

Chapter 9

Leadership for Service Organizations

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STUDY OBJECTIVES

Having completed this chapter, readers should be able to:

1. identify the main differences between leadership and management;
2. explain the differences among various leadership styles, including transactional, transformational, and servant;
3. understand the importance of emotional intelligence for the service leader;
4. explain the value of a leader's characteristics such as ethical, authentic, and an effective team-builder; and
5. provide some examples of excellent leadership evident in a high-performance service organization and be able to explain why.

OUTLINE

- ▶ Introduction
- ▶ Defining leadership
- ▶ The leader as more than a manager
- ▶ The leader who serves with style
 - ▶ Situational leadership
 - ▶ The transactional leader
 - ▶ The transformational leader
 - ▶ The servant leader

KEY WORDS

Authentic person/authenticity
Change agent
Change management
Culture-builder
Dynamic capability
Emotional intelligence (EQ or EI)
Ethical leader
Leader
Leadership
Mentor
Non-toxic culture
Performance equation
Servant leader
Service excellence equation
Service leadership
Situational leadership
Team charter
Team development
Team dynamics
Team effectiveness
Team leadership
Teambuilder
Transactional leader
Transformational leader
Trust management

INTRODUCTION

**“If you want something to do, be a manager;
If you want to do something, be a leader.”**

(Anonymous)

“Leadership is a series of behaviors rather than a role for heroes.”

*Margaret Wheatley (1944-)
American social scientist, educator, and author*

So far, this book has introduced readers to the world of service *management*. Many of the principles and applications learned in the book are tasked to managers (and in some cases marketers). But what about *leaders* and *leadership*? This chapter enters into the world of leadership as it pertains to service organizations and in particular to hospitality organizations. The importance of leadership in successful service organizations was underscored by Heskett and colleagues (2008) in the *service-profit chain*, when they insisted that great leadership *underlies* the success of the chain (see Chapter 8). So what is leadership and what kind of leadership is important for service organizations?

The word *leadership* itself has many meanings and involves many levels and we do not intend to provide a full and comprehensive review of the vast leadership literature. However, it is important for young up-and-coming managers in service organizations to understand the difference between management