

EX 2123 (Kuliah M6)

PEMIMPIN DAN KEPIMPINAN

- Ciri Pemimpin dan Kepimpinan
- Gaya Kepimpinan
- Kuasa, hak kuasa dan pengaruh



CIRI PEMIMPIN DAN KEPIMPINAN

Twenty – one Ideas You can Use

1. Leader Are Made, Not Born

You are what you think you are. Your self-image determines your performance. You can become a much more effective leader by changing your self-concept – the way you think about yourself as a leader.

2. A Sense of Mission

Leaders have an underlying vision of something greater, bigger, beyond and outside themselves.



3. Action Orientation

Action orientation is the key to result.

4. The Quality of Courage

Courage is expressed in the willingness to make hard decisions and take firm action.

5. The Leader as Strategist

Leaders are continually thinking through and planning their next moves and the consequences of those moves.

6. The Ability to Inspire and Motivate

Leaders elicit emotion from their followers.

7. Commitment to Winning

Leaders are committed to victory and ultimate success.

8. The Leaders as Communicator

Leaders are excellent communicators; they know how to get their message across.

9. Instilling Meaning and Purpose

Leaders put meaning and purpose into work.

10. Leaders Are Always Visible

They are always in the field, close to the action.



11. Building a Championship Team

One of the more important qualities of leadership is the ability to bring together and field winning teams.

12. Focusing on Results

Leaders are always results-focused rather than activity-focused.

13. The Desire to Lead

Leaders have an intense desire to lead. They see themselves as leaders in every situation.

14. The Role of Self-Esteem in Leadership

Leaders should have high levels, of self-esteem and positive self-images. They should see them selves in favorable terms in relationship to other.

15. Leading by Example

Leaders are excellent role models.

16. Self-Motivation for Leaders

Leaders take responsibility for keeping themselves motivated.

17. Developing Leadership Qualities

Leaders are primarily self-made; they never stop growing and developing themselves.

18. Power Through Cooperation

Leaders are effective to the degree to which they can elicit the cooperation of others.



19. Leading by Consensus

The modern leader cannot operate successfully by command or demand.

20. Leaders Are Listeners

The best leaders spend 50 percent or more of their time listening carefully.

21. Integrity: The Essential Quality of Leadership

Leaders Possess high integrity.

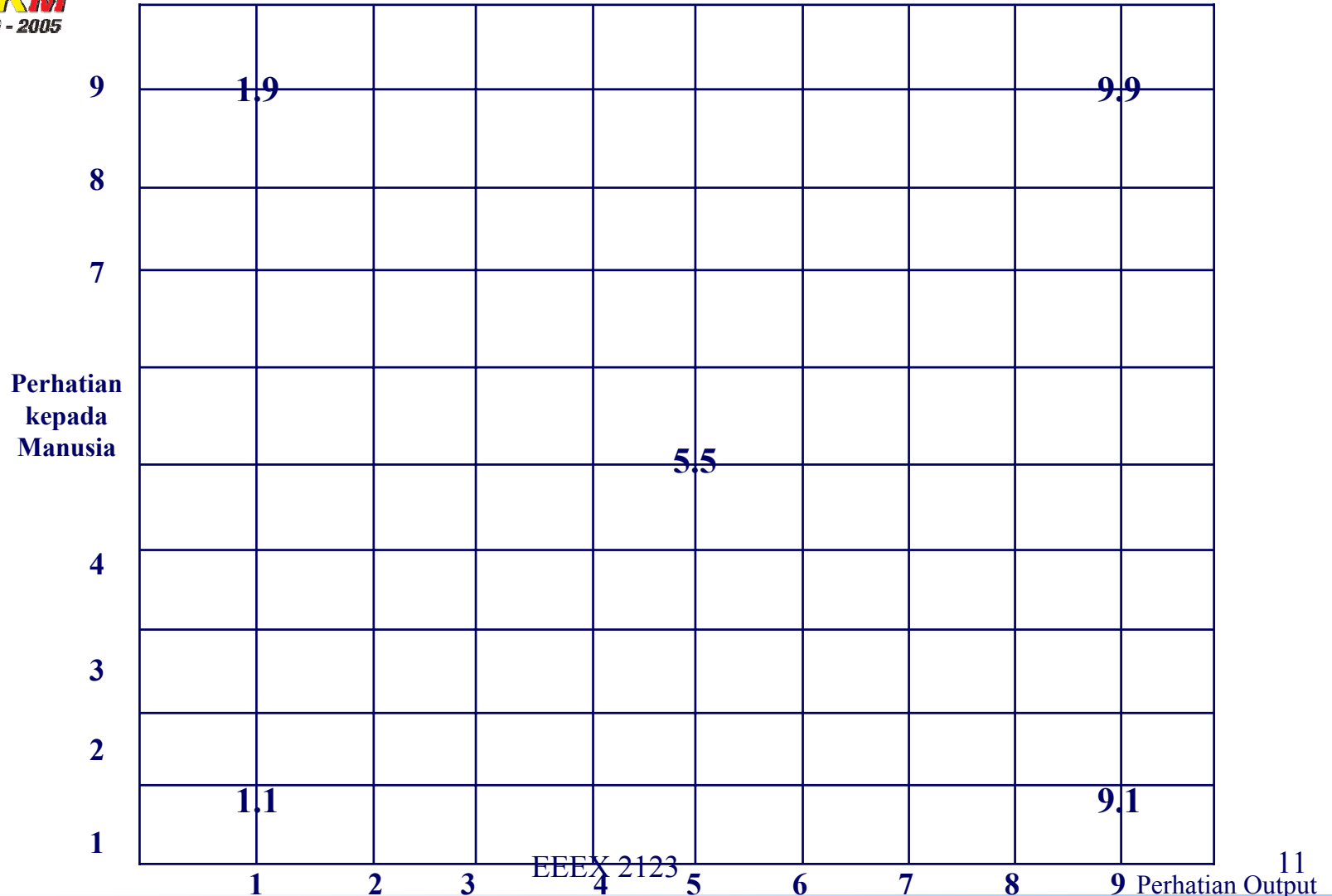
GAYA KEPIMPINAN

Grid Pengurusan

Grid pengurusan diperkenalkan oleh Blake dan Mouton 1984. Mereka mengaitkan pelbagai kombinasi gaya kepimpinan berteraskan tugas dan gaya kepimpinan yang berorientasikan pekerja (Szilagyi, 1985). Seperti yang ditunjukkan pad Rajah , terdapat 81 kombinasi gaya pengurusan. Untuk tujuan perbincangan hanya 5 gaya yang akan dibincang. Gaya tersebut adalah seperti yang berikut:

1,1: *Pengurusan Daif*

Pengurusan ini memberikan perhatian yang sedikit terhadap manusia dan terhadap pengeluaran serta tugas. Pengurus dan kakitangan masing-masing mempunyai tingkat motivasi yang rendah.



9,1: Pengurusan Kuku Besi

Perhatian pengurus adalah untuk menyiapkan tugas atau untuk mencapai matlamat. Pengurus memberikan perhatian terhadap pengeluaran dan kecekapan. Hanya sedikit sahaja perhatian diberi kepada para pekerja.

1,9: Pengurusan Selesa

Pengurusan mengikut gaya ini memberi banyak perhatian terhadap para pekerja tetapi sedikit perhatian kepada pengeluar. Hal ini selaras dengan fungsi kelab sosial masyarakat setempat.

5,5: Pengurusan Sederhana

Pengurus bersikap sederhana terhadap pengeluaran dan juga terhadap kepuasan pekerja.

9,9: Pengurusan Cemerlang

Pengurus memberi perhatian terhadap pengeluaran, semangat bekerja dan kepuasan pekerja.

Blake dan Mouton menegaskan bahawa gaya pengurusan 9,9 adalah gaya perilaku kepimpinan yang paling berkesan. Mereka meyakini bahawa dalam semua situasi, pendekatan ini akan menghasilkan prestasi yang lebih baik. Masalah tukar ganti pekerja, masalah ponteng dan tidak hadir bekerja dalam organisasi adalah rendah. Kepuasan pekerja pula adalah tinggi.

KUASA, HAK KUASA DAN PENGARUH

Kepentingan kepada ketiga-tiga aspek diatas dan saling bergantung.