Leadership: Book Review on Theory, Application & Skill Development by Robert N. Lussier and Christopher F. Achua.

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I   INTRODUCTION AND FRAMEWORK OF THE BOOK.

10.   **Credibility of Authors:**

Robert Lussier, introduces his book from a question asked by John Nirenberg, the author of the book titled Power Tools that asks "Why are so many well-intended students learning so much and yet able to apply so little in their personal and professional lives?" Through this question, the author's journey in his book tries to answer the question through blending concepts on theory, application and skill development to help the reader a broadened field on the subject. His approach is built within a wealth of experience gained in the field of leadership and having contributed in the skill development and outcomes assessment in the Association to Advance Collegiate Schools of Business (AACSB).

11.   **General Theme**

The sixth edition of leadership - theory, application and skill development by Robert N. Lussier and Christopher F. Achua is an elaborate and updated version that integrates three key areas of learning. The edition comprise of twelve chapters that covers a wide range of leadership topics coupled with theoretical concepts, skill development exercises, case studies and self-assessment materials. This edition is intended to assist different field of professionals aspiring to be effective leaders. The edition is also intended in the management of development courses that emphasize on leadership functions.

12. Critical View and Analysis of Major Themes (Critique)

While so much efforthas been put in capturing the gist of the book in the preface, this in our view is overdone with sections of repetitions which could be avoided. For example specific competitive advantage-pedagogical features should be in the introduction and not in the preface. If at all it must be in the preface, a summary of the subject must be minimized. It is confusing to have a case application in the preface, yet the summary describes what to expect in the following chapters.

Almost three pages in the preface explain the changes made to the sixth edition. A book edition is classified as a new edition based on the improvements made. It is difficult for a new reader of the author's book to understand all these changes made from the previous books. The current edition takes precedence. The lay out of this section would be enhanced if only a summary was done to depict key areas of changes and the rest treated as appendices for reference by the reader.

Leadership skills development should also consider technology aspect which plays a vital role in this century. Increasing use of technology has affected management leadership over the last sixty years in the business world and therefore this is an important aspect to be considered and embraced in leadership skill development which is missing in this edition. According to John Potter (1995), new technology has altered leaders' consciousness, language, and the way they view their organizations.

The first chapter on who is leader and what skills do leaders need captures different levels of leadership theory. Several chapters have discussed about individual leader and the relationship with individual followers. One aspect that I would be interested to see and is missing in this section is implicit leadership. Implicit leadership theories are images that everyone holds about the traits and behaviours of leaders in general (e.g., Schyns & Meindl, 2005). For instance, research by Lord and colleagues (Lord & Maher, 1993) has shown that information about success influences the extent to which people are regarded as leader like. Olivares and Peterson (2007) argue that self-awareness is part of leader development and that social awareness is a facet of interpersonal competence for leadership development.

Further, coaching is an important element in the business world today. Leaders are the captains of any organization and therefore there is need for coaching for governance. Though the book captures basic information about coaching, I would have loved to see the work application section providing scenarios cutting across the leadership levels such as the board other than concentrating in the middle level management alone. This would allow students to understand how coaching methods are applied in different levels of leadership.

13. **Value of the book in the Genre (e.g in the Leadership Literature)**

The book is very relevant in the field of leadership. Wide range of case studies, theories are presented in a simple to understand method. The case studies captured in the book are reflective to the modern leadership and provides a series of different processes and experiences of leaders from different settings or field of business. Mark Cuban case studies is one of those that are quite interesting to read and learn from that due to power, a leader's behaviour can cost him money and respect but still achieve his goal.

14. **How Concepts of the book can be avoided or used for Effective Genre (Leadership) and/or its focus (Management).**

The author has divided the book into sections which makes it easier to follow based on its theme which is leadership. In chapter one to five, individual level of analysis theory focuses on individual leader and the relationship with individual followers. From chapter six through to eight, group level of analysis of leadership theory is outlined focusing on the leader and the collective group of followers. Lastly, chapter nine through to 12 is about organizational level of analysis which in essence builds on individual and teams contributing to organizational success.

While the author's intention in the book is to apply a three prong approach to learning, the preface section is quite loaded with so much information on application and skill development which in my view distracts the consistency in thought processing the huge amount of information.

The subject on leadership behaviour and motivation is quite interesting to note that combined leadership styles could contribute to behavioural movement rather than trait. This is supported by the study done at the University of Lowa and University of Michigan and Ohio State on leadership styles showed that patterns of aggressive behaviour in experimentally created social climates (journal of social psychology 10:271-201). The fact that this book is the sixth edition and has incorporated studies conducted more than 65 years back and the findings of leadership behaviour are still relevant in 21st century. This shows the depth of research conducted by the author in this subject. In addition, behavioural movement as mentioned in the study above, in my view has contributed to the transition of top-down approach to the current 21st century leadership which is to serve to lead. In his book, James Strock makes distinction between the 21st leadership century and 20th century leadership. He argues that leadership, management and communication are quite distinct from the 20th century. He summarizes by saying everyone can lead because everyone can serve.

Power plays in every realm of development and of course politics influence the business in any organization. The nature of organizational politics is well articulated including political behaviour and skills in developing political skills. This is an area as a Christian, I have always perceived to think that politics has no place in a Christian business but in actual fact, from what I have learnt from this book, organizational politics has positive influence to the growth of the organization as well. For example gaining recognition helps in getting ahead in an organization especially when one is known of what he/she is doing. Ken Blanchard says, "It's not who you know that counts; it's who knows you and what they think of you". Presentation of opening case applications of Mark Cuban on types of power captivates the reader to follow the topics with interest noting the power dynamics Cuban applied.

On the other hand, creation of organizational culture is one of the key aspect that leader's need to nurture as it determines on the degree at which behavioural norms and practices are widely shared and held throughout the organization. Presence of strong weak culture can politicise the internal work environment and affect performance. The case applications applied in the book are relevant and educative. Looking at these cases within the African context, culture plays a vital role in how businesses are conducted. Amabile (1998) proposes that by influencing the nature of the organizational culture, leaders can influence organizational members' attitude to work and motivation.

Leadership traits and ethics is a subject that captured my attention more specifically in how the topics are embedded. A self-assessment exercise and opening case application is quite helpful and practical from my own perspective and field of work. As well stated in his paper Joanne B. Ciulla, research and teaching in areas like business ethics and leadership ethics should aim not only be making business people and leaders more ethical, but at re-conceptualizing the way that we think about the theory and practice of business and leadership

15. Reflection on the value of the Book to your leadership/management?

The author of the book is more inclined to the business field of leadership. Almost all the case studies presented in the book fall within private sector of businesses which gives a leader a good mix of diversity in leadership. I would however be happy to see case studies of leadership in the not for profit organizations. This is a question that the book has not answered in my perspective, can one copy leadership from a business perspective into a not for profit organization?. In his article titled Managing "non-profits' vs 'for profits' (2015) Jimmy Childre asserts that 'management is management' provided the business sector has a sound strategy. However, the key difference in managing across the sectors will lie on what the mission and purpose of the organization is.

II   CONCLUSION

In conclusion, the book has achieved its goal by providing to the readers and particularly students a' three in one book' that incorporate theories, application and skill development aspects. Reference materials provided are useful in digging deep into various subjects. As displayed by the cover of the book, striving and climbing to higher levels for effective leadership is still not yet over. There is a lot to learn and the learning is through building relationships, unity of purpose and appreciating each other's strengths for better change management. Among thousands of books on leadership in the library, the content of this book is rich and suitable to the audience targeted. I would definitely recommend this book to other readers.

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