

In trait theory, this suggests that the more traits a leader possess, the more effective the leader. Trait theory also matches the hierarchical organizational structure, and successful leaders, those with the key traits, are placed in top positions within the organization.

A closer examination of the qualities of an effective leader reveal that the core mission of the organization remain fixed while operating practices, cultural norms, strategies, tactics, processes, structures and methods continually change in response to changing realities. For the effective leader, the core mission of the organization provides guidance, not just about what to do, but equally what not to do. In all organizations, people will demand operating autonomy, freedom plus responsibility and will simultaneously demand that the organization of which they are a part, stand for something.

Autocratic/authoritarian behaviors of leaders manage to be controlling with the sole responsibility for decision-making and action resting with the leader. Such individual seem to be directive and controlling in their actions toward others, and leaders with behaviors that cluster at this end of the continuum always run the show, tell people when, what and where to do things, and do not like their authority or decisions and actions questioned. Leaders in the democratic/participative end of the continuum manage to share in decision-making and courses in action. Democratic leaders encourage others to participate in the what, when and how questions they confront daily and are therefore seen as collegial and collaborative in their leadership behavior.

Additional, leadership behaviors may include supportive leadership that seeks to maintain a supportive relationship in the workplace and demonstrate consideration and awareness of the needs of others, directive leadership that sets standards for success, communicates performance standards, schedules the work, and provides specific directions for accomplishing the task, participative leadership that involves consulting with others and seeking opinions of others concerning task completion or other work-related activities and achievement oriented leadership that empathizes excellence in task completion and gets goals that are challenging, yet attainable. Many organizations focus toward self-managed teams and encourage, building trust, inspire teamwork, empower other, clarify teach purpose and values, encourage flexibility and make the most of team differences and practice open communication. In building self-managed teams, the leadership qualities and the interactive nature of leadership that include the ability to create and use culture that guides all members of the organization, the use of interpersonal skills in building trust and working with others, model personal integrity and responsibility in interacting with others, the capability to diagnose problems, select protocols and procedures based on equity and take risks, and lastly the capacity to unite effort with purpose to obtain results.

These qualities have the appearance of being related to traits or behaviors, but the key difference is the interpersonal application as leaders interact with various constituencies of the organizations. The nature of this interaction between leaders and others can be characterized as charismatic or transformational leadership.

While, charismatic leaders have that something special about them and exert especially powerful effects on followers. In so doing, a special kind of leader follower relationship develops that results in higher levels of enthusiasm and excitement. The charismatic leaders can make ordinary people do extra ordinary things.

However, transformational leaders also have charisma, but are able to incorporate the leadership qualities in such a way that they are able to transform and renew their organizations.

Transformational leaders not only inspire, but also captivate strong emotions and passion to teach and change followers. Transformational leaders tap into cognitive processes by helping

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