This person wants people to become leaders. This person wants people to find their motivation, bring up the belief and optimism, and develop their potentials to the fullest.

What does he/she trigger?

No. 1

Compliance and efficiency.

A vision is clear, a path is clear, and instructions are clear. Everyone knows what is there to be done, and everyone knows how it is expected to be done. There is nothing left but to do the job.

When a person doesn't have or at least doesn't show doubts, then our mind is sure and calm. When everything is determined and already finalised, there is nothing to really think about. When I do or do not do my job, I always know what follows.

On ground that is set in such manner, efficiency thrives. Completion of the tasks is what matters here.

No. 2

Emulation and replication of results.

We see a person that is successful in what he/she does. We like what this person projects and the situation he/she is in. So, we see a result that seems highly enticing or desirable. We may see how this person does it, i.e. what is the way. It is straightforward and might be clear enough to replicate.

A clear image and a successful (and desirable) model can inspire, and inspiration can induce powerful things. It evokes a movement we call followership. And the latter is about copying the way, about emulating or mimicry. And when the way of doing good things replicates, good results as well get replicated or reproduced.

No. 3

Authenticity and innovation.

In the mind of this leader many decisions belong to a group or to members personally rather than to a leader as an individual. This means things are less specified and there is more space to manoeuvre with personal choices.

Such situation essentially triggers two basic things. No. one is a development of reliance on own thoughts and ideas; this can be denoted as development of self-belief and authentic ways. And no. two is more diversity in those ways, choosing new approaches, choosing new angles and other novelties which we refer to as creativity and innovation.

What does he/she lean on? (source of authority)

No. 1

Ability to give and withhold rewards and punishments.

I know what people desire ...

It is to be able to shape things by their own will. It is about being able to make choices and influence the world around them. It is about being able to afford, to buy what they like and to live in a house that they want to. It is about being able to gift others with presents that they would like to choose and give. It is about having a sense of being in charge over their own life and being able to make it just what they wanted it to be.

... and I can give it to them. I can reward them with positions of decision making, and can provide them with financial means that brings what they desire.

No. 2

Image of personal invincibility.

I know what people desire ...

It is briefly captured within three elements: one, to be successful, two, to feel successful, and three, to be perceived by others as successful. It is about arriving to the end and accomplishing the tasks they face or set themselves up to do. It is about feeling the internal satisfaction that comes with prevailing over challenges and ticking the boxes on their list. And it is about being seen, being acknowledged and appreciated by people around, i.e. by the society.

... and I can give it to them. I know how to achieve that. And I know that people like me, appreciate me, and emulate me. I can give them a model that they can follow.

No. 3

Ability to build relationships.

I know what people desire ...

It is about seeing the ability within to do the work independently and all by themselves. It is about seeing their very own work bringing value, about their very own thoughts coming through, about their very own way of doing being the one that brings success. It is about having questions in their mind answered, like knowing why they do this work and for whom, and feeling that internal motivation and intrigue by the very content of their work.

... and I can give it to them. I can get close to people, build trust and get to know their stories, and we can thus build an environment that will respond to those personal stories.

What does a leader assume?

No. 1

People are inherently work-averse.

You need to be very daring, brave, and determined to become someone who gives orders instead of receiving them. Work in my case is a mean for creating something, but in most cases, work is done to earn a living. Not something people enjoy, but something they must do to provide; for themselves and their families.

There is a so-called X theory that says leaders that belong to this group see people as (generally) not inclined to work, not wanting to take or to carry responsibility, and might even consider them as inherently lazy. People must be therefore led and led well. They must be carefully channelled into right patterns of thinking and behaviour.

No. 2

People are capable but need leaders.

People can do a lot of things and have lots of skills and strengths within. But achieving success is not just having the potential, but also being active and doing something with it. What a leader does is brings in this proactive mind and constantly searches for a way; constantly makes that first step and pierces the ice so then others can follow.

What we see may not be a true sign and far from reality. People are capable of a lot of things when they start believing and start moving. Inspiration is a big and strong force that can elevate people onto new heights. And I can be the one to show the way and the one who people will mimic or emulate.

No. 3

All people can be leaders.

Carrying responsibility and owning your own work is something everyone wants to do; as long as they can have the full scope of it. I.e. when they can lean on their own thoughts and ideas, abide by their own values, and reap the rewards. Accepting the responsibility brings you independence and build your personal strength.

People are inherently prone to making contributions and to creating things that reflect their own beliefs. And what we need (to succeed) is strong persons who can decide on their own and lead the way themselves. People who can create for their own and find their own paths through problems and challenges.

What is leader's responsibility?

No. 1

Corporate success.

If we would give this leader another name or an image that describes him/her, then this leader is a builder of success or performance. What we keep this person accountable for is the wholesome corporate success that we achieve.

A performance builder always keeps one eye on the results that are being produced. Whenever there is a deviation, he/she reacts and also has all the authority to react; no matter what the decision is about or whose area of work it is about.

A performance builder is an oversee-er and takes responsibility not only for what he/she does, but also for what everyone else does.

No. 2

Breaking new grounds and making necessary turns.

If we would give this leader another name or an image that describes him/her, then this leader is one that grabs the rope and draws the wagon onwards. What we keep this person accountable for is making all the necessary twists and turns, and breaking onto new grounds when we need to.

This is a person that we like to think never tires up and runs out of motivation. When new difficulties appear, we count on him/her to solve it and find the way.

This person is one of us in regard to what he/she does, but he/she is also one that stands out of the crowd and makes things happen.

No. 3

Working conditions.

If we would give this leader another name or an image that describes him/her, then this leader is a so-called builder of organisational institutions. Institution is every element in an organisation that has a significant role or impact in achieving what we want. What we keep this person accountable for is to form and nourish those institutions.

If we don't have good relationships within, it is hard to deliver or retrieve the needed information. If we don't have the necessary sources, we cannot carry out the work and respond to our part of responsibility. Etc.

An institution builder is our equal partner. We do our part and role, and he/she does his/hers.

Who does a vision belong to?

No. 1

To a leader.

Me and leader no. 3 clearly don't see eye to eye on this one. It is a natural thing that a vision belongs to a leader. It is either an inherent right that a leader has, or it is a clear duty that a leader must fulfil to create a vision for the group.

When a person aligns people in their efforts, when a person gives guidelines and instructions, when a person resolves conflicts and makes work easier for people; all such actions joint and combined – this is what it is to be a leader.

Leadership is something that a leader does for and towards people.

No. 2

Hmm?

I don't know what these two are talking about. A vision is that general sense of direction in how we do our work. It is just about being turned onwards and following that course. As such it is quite clear and straightforward. I know it, they know it, we all know it.

Leadership is about actually making those steps forward, it is about motivation and believing, and showing to the people around what there is to be done.

A vision reveals itself piece by piece, step by step as we go on and solve problem by problem.

No. 3

To a group.

Me and leader no. 1 clearly don't see eye to eye on this one. It is a natural thing that a vision belongs to a group. People should always be led towards a place where they truly want to go, versus to a place that is set to them by someone else.

When people are ready to take actions and think with their own critical and independent minds, when a person that has an answer raises his/her hand and voice and leads the way; all such dynamics combined is what leadership is about.

Leadership is something that is created and exists in the group among its members.

What is leader's expertise?

No. 1

Conceptual skill.

When being a performance builder, the job is all about a skill to recognise whether organisation is on the right track or not, and to make corrections when necessary. This person has a keen eye for observing and noticing the discrepancies may they arise.

Big part of this are numbers that must come together. Be it numbers that tell time, numbers that tell our production rates and trends, or financial numbers that will eventually make up our economic score, they are being carefully watched and always brought to the table.

In one way we could also call it an expertise of mastering numbers and control. However, the used term conceptual skills mean an ability to see the full picture.

No. 2

Being the best expert.

This type of leader does the same thing as everyone else does. In regard to the field of expertise, he/she is simply one of the members of the group. May it be one of the doctors of a department, one of the teachers, one of the athletes, one of the innovators or businessmen, etc.

If we search for qualities that make this person a leader, we will find them in personal attitude and personal virtues, such as high energy, high motivation and dedication, or others that make this person perform very well and demonstrate excellence.

So, whatever the precise source or nature, this type of leader has the tenacity to be the best expert of the group.

No. 3

Organisation and humanities.

This type of leader is one of the members of the group, but in a very different way. Supporting others and facilitating their work is not about lifting them up with a model and inspiration, but mainly resides in creating an obstacle-free environment.

This person seeks an understanding of what brings and what hinders success in an organisation, what motivates people and what drains that motivation out of them, what makes people accept each other and collaborate well and what breaks that collaboration apart.

This leader is one of the members of the group because he/she has a specified role and area of work, just as others do. It is not about being better or the best, but about being an expert in enabling people.

How does he/she become a leader?

No. 1

By domination.

Domination is a state in which one idea (about how we should implement our work, for example) presides over others. This idea can be most convincing or sensible to people's minds, but it can also just be one said with most determination and rigor or was simply the loudest one in our meeting.

Being an agent of that presiding idea, an individual is thus set in the role of a leader; one to carry out this idea and to lead others along.

Domination is the fastest way towards acquiring results, as one path for doing our work is put above others, which means there is no sense in having any further discussion. Maybe there is no need to point out: it is also a dangerous way.

No. 2

By working and creating proofs of excellence.

Being fit to be a leader is something that never comes instantly, but only with constant and continuous proofs that you are a highly motivated individual, that is capable of finding solutions, getting through situations, and leading others through challenges that may arise.

No. 3

By having the appropriate education.

In the understanding of leadership role of this person, being a leader is a professional role. Unlike the all-encompassing role of leader no. 1 or the role of leader no. 2 that boils down to certain personal virtues, being a leader is about having the education and training that enable you to carry out the given set of tasks.

To be a leader means to communicate to members of an organisation what we are trying to do and how we are trying to do it. It means making sure that we all know, understand and will go along the devised plan.

A leader will come across many organisational, psychological, and social challenges that he/she must be able to address appropriately.

What is the nature of relationship with others?

No. 1

Transaction.

In the mindset and practice of this leader, people work first are foremost to earn a living. A relationship with followers can best be described as a transactional relationship.

Briefly put, a transaction is an exchange of values. In case of a workplace dynamic, this means that a worker carries out a given task and delivers results, and a leader on the other hand compensates by a payment or another form of reward.

This can be understood as most basic and probably most widespread form of a leader-follower relationship. It is characterised by the highest level of efficiency.

No. 2

Charismatic influence.

Leader no. 2, as we already know, works by providing a model for followers to emulate. A relationship formed with followers can be best described with a concept of charismatic influence.

Charisma is a word that is often characterised by undefined or unspecified thoughts about someone and falls along within other terms such as “having chemistry”. A presence of a person that has this “charisma” evokes sensations that drive us on and make us believe more.

Charismatic leaders are known to inspire others for putting in greater efforts and becoming high performers. They work through being a model for others and through projecting strong optimism.

No. 3

Transformation.

Relationships of this leader are highly personal. As this leader wants people to trust themselves, lean on their own ideas and express themselves through work, he/she wants to create a certain alignment in core values.

When a person then starts to put his/her ideas out and expose them to tests, reactions, and reverse flows of information, this triggers an ever-ongoing process of personal growth and transformation.

As people do not just replicate a leader, but seek success in their own way and on ground of their own choices and beliefs, this type of relationship is known for create the highest levels of long-term motivation and dedication.

What do we need from a leader?

No. 1

To respect the contractual obligation.

When a person enters a transactional relationship with a leader, the implied situation is that this person seeks to devote big part or most of energy and passion to things outside of work, be it to personal relationships, a personal project, or other. What he/she therefore needs a leader to do is to respect the contractual nature of the agreement – I do the work, and you deliver the reward.

Things needed from this type of leader can be described as the more basic ones. And as the general logic suggests: seeking for satisfaction of basic-level needs means basic level of motivation and personal input.

No. 2

To encourage us.

Fostering an ability to achieve high-level performance is the principal indicator of the presence of a charismatic influence. In sense of personal or emotional involvement this leader clearly exceeds a leader no. 1 but doesn't go as far as leader no. 3 in supporting authentic development. This relationship is targeted to achieving high-level performance.

To encourage means to give people optimism and belief in their own capabilities for achieving a given task. It is connected to the level of motivation that we are ready to give for being successful and attaining a certain societal appreciation, but not to the level that comes with opportunities for personal expression.

No. 3

To respect and enable us.

When a person enters a transformational relationship with a leader, he/she is ready and determined to devote him/herself utmost highly to the job and its mission. The job reflects personal values and matches very well with broader personal goals. Doing the work is not just done to attain rewards, but to express oneself and to follow passions. Giving in this amount of effort, a person wants to be respected and also facilitated or enabled so that the effort can actually achieve what it is meant to achieve.

Needs that come into play in this sort of workplace relationship are higher-level needs. And to reinstate the general logic: higher-level needs coincide with higher-level motivation and personal input.

What does he/she create / build?

No. 1

An efficient instrument.

Efficiency and accomplishing that what a vision says and describes. This delivery of results is what stories and achievements of this leader are about. The entity that he/she builds is a so-called “well-oiled machine”. One that is highly capable of taking on a task and carrying it straight to the finish line.

In a given case, the perfect metaphor to use to describe this product built is an instrument or a tool; something very well designed or engineered, something highly functional that will do the job that you need.

Do you remember talking about the expertise? These leader are often with technical background and take a sort-of engineering approach to leadership.

No. 2

Followership movement.

No. one product that this leader has and operates with is a long line of followers and what we could call a followership movement. They are a (big) group of people ready to model what a leader shows with his/her actions, plus to go beyond themselves, put in high efforts and chase high level performance.

Just as the constructed wheels spin around to power a machine (and, in a metaphorical sense a company of a leader no. 1), the habit of replicating what leader does makes a powerful community that can turn towards challenges with high level of motivation and determination.

No. 3

A company.

In a mind of this leader, a company is a collection of organisational elements that have to be well formed and nourished. A company is also a social entity and a community, wherein culture is another part that has to be taken care of. We are again talking about an institution-building mindset, according to which leader's job is to keep his/her mind on organisational elements rather than performance; more on nurturing sources of successfulness and quality work than on the results created.

In a mind of this leader, responsibilities are well shared among members. He/she is an expert in laying the ground, and others are skilled in following this up with their own tasks and duties.

What does a leader demonstrate?

No. 1

Decisiveness.

Knowing what he/she wants. Knowing what there is to be done to accomplish and to deliver what was promised. This leader starts with a show of determination and decisiveness, and in such manner must he/she also continue on later.

The whole story here can be denoted by expressions like clarity, efficiency, stability, sureness, and others alike. This leader sees personal power in always trusting his/her own judgement, and sees his/her duty in always providing the answer or to be able to point to the right future direction.

Note, however, that with such strong leaning on personal ideas and evaluations, this leader will always be limited by the width of personal capabilities (things he/she does not understand, are not to be taken into account).

No. 2

Heroism.

When big challenges arise, or when an unknown problem is there to be solved, a leader is the one to step up. He/she is the best doctor, the best teacher, the best researcher, the best basketball player on the field.

These leaders are highly professional in what they do. They learn a lot to follow new trends and to have state of the art knowledge and skills. They are able to bring in new practices and best ways to tackle workplace challenges.

This persisting need to show up and to deliver can be a very demanding ask. We can argue that heroism naturally means inauthenticity. While it sounds glorious, give a thought or two to the cost behind.

No. 3

Professional leadership.

This leader will not take a task or pressure off your shoulders. He/she will not give you answers that are your task to find. In a working environment he/she creates, roles are clearly defined and a leader does not play a superior role that would allow him/her to reach into a territory of another member.

As already stated, a mind here says that “to be a leader is a professional job”. One needs to have leadership education to be able to perform. And the task he/she follows is to give all the organisational elements the best possible shape. When challenges come and we tackle them, this should not be done at the expense of our relationships and culture or other elements that this leader shapes.

What does he/she need from followers?

No. 1

Obedience.

The initial or basic fact is same for all three types: there are no leaders without followers.

As was stated before, this leader has an idea or a picture of what he/she wants to achieve very well constructed. As a product of one mind, pieces have a clear place and connections between them are well specified.

To make use of this strength, this leader needs plans to be carefully laid down to the last detail. As idea is ideated, so it must be implemented. When it comes to followers and their characterising qualities, for a leader no. 1 obedience is key.

No. 2

Thirst for success.

The initial or basic fact is same for all three types: there are no leaders without followers.

Success is a key component of the influence this leader leans on. But people who merely seek for a peaceful life, maybe want to give their time and energy to their families or other relationships, will not be interested in following the model of high performance that is set by a charismatic leader.

“This leader lives on success and dies on failures.” And he/she can only work and succeed with followers who have within a substantial, or even an unquenchable thirst for success.

No. 3

Responsibility.

The initial or basic fact is same for all three types: there are no leaders without followers.

This leader leans on trust. He/she does not practice control through traditional way of carefully overseeing what everyone else does, but rather through lots of communication; i.e. seeing how members of the organisation think, how they understand shared guides and the identity of the organisation, and so on.

This sort of leadership brings lots of motivation and innovation, but needs high responsibility. Irresponsible individuals might take advantage and abuse the free space they are given.

What does he/she offer?

No. 1

Rewards and power.

The offering of this leader follows the contractual nature of the deal to the letter. A duty is simply to deliver what was promised. And a promise refers to some kind of compensation for work done and value created for the leader.

Power for an individual means an ability to bend reality to his/her personal view or wish. That can include having a position when a person makes decisions, or having money to buy what a person desires and to have a vacation a person has on a “dream list”.

Rewards is the other key word to emphasise. It is the most basic or primal principle of leadership to count on power of compensation for work done to keep the machine running.

No. 2

Success.

To describe this part of the content, we must first carefully distinguish between achieving success and achieving personal fulfilment. While second one is linked to person's values, believes, and personal story as a whole, success is more impersonal or general – like winning a championship title or becoming a manager of a company.

You can see this sort of show off of success in media or social media every day. And looking at those, you might feel the charismatic influence due to the appearance of success that you see. It has long been said that values and believes matter and that they have been mistakenly forgotten and taken out of the equation. Where do you see them?

No. 3

Purpose and sensibility.

When strict rules and control guide the system, we can get into a situation which we characterise by rigidity. When trust is the prevailing glue, we certainly go in a direction away from rigidity. When people operate with a lot of freedom, they choose to do things in a sensible way, they can eliminate parts that don't make sense and that do not add any value.

The central aim of this leader is to activate people and their potentials. With this goal in mind, having a purpose and sensibility present in the actions that people do in their everyday working lives bares high importance.

Why is he/she called a leader?

No. 1

Because of an ability to align people.

Leadership is about guiding people towards something good. About being in charge of a situation and making sure that it all comes to a desired place.

A leader is a person who is able to make people collaborate and to take the role we need them to take. A person who can make sure that people listen and oblige and that everything is done the way it needs to be done.

Leaders are evaluated, and deservedly so, by end results. Their job is to make things happen.

I am called a transactional leader. I believe authority is crucial for effective leadership. People listen to me, and I always bring the results.

No. 2

Because people go along.

Leadership is about making people move. It is about making people believe that results are achievable and making them believe in own capabilities.

A leader is a person who is able to put out a model everyone else can follow. A person who can take charge and break the ice. A person who makes the first step and with doing so initiates a stream of actions.

Leaders are highly motivated and highly energetic. Like that saying says, the “come to work first and leave last”. Their job is to show the way.

I am called a charismatic leader. I believe being a model and encouraging high performance is crucial. People always follow my example towards success.

No. 3

Because he/she facilitates.

Leadership is about enabling people. It is about providing people with information and equipment, about building the setting in which they can develop their potentials.

Drivers is a name for leaders who just grab the wheel and drive others along, without a thought where they truly want to go. And, opposingly, leaders lead people to where they actually want to go to.

Leaders are simply equal partners in an organisation. They are there to do their job which is to create a quality working environment.

I am called a servant leader and a transformational leader. I believe people just need care and support. I help people come where they want to come.