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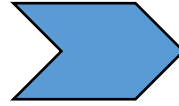
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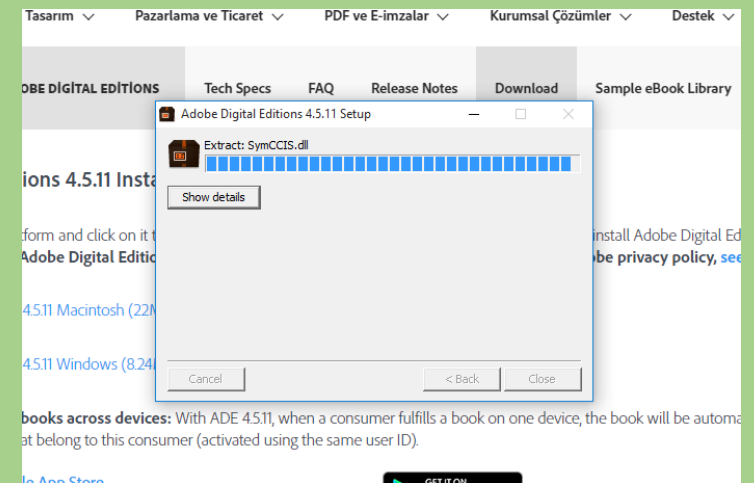
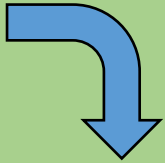
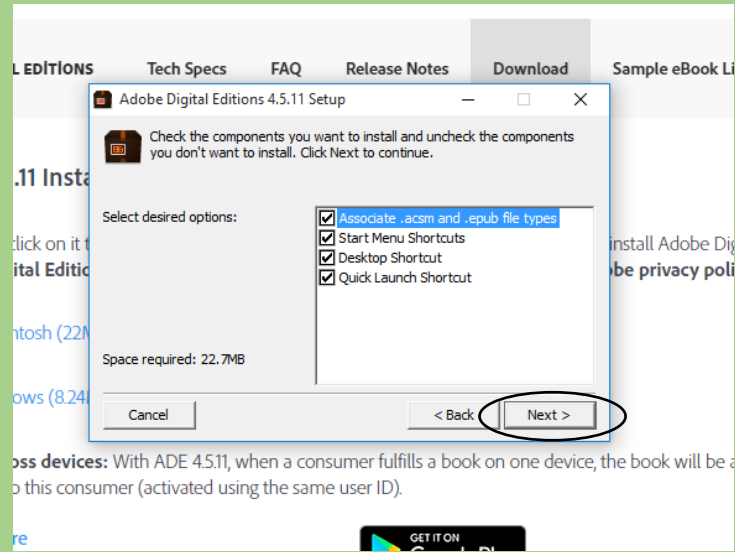
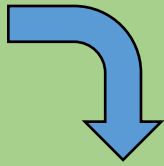
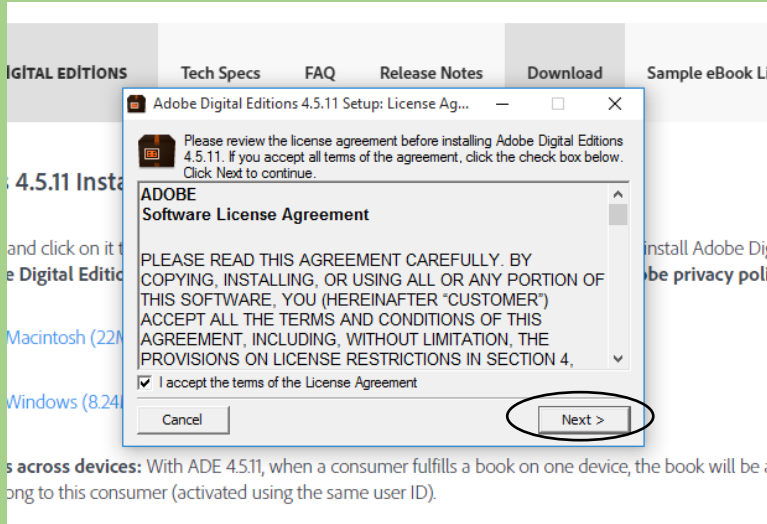
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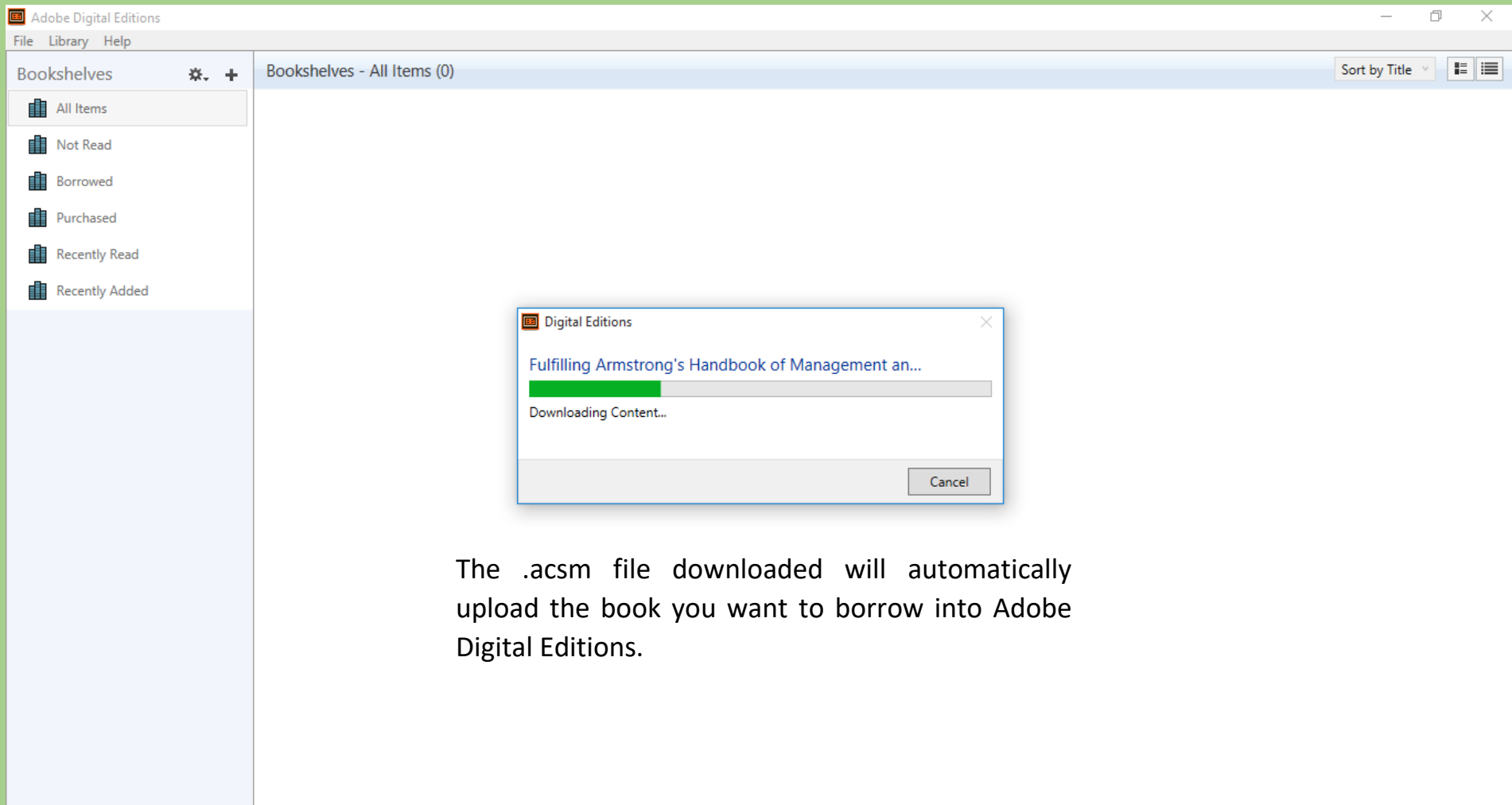
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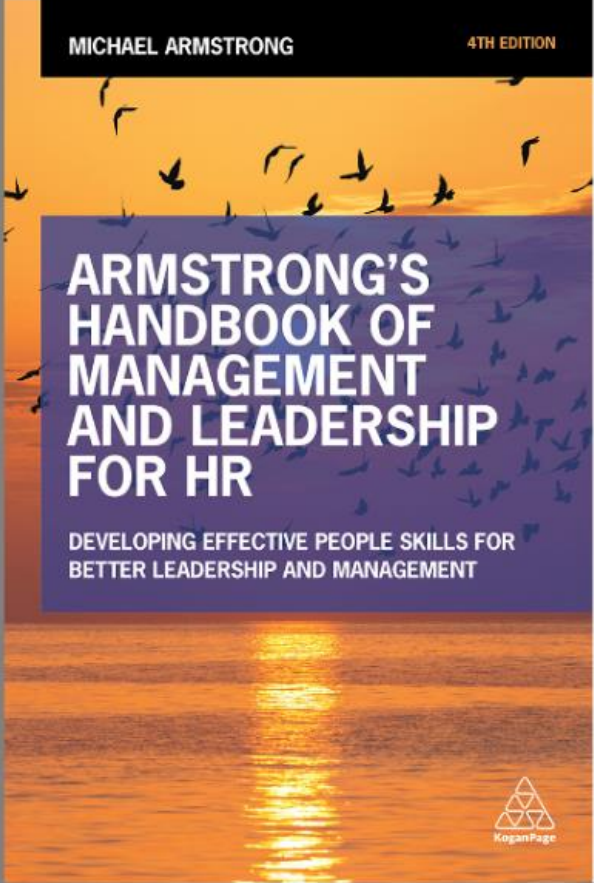


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Leadership 19

and learn from them directly – an essential ingredient for creating a more collaborative and distributed style of leadership through which employees feel their opinions and voice are both heard and valued.

**The reality of leadership**

The reality of leadership is that many first line managers and supervisors are appointed or promoted to their posts with some idea, possibly, of what their managerial or supervisory duties are, but with no appreciation of the leadership skills they need. They see their role as being to tell people what to do and then see that they do it. They may tend to adopt a transactional approach, focusing on getting the job done and neglecting everything else. They may not be charismatic, visionary or transformational leaders because even if they have the latent qualities required, their situation does not seem to require or encourage any of these approaches.

However, the better ones will rely on their know-how (authority goes to the person who knows), their quiet confidence and their cool, analytical approach to dealing with problems. Any newly appointed leader or individual who is progressing to a higher level of leadership will benefit from a leadership development programme that will help them to understand and apply the skills they need.

**CASE STUDY: John Lewis Partnership**

The John Lewis Partnership approach to leadership emphasizes the need for their leaders to learn from their staff. As one senior manager said: 'I'm always very curious about what's on their minds so I think it's fascinating to see the diversity of

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