

Engaging Leadership Part One: Competencies are like Brighton Pier

Abstract

Part one of this paper draws a distinction between the concepts of: - (1) the personal qualities and values required of those occupying a leadership role, (2) leadership competencies, and (3) 'engaging' leadership behaviour. On the basis of reviews of the literature, and survey, empirical and case study data, it concludes that personal qualities and values, and leadership competencies, are necessary, but not sufficient, for effective leadership. Part two goes on to consider the relationship between leader development and leadership development, and to present a 'mental model' which seeks to integrate these three concepts, and to relate them to the distinction between leader behaviour and leadership behaviour, and to the development of 'human' and 'social capital'.

Reference:

Alban-Metcalfe, J. & Alimo-Metcalfe, B. (2009). Engaging leadership part one: Competencies are like Brighton Pier. *International Journal of Leadership in Public Services*, 5(1), 10-18.