

**LEADERSHIP PRACTICES: A CASE OF SELECTED CORPORATE INSTITUTIONS
IN NAIROBI-KENYA**

David Minja

Abstract

Leadership determines whether an organization, a nation or a group will achieve its goals and also satisfy the followers' needs. This study focused on leadership practices in selected institutions in Nairobi-Kenya. The design of the study was exploratory and snowball sampling methodology was used.

The results of this study revealed that majority of executives in Kenya practiced participative and a combination of transactional and transformational styles of leadership. Majority of the respondents indicated that most of the leaders practice effective leadership. The study respondents revealed that effective leaders are guided by a leadership philosophy. They also stated that valued-based leadership practice is at the core of effective leadership.

Based on the results of these findings, the researcher proposed a value-based leadership model and several values that effective leaders ought to possess have been suggested. The conclusion made as a result of this study is that effective leadership is both task and people-oriented. A leader must always strive to strike a balance between these two.

Keywords: Effective leadership, transactional leadership, transformational leadership, value-based leadership

1.0 Introduction

It is widely believed in the business world that leadership is the major key ingredient in the recipe for corporate success. Leadership is also required in the world of sports, politics, civil societies, governments, families, educational institutions etc. Leadership appears to be a critical determinant of organizational effectiveness (Huczynski et al, 1993, Hakala, 2008).

Leadership may be defined as influence, the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals. It might be interpreted in simple terms as ‘getting others follow you or getting people to do things willingly’ (Mullins, 2007).

Leadership is, therefore, a relationship through which one person influences the behavior or actions of other people. Hackman (2004) argues that leadership can be described in three themes: leadership can be seen as the exercise of power, the ability to influence individual or group behavior and mutual collaboration towards achieving a common goal. Success is achieved when both leaders and followers work on a joint effort. It can therefore be argued that holding a position of leadership does not automatically make one a leader. This is because leaders do not get the respect and acceptance of their group members, they must earn it.

Halcombe et al (2000) argue that people’s desire to provide leadership comes from a realization of a need to be met- a gap that exists between the existing situation and the desired situation. When leaders see situations that do not reflect what is good, just or true, the natural inclination

for them is not to accept them as a fact of life, but to devise ways to change them and to include those affected by those situations.

This study approaches leadership as the art of influencing followers to achieve group's goals including the ability to grow and satisfy them. Leadership effectiveness in this study refers to one's ability to influence followers to willingly work with the leader to achieve group goals ultimately resulting in the growth of both the leader and the followers.

Boyett (1998) argues that having willing followers is the only thing that clearly differentiates leaders from nonleaders. Leaders who are intent upon accomplishing anything worthwhile have to enroll others in their cause.

1.1 Problem Statement

Leadership is both a science and an art. This emphasizes the subject of leadership as a field of scholarly inquiry as well as examining aspects in the practice of leadership. Scholarship may not be a prerequisite for leadership effectiveness, but understanding some research findings on leadership practice can help individuals better analyze situations using a variety of perspectives. That, in turn, can give leaders insight about how to be more effective.

Some managers may be effective leaders without ever having taken a course or training program in leadership and some scholars in the field of leadership may be relatively poor leaders themselves. This study approached leadership inquiry from the follower viewpoint, with an assumption that the followers knew what constitutes effective leadership. As suggested earlier, effective leadership results in attainment of goals and growth of the leader and followers.

This research study was meant to explore the leadership practices evident in Kenya's corporate scene. The focus of the study was to establish the styles and practices of executives and managers and to evaluate whether they practice effective leadership or not. The respondents who were also followers were required to assess leadership practices in their organizations and in addition propose aspects they considered as important in the practice of effective and values-based leadership.

1.2 Purpose of the study

The purpose of this study was to identify and consider the leadership practices in Kenya's corporate scene and on the basis of followers' perspectives, propose a value-based leadership model that could be adopted to enhance and/or add value to corporate leadership.

1.3 Research Objectives

- To establish the leadership practices of both public and private sectors and civil societies in Nairobi
- To identify qualities that respondents/followers perceived to contribute to effective leadership in organizations
- To determine the leadership philosophy of the respondents'/followers' organizations
- To develop a value-based leadership model based on the results of this study.

2.0 Review of Related Literature

Top executives identify ‘effective leadership’ as the single most determinant of organizational success. (Greenberg 2005).

Great leaders throughout history have been known to inspire society’s goals. Effective leaders do things to revitalize and transform society and organizations. History testifies that people like Mother Theresa, Rev.Dr. Martin Luther King jr., John F. Kennedy and Winston Churchill were great leaders. Contemporary examples of Effective leaders especially from the corporate world would include Jack Welch, Ross Perot Ted Turner, Andrew Young, Lee Iacocca etc (Boyett, 1999).

According to Kadalie (2006), leadership has been defined differently by many authorities on the subject. He quotes Warren Bennis saying, “Without question, leadership is the most studied and least understood topic of any I can think of”. Kadalie in his work considers three definitions of leadership.

First, he considers leadership as the capacity and will to rally men and women to a common purpose and the character which inspires confidence. From this definition, leaders must have followers, people who are willing to follow. This definition also describes aspects of what leaders do. They must have capacity and will to rally people to achieve a common goal. To rally followers behind them, leaders must possess a character that inspires confidence. This only happens when leaders exemplify a character of service and model values.

Secondly, Kadalie considers leadership as a dynamic process in which the leader has capacity to influence a specific group towards the purposes for that group. From this definition, it can be observed that in leadership, there is a dynamic process. One cannot lead every individual or

group the same way. Leadership is a platform from which leaders influence people to make them aware of their destiny.

Thirdly, Kadalie considers leadership as mobilizing others towards a goal shared by the leader and followers. From this definition, it can be seen that a leader is someone who mobilizes people, a person who is focused, one who works with people as a team member and someone who has willing followers.

Hughes et al (2006) describe leadership as a process, not a position. One is not a leader (except perhaps in name only) merely because one holds a title or a position. Leadership involves something happening as a result of the interaction between a leader and followers. Hughes et al, in their effort to define leadership have looked at various definitions that have evolved overtime. Some of them are given hereunder:

- The process by which an agent induces a subordinate to behave in a desired manner(Bennis,1959)
- Directing and coordinating the work of group members (Fiedler, 1967).
- An interpersonal relation in which others comply because they want to, not because they have to (Merton, 1969).
- Transforming followers, creating visions of goals that may be attained, and articulating for followers the ways to attain those goals (Bass,1985;Tichy&Devana,1986).

- The process of influencing an organized group toward accomplishing its goal (Roach&Behling, 1984).
- Actions that focus resources to create desirable opportunities (Campbell, 1991).
- The leader's job is to create conditions for the team to be effective (Ginnett, 1996).
- The ends of leadership involve getting results through others and the means of leadership involve the ability to build cohesive, goal-oriented teams. Effective leaders are those who build teams to get results across a variety of situations (Hogan, Curphy&Hogan, 1994).

These definitions differ in many ways and these differences have resulted in various researchers exploring very different aspects of leadership. It is for this reason that this study focuses on middle managers perspectives of leadership practices in their organizations. Although there is such a large number of leadership definitions that may seem conflicting, it is important to understand that there is no single correct definition that has been agreed among scholars. These various definitions can help us appreciate the multitude of factors that affect leadership, as well as different perspectives from which to view it (Hughes et al, 2006).

Kadali (2006) argues that leaders need to take up the following:

- The challenge to be value driven
- The challenge to lead in a world that has turned into a global village
- The challenge to build a client- centered organization
- The challenge to respond innovatively to accelerated change

- The challenge of leveraging technology
- The challenge of thinking strategically
- The challenge to become a learning organization
- The importance of challenging people.

The challenge of leadership involves urging individuals/followers to reach their full potential and not settle for anything less than the best. They may do this in several ways which include: regularly giving words of encouragement, making helpful suggestions, giving a direct challenge or asking challenging questions (Kadalie, 2006).

The subject of leadership and leadership development has grown in importance for the last three decades. This is because as Maxwell (2002) puts it, “everything rises and falls on leadership”. Peter Drucker as quoted by Halcomb, Hamilton & Malmstaidt (2000) wrote, “Leadership must be learned and can be learned”. The world is yearning for leaders who will accomplish many urgent or worthwhile things, who will lead in the right direction, make good things happen, transform communities and organizations and who will do the right things (Hughes et al, 2006).

2.1 Effective leadership

Effective leadership must be in place in any organization for organizational success. Effective leadership guides an organization to appropriately handle change. It aids in providing the correct skills to manage properly and to cope up with the outcomes of change and to encourage and inspire everyone to give his or her best (Manske F, 1999). Leadership provides strategic intent-

meaning that it provides an organization with a crucial sense of where it wants to go as well as the results to be achieved (Hughes et al 2006). The leadership paradigm that is effective holds that before one can lead others, one must first be able to follow. Leaders who are best known for their skillful leadership abilities are those whose leadership flows from their skillful followership abilities (Halcomb, Hamilton, Malmstadt, 2000).

The effective leader should be regarded as credible and legitimate source of power. The leader must develop relations with the followers that motivate and enable them to act to attain collective goals. The leader must also mobilize and direct the effort of the group to make the most effective use of the combined resources of the group in task accomplishment (Knippenberg, Hogg 2003).

Leadership effectiveness is, therefore, seen as a combination of personal competency in leadership, an organizational culture that supports people (empowerment) and leader's ability to inspire people. There are a number of measures available to judge successful and unsuccessful leaders. Some of the more commonly used measures include a superior's rating on effectiveness or promotion ratings, subordinates' ratings of their job satisfaction and their leader's moral integrity and various work-unit performance indices-actual results (Halcomb et al).

If leadership is defined partly in the eyes of followers, then, perhaps a better way to judge the leader's success is through subordinates' ratings of effectiveness. In this method, subordinates are asked to rate their level of satisfaction or the effectiveness of the leader.

Subordinates may be relatively satisfied or dissatisfied, may be motivated or demotivated, may feel relatively committed or uncommitted to the organization, or may believe their leader is relatively effective or ineffective (Hughes et al, 2006). The approach that was applied in this

study was one that used subordinates/followers to judge a leader's effectiveness. The aspects above as suggested by Hughes may be used to reveal of the extent to which the leader is effective. It is possible for a leader to get strong ratings from his or her superiors but poor ratings from subordinates. This may be the case if a leader was brought in to turnaround a poorly performing unit or organization, or if a leader has spent a considerable amount of time strategizing with board members. On the other hand, leaders could have poor relationships with their bosses and great relationships with their subordinates, and such relationships would be reflected in the ratings they get from these two groups. Practitioners need to understand the advantages and problems associated with the different measures and that multiple measures often yield the best information about leadership success (Gregulas, Robie, Schleicher & Goff, 2003).

Another concern for leadership practitioners might be the degree to which leadership success measures are biased. It has been observed that women receive significantly lower performance appraisal evaluations than men do (Alimo-Metcalfe, 1994). Effective leaders always possess a leadership philosophy. A philosophy that believes in the good about people, life and what makes people and organizations effective. Such leaders view vision, values, leader development, managing change and diversity as imperatives within a leadership philosophy (Ron C. 1997).

2.2 Value- based leadership

The value- based leader must develop skills as an implicational and applicational thinker, always keeping before him or her questions of why and how. Considering why something is done develops implicational thinking. It leads one to consider core values and fundamental presuppositions. Understanding and communicating the why, the principle behind the action is

essential for the leader to be able to multiply other leaders. The leader must also be able to develop an ability to think through many creative strategies of how to practically apply the principles. It is not sufficient to understand all the concepts of leadership in theoretical terms; the leader must be able to lead the change on the ground (Halcomb, Hamilton, Malmstadt, 2000).

According to Hughes et al (2006), leaders face dilemmas that require choices between competing sets of values and priorities and best leaders recognize and face them with a commitment to doing what is right and not what is expedient.

Although leaders face complex challenges that lack simple 'yes' or 'no' answers, they must whatever the case set a moral example to others that becomes the model for an entire group or organization, for good or bad. For example, leaders who themselves do not honour truth do not inspire it in others. Leaders mostly concerned with their own advancement do not inspire selflessness in others. Leaders should internalize a strong set of ethics- a system of moral values (Hughes et al, 2006).

Gardner (1990) and Burns (1978) put great emphasis on the centrality and importance of the moral dimension of leadership. Gardner argues that leaders ultimately must be judged on the basis of a framework of values, not just in terms of their effectiveness. Leaders should always treat others as ends in themselves and not as objects or mere means to the leader's ends. Burns maintained that leaders who do not behave ethically do not demonstrate true leadership.

Whatever "true leadership" would mean, most people would agree that it would be characterized by a high degree of trust between a leader and followers. Bennis and Goldsmith (1997) describe four qualities of leadership that engender trust. These are vision, empathy, consistency and

integrity. Followers tend to trust leaders who create a compelling vision. A leader should pull together on the basis of shared beliefs and a common sense of organizational purpose and belonging. Followers trust leaders who demonstrate empathy with them- leaders who show they understand the world as followers see and experience it. Followers trust leaders who are consistent. This does not mean that followers only trust leaders whose positions never change; but that changes are understood as a process of evolution in light of new evidence. Lastly, followers trust leaders whose integrity is strong, who demonstrate their commitment to higher principles through their actions.

Values are “constructs representing generalized behaviours or states of affairs that are considered by the individual to be important” (Gordon, 1975). Someone who values personal integrity may be forced to resign from an unethical company. Because values play a central role in a person’s psychological makeup, they have a profound effect on leadership (Hughes et al 2006). Values play a key role in the choices made by leaders (Curphy, 2003). Values, therefore, are seen to help leaders choose right from wrong and between ethical and unethical behavior.

Bhargava (2003) argue that organizations can create and sustain high performance by applying a value-based leadership model. Values and trust are key to the growth of societal capital in business. For sustainable performance and excellence, organizations can therefore not afford to ignore the social, cultural and global realities of the times. This requires a leadership practice that is distinct from the past and value- based leadership seems to be the option. Value-based leadership is about creation of socially conscious managers. It integrates leadership skills in a

value-based system and society. It is the vision, motivation, organization and action of the leader.

Value-based leadership gives a sense of power and hope, provides guidance, direction and inspiration and empowers people to realize their leadership potential. This type of leadership moves beyond transformational leadership. Such leadership will not only lead to the growth of organization's bottom-line but also to the growth of the people involved. A leader does not have to act consciously to emerge as a value-based leader, but will naturally be perceived as one through his or her actions, reactions and achievements.

Burns (1978) observed that moral leadership emerges from, and always returns to, the fundamental wants and needs, aspirations and values of the followers. It is a kind of leadership that can produce social change and satisfies followers' authentic needs. Value-based leaders discern the true interests of the followers from their stated desires and learn to address the underlying needs that the followers are unable to articulate.

O'Toole (1996) observed that value-based and effective leaders illuminate their followers' better side, revealing what is good in them and thus ultimately giving them hope. In the end, the leader's vision becomes their vision because it is built on the foundation of their needs and aspirations. He further proposed that value-based leadership must demonstrate the following characteristics:

- Integrity

Leadership requires integrity. It is the practice of telling the truth, honesty and moral behavior. A true leader must behave with integrity, by being an honest and ethical individual who is consistent in word and deed. This kind of a leader portrays wholeness or completeness that is achieved by people who have healthy self-confidence and self-esteem. Their self-esteem allows them to esteem and respect others. They never lose sight of their goals or compromise on their principles. They are principled and pragmatic: principled in that the long-term courses they adopt are based on what is morally right and pragmatic because they are willing to lose out on an immediate issue because they would not be distracted from the ultimate objective.

Values not only affect the choices leaders make about what is and what is not important, they also have an impact on the choices they make about the people they want to work with. Leaders tend to like followers with similar values and dislike those with dissimilar values. Hogan & Curphy (2004) argue that leaders who surround themselves with followers who possess divergent values are likely to face more tension and conflict within the group but this approach is also more likely to provide a broader way of solving problems within the group.

As has been observed by Hughes et al (2006), values are very important to the leadership process. Leaders are motivated to act in ways consistent with their values. Similarly, followers are not particularly motivated to work on activities that are inconsistent with their values.

Hogan & Curphy (2004) observe that there is often a significant gap between a company's stated values and the way it truly operates. Knowing the values of top leadership can sometimes tell someone more about how an organization actually operates than the organization's stated values will. In any organization, the top leadership's collective values play a significant role in

determining organizational culture, just as an individual leader's values play a significant role in determining team climate.

Values are often a key factor in conflict. Many of the most difficult decisions made by leaders have to do with choices between two values. This is particularly true when the choices represent values in opposition. Leaders with very strong Commercial and Altruistic values, for example, would probably struggle mightily, when having to make a decision about cutting jobs in order to improve profitability. Those leaders who have strong Commercial and weak Altruistic values would have much less trouble making the same decision (Hughes et al, 2006).

In light of the above views from different authors, it can be seen that effective and value-based leadership require a leader who is both an implicational and applicational thinker; always keeping before him or her, questions of why and how. Considering why something is done develops implicational thinking. It leads one to consider core values and foundational presuppositions. The leader must also develop an ability to think through many creative strategies of how to particularly apply the principles. It is not sufficient to understand all the concepts of leadership in theoretical terms; the leader must be able to lead the change on the ground.

- Vision

This is the second characteristic of value-based leadership according to O'Toole. Leadership is based on an inspiring vision. Leaders build a vision that followers are able to adopt as their own because it is theirs. Ultimately, the leader's vision becomes the followers' vision because it is built on their needs and aspirations.

- Trust

The third characteristic is trust. Value-based leaders inspire trust and engender hope among their followers, who in turn feel encouraged to serve, sacrifice, persevere and lead change. Leaders win the loyalty of the followers through their deeds and by example.

- Listening

The fourth characteristic is listening. Value-based leaders listen to their followers because they believe that the welfare of followers is the goal of leadership. They encourage dissenting opinion among their closest advisers. Although they listen to the opinions of those they serve, they are however, not bound by public opinion.

- Respect for followers

The fifth characteristic is respect for followers. Value-based leaders commit themselves to the principle of respect for followers. Those who succeed in bringing about effective and moral change believe in and act on the inherent dignity of those they lead. They treat followers as ends and not means. In bringing about change, these leaders of leaders include the people affected in the change process.

- Clear thinking

The sixth characteristic of value-based leadership is clear thinking according to O'Toole. Leaders must be clear about their own beliefs. They must think through their assumptions about human nature, the role of the organization, the measurement of performance, and

so on. Within their well-developed systems of belief, they respond to issues facing them appropriately.

- Inclusion

The seventh characteristic according to O'Toole is inclusion. Value-based leadership requires full inclusion of followers. Inclusive leaders allow others to lead by sharing information, fostering a sense of community and creating a system of rewards, structure, process and communication. They are committed to giving all followers opportunities to contribute to the organization

According to Kouzes & Posner (1987), five value-based leadership practices are important for effective leadership. The authors argue that, first, leaders are people who challenge the process. Effective leaders who are value-based challenge the status quo. Second, they inspire a shared vision. They breathe life into hopes and dreams of others and enable them to see the exciting possibilities that the future holds. Third, they enable others to act. Leaders do not achieve success by themselves. They enlist the support and assistance of those who must make the project work. Fourth, they model the way. They are consistent both in word and deed. Fifth, they are encouragers. They encourage the hearts of the followers by recognizing individual contribution and celebrating accomplishment

Preziosi (1996) views value-based leadership as a style where the leaders' values are the guiding principles that determine the leader's behaviour, which in turn, motivates and inspires follower behaviour.

The above discussion on valued- based leadership demonstrates that true leaders know what the followers need to live fulfilled lives, the leader steps into the scene to provide the required leadership and followers willingly follow. At first, people may be reluctant to follow because they may be in a state of apathy either because they are oppressed or they do not see the need to move out of the current situation. It becomes the leader's job to build trust, help followers gain confidence in the leadership and in them and then motivate them to follow.

3.0 Research Design

The method applied in this study was exploratory in nature. An exploratory study is undertaken when not much is known about the situation at hand and no information is available about the subject being studied. Exploratory studies are also necessary when more information is needed for developing a viable theoretical framework (Sekaran, 2006). Descriptive study was also applied in this study. Descriptive studies portray an accurate profile of persons, events or situations and describe the existing conditions and attitudes through observation and interpretation techniques (Mugenda, 2003; Chandran, 2004). Descriptive study was appropriate for this study because the research purposed to identify and describe the leadership practices of the study population.

3.1 Target Population of Study

The study was conducted in Nairobi and targeted organizations from all sectors. Those who qualified as research respondents had to meet two basic criteria:

- They must have been working at middle management level and above in their organizations.
- They must have undergone leadership training at post graduate level.

3.2 Sampling Method

Purposive sampling was used in this study because respondents had to meet the inclusion criteria given above.

3.3 Sampling technique

The sampling technique used in this study was snowball sampling. This is a technique used for developing a research sample where existing study subjects recruit future subjects from among their acquaintances (Heckathorn, D.D., 2002). This technique was used because the researcher did not have access to sufficient number of people with the characteristics required to be included in the study. The researcher identified the first eight respondents who later acted as references and even in some cases introduced the researcher to future respondents.

3.4 Sample Size

A total of eighty two respondents were identified and questionnaires were administered to them.

3.5 Data collection procedure

The researcher developed a leadership questionnaire that addressed issues of leadership styles and practices in their organizations, the effectiveness of those leadership styles and the respondents' view on value-based leadership.

The questionnaire was pre-tested using the first four respondents who did not form part of the study sample. There after, the tool was refined and data collection commenced. After interviewing the first eight, the researcher asked them to refer him to others who bore similar characteristics. Those referred to were asked to fill the questionnaire and further refer additional contacts. In this way, the researcher managed to contact sufficient respondents.

3.6 Data Analysis

This study being explorative in nature restricted data analysis to the use of descriptive statistics such as percentages. Qualitative information was analyzed using explanation building, data synthesis and comparison of data and information from the sectors that were being studied.

4.0 Research Findings

4.1 Profile of the Respondents

Those interviewed were categorized into five categories: manufacturing, public sector, commercial services sector, banking and civil society and faith-based organizations.

Table 1: Categories of respondents

| Sector | No. of respondents | Percentage |
|-----------------------------------------------|--------------------|------------|
| Civil societies and faith-based organizations | 32 | 39 |

| | | |
|------------------------------------------------------|----|-----|
| Public sector organizations including public service | 5 | 6 |
| Banking sector | 12 | 15 |
| Commercial Services | 28 | 34 |
| Manufacturing | 5 | 6 |
| Total | 82 | 100 |

From the results above, majority of the respondents were from the civil societies and commercial services sectors.

4.2 Leadership styles

The table below shows the various styles practices by managers and executives of the organizations under study.

Table 2: Leadership styles

| Leadership style | No. Of Respondents | Percentage |
|--------------------------------------|--------------------|------------|
| Directive/task-oriented | 14 | 17 |
| Participative leadership/ Team-based | 22 | 27 |

| | | |
|------------------------------------------------------------|----|-----|
| leadership | | |
| Situational leadership | 29 | 35 |
| A combination of transactional and transformational styles | 17 | 21 |
| Total | 82 | 100 |

According to the findings, 17% of the respondents indicated that their leaders were seen to practice directive style during times of crisis. International organizations especially in the civil society sector were perceived to be directive, autocratic and with little room for participative management. One particular profitable company, quoted at the Nairobi Stock Exchange and operating in the commercial services sector was viewed to be very autocratic. Their practice was largely determined by their leadership philosophy. The leaders were, however, considered effective by their follower as indicated by 95% of the respondents. Ron C. (1997) argues that effective leaders always possess a leadership philosophy and such a philosophy will invariably determine their leadership style and practice

Participative style of leadership was seen to be practiced by 27% of the respondents' organizations. This style of leadership also involved team- based leadership style. This indicated that participative leadership and team- based approach to leadership are increasingly gaining popularity in organizations. This agrees with Gangel (1997) on the growing importance and need for team-based leadership.

The leadership style that seemed to be the most popular in organizations is the situational style of leadership as indicated by 35% of the respondents. Many leaders were said to be applying situational leadership ranging from directive to coaching to supportive right through delegating style depending on the leader's personality and the development level of the followers. In all cases, the level at which the followers were at was determined by the leader.

A combination of transactional and transformational styles was seen to be practiced by 21% of the respondents' organizations. This indicated that most leaders do not focus on the growth of the followers, rather, the main focus is the achievement of organizational goals and organizational bottom-line. Transformational leaders will focus on both organizational results as well as people. To them, developing and transforming people is as crucial as the bottom-line. This agrees with Burns' (1978) assertion that effective leadership must focus on meeting fundamental wants , needs and aspirations of the followers as well as attaining a healthy bottom-line. Both must go together.

4.3 Leadership Effectiveness

Majority of the respondents (95%) indicated that their leaders were effective. These respondents said that their organizations have been operating within their mission statements and meeting their goals. However, they indicated that leadership effectiveness should not viewed in terms of goals attainment only; it should be seen as a combination of personal competency, an organizational culture that supports (empowers) people and inspires people and attainment of organizational goals. This finding clearly supports the argument of Hughes et al (2006) that effective leadership must be in place in any organization for organizational success. Success

should be defined by the followers' level of satisfaction, motivation, growth and the achievement of organizational goals.

4.4 Attributes of Value- Based Leadership Practice

All the respondents, (100%) indicated that values are fundamental to effective leadership. This agrees with O'Toole, (1996), Burns (1978), Bhargava (2003) and Hughes et al (2006) that the best leaders recognize the need for values and they make a commitment to virtuously deal with the dilemmas that require choices between competing sets of values and priorities. The following qualities came up as the top sixteen attributes and values that leaders should practice. All the respondents were unanimous that value-based leadership enhanced an organization's performance. These attributes and values are:

- Visionary and strategic thinking
- A balance between concern for people and concern for results
- Role model- leaders should walk the talk and model the desired behavior.
- Empowering and encouraging followers- leaders should be committed to the growth of their followers
- Integrity-leaders should be honest, consistent in practice with a high degree of credibility. This is the integration of outward actions and inner values

- Empathy-ability to listen and solve followers' problems
- Commitment to excellence- leaders should focus on excelling in whatever they do to meet individual and group needs
- Self-awareness- this is the ability to learn from one's mistakes and to understand one's strengths and weaknesses
- Ethical-courage to act according to one's values and for the greater good.
- Emotional stability- this is manifested when the leader is able to stand against criticism and to remain calm under provocation or stressful situation
- Openness- this is the ability to listen to new ideas even if they do not conform to the usual way of thinking
- Humility- this is the ability to restrain oneself even when justified to inflict pain on the offender
- Servant- effective leaders should lead through service. The chief among the group members should be the servant of all.
- Healing- leaders should work towards bringing healing to group members who have experienced hurt or harm
- Conceptualization-this refers to broad-based conceptual thinking. The ability to think beyond day-to-day realities.

- Open to change- leaders should listen with open and agile minds and should be flexible

On the basis of these findings, the researcher developed a value-based leadership model discussed here under.

The above attributes and values agree with several scholars who also found out in their research understandings that these are vital to effective leadership (Hughes et al (2006), O’Toole (1996), Burns (1978) and Bhargava (2003), Preziosi (1996). These attributes are by no means exhaustive and future studies should be carried out to establish which of these attributes are very critical to organizational effectiveness.

Three building blocks of value- based leadership

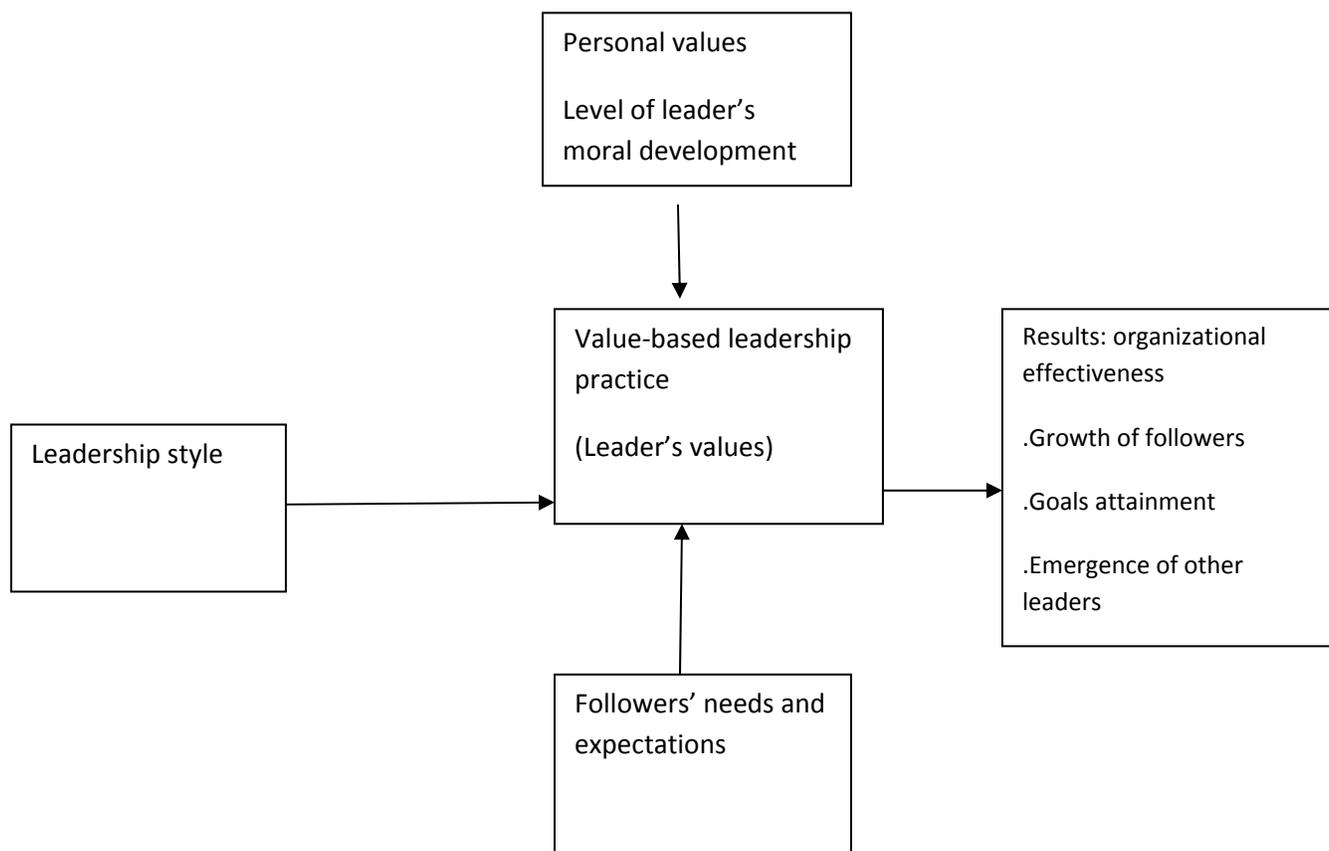


Figure 1: Values-based leadership model

All the respondents indicated that value-based is embedded on a person's moral philosophy, values and his/her level of moral development. They also indicated that the litmus test of true leadership is the ability to meet followers' needs. The leader does not lead or act for their own benefit, but rather, for the benefit of all in the group.

The value-based leadership model postulates the leader is a moral agent who determines to demonstrate values that are geared to meet the followers' needs as well as achieving organizational bottom-line. The leader also knows what the group members need to do to live fulfilled lives. The leader identifies needs, steps into the scene, provides the required leadership and people willingly follow. At first, people may be reluctant to follow because they are in a state of apathy. As the leaders continually demonstrate value-based leadership, followers grow, new leaders emerge and group goals are achieved.

5.0 Conclusion

On the basis of these research findings, it can be concluded that effective leadership is key to organizational performance. It can also be observed that transformational style of leadership is

lacking in many organizations; yet, this style is much needed in our society today. It can also be seen that value based leadership practice is needed in our organizations today. As revealed by the findings of this study, the results of value-based leadership are enormous: followers grow, group goals are achieved and new leaders emerge.

A single leader may not practice all the sixteen aspects discussed in this study. However, this report sounds a wake up call for leaders in all sectors to rethink their approach to and philosophy of leadership. On the basis of the research findings, a values-based leadership model has been developed. The model postulates that value-based leadership practice results in an organization's healthy bottom-line, fulfillment and growth of followers and emergence of new leaders.

5.1 Recommendations

The researcher recommends in-depth study in the area of leadership practice in Kenya. This study was an exploratory study and so there is a need to conduct a detailed inquiry in this area. Future studies should also consider having a bigger sample which would help cover other cities that were excluded in this study.

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