



Leadership and Management through Respectable Character

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Abstract

The study examined leadership and management through respectable character, through reviewed of relevant literatures from scholars of leadership and it was established that Management involves planning, controlling and directing people, time, talents, resources and all other activities, while leadership needs character to succeed effectively and efficiently in an organization; leaders who possess good character are likely to achieved on a given organization or institution, leaders who respects their people's views and opinions, having integral and acceptable policies which are friendly to the people we lead are all part of leadership quantities. The study suggested that leaders should pose the right character needed in leading people in an organization or institution that in events of selecting or appointing leaders in an organization or institution, leaders with respectable character should be recruited to lead the organization for better results.

Keywords: Leadership, Management, Respectable, Character.

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INTRODUCTION

Leadership is the potential of a person in the developing process of motivating the others to collaborate or to be satisfied with work practice, and implement activities in lieu to a specified plan and objective (Pattanarangsang & Prasertsang, 2013). Leadership by nature is the process of influencing the group under appropriate situation and duration in order to stimulate the personnel in using their willing attempt to achieve their organizational objective (Ololube & Ololube, 2017). It could be seen that leadership would lead to a valuable benefit for a group and organization. Being a leader means an art of influencing other people so that those people have their confidence towards the leader, respect and collaborate with him with sincerity.

Management is practiced at every setting. Management involves planning, controlling and directing people, time, talents, resources and all other activities. Adesina (2011) defines management as a vital link in the existence of any organization, be it a school or an industry. This is because it is that organ which oversees, directs, supervises and controls the realization of the goals of any organization. Management has been defined from various angles depending on the objectives which an organization is set to achieve. Management focuses on the entire organization from both short and long term perspectives. For Nwachukwu (2010), management is the process of forming a strategic vision, setting objectives, crafting a strategy and then implementing and executing the strategy. Management therefore is the coordination of all the resources of an organization through the processes of planning, organizing, directing and controlling in order to attain organizational objectives. From these definitions, it could be emphatically stated that management is a process that is used to accomplish organizational goals, that is, a process that is used to achieve what an organization wants to achieve.

The art of leadership is a type of social engineering that is difficult to grapple with. It is a concept which many want to be associated with but only few can really cope with. It is believed that people appreciate to be referred to as leader, also the youths are very happy to be referred to be leaders of tomorrow. In virtually all cases, it is believed that many people do not understand the real concept of leadership. Societies are normally influenced by the qualities of the available leaders, no society therefore, can stand above the level of its leaders. In developed countries, character is a proof of the good quality of its leaders, the Nigerian society also have leaders but with poor character. While one is often seen as God's own country, the other is well known as a country whose finance have been grossly mismanaged by its leaders resulting in higher deprivations and sufferings for its people.

To lead others is a difficult task only serious and God fearing people can cope with. Most individuals pay lip services to the concept of leadership and sometimes end up serving themselves. In order words, leader must be people of higher minds and vision who are desirous to make the world good for tomorrow. Only honest people who are ready for the truth all the time can actually lead perfectly. It was Lipmann cited in Okoroma (2000) that said, the springs of greatness achieve providence. Based on the definitions of explanation, from various authors, this paper is focused on examining the leadership and the management attributes of leader through respectable character.

CONCEPT OF LEADERSHIP

Leadership is a means of directing and a product of interaction. Every organization needs some leadership to give it direction and be a source of inspiration to people so as to realize its set objectives. Leadership process normally comprises the acceptance of group goals; the legitimization of authority, agreement on means of achieving goals and setting of limits of authority. It is believed that when human beings are together in large number or small number, it needs leadership. These become important because when people come together to live, work or play, they normally have common interest and objectives which can only be achieved through the coordinated efforts of a leader. In order words, leadership is the force needed to transform human and material resources into effective utilization, so leadership has to do with the effective management of human and material resources to achieve maximum result.

Character in Leadership

The role of character in leadership is making rounds in the business world (Johnson & Johnson 2005), manufacturer of health care products in United States, view character as a leadership essential. Former chairman, Ralph Lawson believed that people with character can give a company a significant competitive advantage. The company actively seeks to recruit and be represented by people of exceptional character. Johnson and Johnson's stance is supported by research which suggests that in leadership, good character counts. Hesselbein (2007), the author and chairman of the Drucker Foundation says leadership that achieve results goes beyond how to be, and become how to do; this type of leadership is all about character. In other words, to get things done personally and organizationally, one first needs to get in touch with his or her character.

Leaders with character achieve result that transcends everyday organizational imperatives and outcomes. A study of world leaders over the past 150 year asserts that managers who possess strong character will create a better world for everyone, while leadership generally is vital to the social, moral, economic and political fabrics of society. However, we often take the character of leadership for granted; we expect good leaders to be strong in character, which is to have a moral imperative that underwrite their actions. These leaders with character have been identified as authentic leaders; they are what they believe in; show consistency between their values, ethical reasoning and action; develop position, psychological states, such as confidence, optimism, hope and resilience in themselves and their associates are widely known and respected for their integrity. The key attributes of leaders' character remains problematic. To identify these attributes and better understand them, we undertook a study. This paper is based on the study of leadership and management through respectable character and in it, we identify this three underlying dimension of leadership character, hence, universalism, transformation and benevolence. We also proffer ways to further enhance the dimensions and their consistent attributes.

Universalism

Represents an understanding, appreciation and tolerance for the welfare of people generally and is a macro perspective approach to work and life. The character attributes of respectfulness, fairness, cooperativeness and compassion in particular fit best with this definition of universalism.

Transformation

Is consistent with the concept of transformational leadership as an activity that inspires others in the achievement of long term visionary goals. The character attributes of courage and passion best represents this factor. Transformation is a situation, specific process that relies on the competence and self-reliance of the incumbent in their delivery of inspired direction for the enterprise.

Benevolence

Is a micro approach in work, and focuses on concern for the welfare of others through one's daily interactions. Selflessness, integrity and organizational loyalty, best represent the characteristics of benevolence.

CHARACTER ATTRIBUTES OF A LEADER

Respectfulness: This talk about having respect for the workers by dramatically altering the time employees needed to spend at the workplace by closing the doors at 1pm every Friday. Against the board's advice, this decision allowed the company's executive and factory worker to start their weekends earlier. More importantly, this action resulted in no job losses, or salary reductions, no drop in productivity and no increase in working hours on the other days of the weeks

Fairness: Fairness is treating people equitably and in a just manner. Max DePree, the former CEO of furniture maker Herman, and miller, is guided by a deep concern for others. His approaches to life manifest itself in his work and the way in which Herman Miller conducts its business affairs. De Pree believes a corporation is a community of people, all of whom are valued. His main contention is that when you look after your people with care and consideration, they in turn look after you.

Cooperation: The ability to work as a team has been praised as a strategic advantage, unfortunately, many corporations prevent good team work through antiquated organizational structures and protocols. However, creating new spaces with transparent offices, floor and atrium-style meeting places may not necessarily promote a more cooperative workplace. Attitude need to change also. Another way of influencing attitudinal change is by enhancing individuals' sense of identity with the organization's destiny. The more a leader assists workers in defining identities, the greater the chance of encouraging worker's commitment and building a cooperative workplace. Merck, a leading pharmaceutical products and service company in U.S., lists its recognition of employees' diversity and teamwork capabilities as one of the core values, its promoters by providing employees with work that is meaningful in a safe and dynamic workplace. Therefore, building cooperation as an attribute of character requires commitment, possible corporate redesign and consciousness of client needs, both internal and external.

Compassion: Compassion has deep religious annotation; it refers to showing concern for the suffering or welfare of others and showing mercy to others. In a company sense, compassion manifests itself when leaders make an effort to understand the needs and concerns of. A compassionate leader takes the approach of the attorney in Harper's (1972) novel (to kill a mocking bird), which means walking around in another person's shoes, and climbing around under their skin, to understand what it looks like from their side of ledger; "you never understand a person until you consider things from his point of view, until you climb into his skin and walk around in it.

Spiritual Respect: Today's organization are multidimensional, they provide services and products at an ever increasing rate and superior quality and achieve these outcomes through a

multicultural and diverse workplace. Leaders who respect these differences in workers background, cultures and beliefs help build vibrant and relevant workplace. Respect for individual beliefs and customs has a long history. In Athenian society, Plato viewed leadership as an activity with utility for the polis, the activity of giving direction to community of citizens in the management of their common affairs, especially, with a view to the training and improvement of their souls.

The reference to soul suggests that leaders engage the full person and help to make him or her productive and morally strong member of society through their contributions in the workplace. In recent years, the track type Tractors Division of caterpillar has experienced unprecedented improvement across board by establishing workplace value and making employees feel important in the organization, some acknowledges that leadership is about others and not about self. It is about trust and not about power, it is about producing result by creating culture where people know it is okay, to be unique and different, so they willingly take off their masks, express themselves and do great things. This approach confirms the view that workers can achieve great things with the right type of encouragement and respect.

Humility: Despite broad acknowledgement of its importance, being humble does not sit comfortably with the healthy egos of many leaders. Some operate under the mistaken belief that they are infallible, and that to admit error or concede to a superior point of argument is a weakness, sometime a leader becomes a boss to get the job done, and there is not much room for humility when the job demand action.

In a recent study, over 2000 Australian executives were democratic and cordial at the beginning of the work week, but often resorted to authoritarian direction at weekend in order to meet deadline. There was no room for humility in those situations. Humility may be an anachronism in a word recognized by the combat of commerce rather than by cooperative and cordial workplaces. For instance, when managers are asked to apply moral virtues to contemporary society, there is a predictable resistance to Franklin's virtue of humility, which is to "imitate Jesus and Socrates". Today's executives are themselves as more worldly and unbeaten than that, regardless of the valuable lessons taught. In the statement when we examine humility across culture, there are compelling differences, for example, Japanese leaders have been known to resign when their projected company profit fall short of the expectation. These businessmen/managers blame themselves for their company's poor performance. When the world's largest bank experienced severe computer breakdown that delayed business transactions, the manager took a swift action. He cut the pay of the employees directly involved in the computer system integration as well as taking a personal pay cut of 50% for six month.

Leaders, who shift responsibility back to themselves in good times as well as bad times have strength of character that goes beyond standard leadership constructs. These leaders possess the attributes commonly referred to as servant leadership—one of the key elements of this leadership philosophy is humility, or the capacity to commit to your worker as much as you do the bottom line. The guiding principle of servant leadership is to serve rather than to lead, serving your workers, being a steward of their efforts, takes a considerable dose of humility and rests on a strong sense of self- identity. Many western business leaders may reject humility as a desirable or useful attribute in today's fast moving, competitive world. Nevertheless, the common characteristics of company leaders who have achieved outstanding and sustainable financial performance in this dynamic environment include modesty, humility, quietness, and self-effacing behavior. These attributes and indicators of leaders quietly create awareness of

their roles in the overall scheme of things. Humility therefore, appears to be a realistic sense of perspective, an acceptance of one's strength and weaknesses.

LEADERSHIP TRANSFORMATION

This has to do with how leaders achieve universal and behaviour outcome, and is the second main factor of leadership character. Transformation leaders with character have courage, passion, wisdom, competency and self-discipline in their leadership repertoires.

Courage: Courage is having strong convictions about the strategic objectives of the company and being prepared to harness the minds of workers and company resources to achieve those objectives. There are no second place betters in this approach to business. Courage is not constrained by fear of the unknown but thrives in the problem and promise of dynamic environment. Managerial courage includes the willingness to do what is right in the face of risk. With risk there is no possibility of failure or loss and no guarantee that everything will turn out fine. Acting with courage may result in unpleasant experience, yet, it is a fundamental ingredient of leadership.

Passion: Passion is about energy and deeply committed enthusiasm to producing the best one can. In business, passion is an indicator of company's guiding principles. It helps others identify the underlying culture of the organization. Unilever is a top ranking fortune global 500 company, with over billions in revenues.

The company is a world leader in the cream frozen foods, teas, and the second largest manufacturer of laundry, skin cleansing and hair care product its corporate slogan "your passion, our strength" represents total commitment to exceptional standards of performance and productivity, to working together effectively and to a willingness to embrace new ideas and to learn continuously (Ezeocha, 1990; John, 2003), the CEO of the ANZ bank in Australia, believes that leadership is about choosing to make difference and that when you reflect on making a difference, it must be in areas about which one is passionate. A leader's passion can make a significant difference in the degree to which she inspires others or provides focus and motivation for the organization. Leadership guru Warren Bennis thinks passion is inherent in effective leadership; "We are productive when we do what we love to do".

Wisdom: Wisdom is the ability to draw one's knowledge and experience to make well-formed judgment. It also involves the use of one's power and personal authority to implement an effective course of action.

Competence: Those personal career activities a leader does to maintain the confidence of others. They need expert in something to the extent that their expertise commands the respect of peers and followers. For smith, competence does not matter when asked what it takes to be a leader who creates a company and then build it up well. He also advises others to make the time and effort to benchmark and learn the lesson of history.

Self-discipline: Leaders with self-discipline exercise appropriate personal control over their thought and actions and are able to manage and express emotion in constructive ways. They are well organized and able to persist in the face of difficulties. Through self-discipline, leaders

engender confidence in their followers that they can be relied upon to make rational and logical decisions. Consequently, their capacity to influence others increases.

Author and former executive of international medical technology company, George (2004) argues that self-discipline is the attribute that converts values into consistent action. George describes his successor, Medtronic Art Collins, as a highly self-disciplined leader as his ego emotions do not get in the way of taking appropriate actions. Collin's consistency in his disposition, behaviour and decision make employees know where he stands on important issues. Self-discipline needs the maturity to do what is needed and don't always what is desired in the present moment. Brinkley (2003) includes self-discipline as a key component of personal equation for success and in order to maintain the right balance between the roles as bank executive. Self-discipline is an important component of effective leadership.

Leadership Benevolence

The third major dimension of leadership character is benevolence and is associated with loyalty, selflessness, integrity and honesty.

Loyalty: Leader, who demonstrate organizational loyalty exhibit a deep commitment to building organizational sustainability. Such leader have been described as having the resolve to do whatever it takes to make a company great irrespective of how hard the decision or how difficult the task can be. Organizational loyalty, as a component of character, means commitment to the ideas and deals of the company as much as it does to his own business.

Selflessness: The character attribute of selflessness requires leaders to put other interests ahead of their own. A founding member of Raindrop Germanic, a North Caroline-based innovative software company, is a leader who demonstrates capacity for selflessness. He took on the role of Executive officer in 2001 when the company's viability was running out of money and the venture's capital markets were drying up. Those, who remained took pay cuts in order to rebuild the company.

Integrity: the word integrity comes from a Latin word, integrity meaning wholeness, coherence, righteousness, purity. Integrity has been defined as consistency between word and deed or the perceived degree of congruence between the value expressed by words and those expressed through action. Roger (2004) believes that integrity is the glue that holds the value and the organizations success together. The closer your business towards integrity and the further away from cynicism is really a good measure of the effectiveness of your business integrity of purpose, lifestyle and attitude are probably the most important cultural contributions a leader can make to the business.

Honesty: Honesty is absolutely essential to leadership and character. People value working for leaders they can trust. Cane (2004) believes that her ability to win the confidence of others is critical to the success of the organization and relies on her capacity to be honest and direct. Selfless leaders are open and honest with others, but they also understand that maintaining trust requires them to exercise discretion in how they disclose information. They take care to avoid violating confidence and do not carelessly divulge potentially harmful information. A leader's capacity for honesty can help followers work constructively on solving issues and problems.

Lloyd (2001) Propounded that most employees today are hungry for some good old fashioned honesty. Employees prefer to work for leaders who they trust can be honest with them. Lloyd argued that the best teachers are respected because they level with people and tell it like it is.

THE ROLE OF CHARACTER IN LEADERSHIP

Character is very important in leadership, a manager or leader's character goes to show the strength of his leadership capacity. The late civil rights leader, Martin Luther King Jr. encouraged his followers not to judge people by their appearance, but by the content of their character. A person's character, good or bad can inspire others to greatness or discourage them from trying. In small businesses, the role of leadership character cannot be underestimated. Dynamic leaders lead from a strong, personal, moral value that can have a profound effect on their organization. You need to understand how characters affect your organization and how it can attract top performances.

Leaders need a strong character to be able to prove the action in their organizations effectively and meaningfully for the realization of their goals and objectives. Juju (2000). Character on leadership brings about organizational success, because leaders will understand the dynamic of leadership and how to handle subordinate (Okon, 2003). Human resources is the greatest assets in the organization, hence should be treated with due care. Good leadership is likely to increase in their organization.

Character in leadership produces Leadership trust: Leadership must be trusted to make the smartest decisions and do the right thing, especially, difficult conditions. Trust is achieved by demonstrating competence through strong character, friendliness in workplace; cooperation and humility by leaders in their organizations to enable them realize the goals and objectives. Executives must believe that they can trust the leaders as most employees follow their activities and believe in activities of the organization. Leader's character must be trustworthy; his ability to lead will distinguish him. Okoroma (2007) posited that leaders who cannot be trusted usually have low work inputs and low success in their workplace.

Character in leadership commands respect: Good character in leader's commands respect. Besides being trusted, these leaders have the respect of their teams and even the organization. A person with good character is courteous, encourages, ever succeeding and never demanding. A leader with good character always welcome customers, as long as they are meant to propagate the value of the organization positively, his willingness to listen and accept complains and corrections that are capable of assisting him in the affairs of the organization meaningfully makes a difference. People with poor character are not usually respected because they have shown that they will not make good character or make decisions that are in the interest of the organization. The right leadership brings excellence.

Leadership with character brings the spirit of excellence to a small business. These leaders expect more than the status of themselves and the people they lead. This character attribute encourages team members to learn more and do more with excellent responsibility. These leaders take responsibility for their actions, even when it means owning up to mistakes. They have a strong sense of accountability and expect the same from their team members. Leadership with good character promote excellence and encourages collective participation in the organization, this is aimed at realizing the objectives of the organization.

Character in leadership brings genuine care: People with good character genuinely care about the people they work with, leaders are always passionate with things in the workplace, while a respectful distance must be maintained in working relationships, genuine concern for others is important in an organization. Leaders who possess good character traits are caring and ready to assist the employees to achieve their goals. Compassionate leadership with assurance of good character is the leadership which must be practice in organization by leaders who possess reasonable and good character traits.

The Importance of Character in Leadership

Leadership development primarily focuses on peoples' skills, communications skills, vision, intelligence, business acumen as well as honesty. Yet, none of these will make a leader without the foundational leadership quality of good character. Character is fundamental to effective leadership because good character builds trust and without trust, people will not follow you without followers, obviously one cannot lead. Becoming a good leader, depends largely on the character of such leader, hence character is important for good leadership.

Kiel (2005) defined a leader with good character as someone who scored high on integrity, responsibility, compassion and forgiveness. Someone who tells the truth about half of the time, who cannot be trusted to keep their promises, who often passes blame to others, always blame others for their failure. Good character enables trust and makes someone trustworthy.

Good character is more of nurture than nature. Macwell (2002) the leadership development expert, identified four key building blocks to developing strong character:

Self-discipline and Moral courage: To do what is right even if you cannot feel like, i.e to practice self-control to balance your own desires with the records of others and the courage also to face the risks and dangers of standing up for what is right.

Core values: A clear sense of the values that guide behaviour every day.

A sense of identity: Truly knowing yourself and your beliefs is an added advantage in building one's character in leadership. A good leader with character should have a sense of identity in order to succeed in the organization.

Inequity: The practice of evaluating your actions, feelings and thoughts with your works, is essential for developing the good character of a leader. Integrity is necessary for leadership. Leaders should have integrity if they must succeed in the organization, because other members of the organization are looking to the leader, to see how some issues in the organization are handled based on its merit.

Good character is not just for the noble. It is a choice; in fact, it is a series of consistent choices over a length of time. Our character is formed every time; we faced a defining moment that challenges us to sort through our core values and principles. If we are willing to use our self-discipline and self-control to try and do the right thing, each and every time, during those defining moments, over time, these decisions will shape our personal and professional identities.

Leadership character is not all; it is not just a matter of knowing who you are and what your values are. The character of a leader is the balance of your values and virtues. The foundation of leadership lies on the character of the leader.

CHARACTER AND TRAITS IN LEADERSHIP

Managers are people who do things right while leaders are people who do the right things. Leaders do not command excellence; they build excellence, excellence is being all you can be within the bounds of doing what is right for your organization. To reach excellence you must first be a leader of good character, you must carry out everything you are supposed to do. Organization will not achieve excellence by figuring out where it wants to go, having leaders do whatever they have to in order to get the job done, and then hope their leader act with good character, this type of thinking backwards chasing excellence should not be confused with accomplishing a job or task when you do planning. Excellence begins with leaders of good and strong character who engage in the entire process of leadership and the first process is being a person of humble character.

Theories of leadership

The study of leadership is currently based on two theories. They are trait theories, personal-behaviour theories,

Trait theories

The trait approach to the study of leadership is based on the assumption that leaders are born and not made. It is known as the “great man” approach to the study of leadership. This is in line with what Aristotle (2009) opined in his work “*From the how of birth, some are marked out for subjection, others for rule*”. As such those who were born to be leaders were endowed with special traits that make them excel in their leadership positions and make a difference from their fellows. These traits or qualities include “intelligence, Personality, emotional and physical characteristics, and supervisory ability”.

Intelligence: Stogdill (1990) is of the view that leaders are more intelligent than their followers. However he observed that extreme disparity of intelligence does not rather create a good working relationship between the leader and the followers. It is therefore necessary that the intelligent leader must always come down to the levels of his followers as to be able to carry them along.

Personality: Leaders are generally found to have more alertness, self-confidence, integrity and originality. They are more effective, have better initiative and self-assurance than their followers (Argyris, 1980).

Physical characteristics: Physical attributes like age, weight, height, physical stature and appreciable appearance have been found to play confusing roles to effective leadership. This confusion is borne out of the assumption of some individuals who think that height, age and other physical characteristics positively contribute to leaders’ supervisory ability and his

effectiveness Obviously, the school administrator requires all these traits; personality, physical characteristics and supervisory ability to excel in his administrative duties. When he is deficient of any of them, it affects his degree of success.

Pitfalls of Trait Approach

The application of trait approach to the study of leadership has some shortcomings. They are as follows:

- The negligence of the subordinates who have vital contributions to make in the effectiveness of the administrator;
- Variations in the research evidence of the trait theorists: This has to do with the differences in the opinions about the relationship of one trait to effective leadership. Some would state that a particular trait is very effective and important while others will claim that, that same trait is not very important or not very effective;
- The unending list of leadership trait: This means that the lists of very vital leadership traits are endless. This brings about disputes and confusion in the study of leadership;
- Most trait theories are of the opinion that effective leadership does not depend on a particular set of traits but on how well a leader's traits matches the requirements of the situation he or she is facing". This contradicts the view of presenting some leadership traits as very important traits since their effectiveness is dependent on the varying situations they are used;
- There are also the possibilities of learning some traits like: assertiveness, self-confidence, communication abilities etc. In the course of job performance contrary to the assumptions of the trait theory which claims that leadership traits are inborn;
- The erroneous impression that effective leadership depends not on who the leader is but on what the leader does and how he/she handles his tasks at different situations. This may not be separated for his/her actions, attitude or behaviour.

Personal Behaviour Theories

These theories can also be referred to as leadership behaviour approach. This approach to the study of leadership was necessitated by the inadequacies of the trait approach. This made scholars to start studying the actual behaviours of leaders. Halpphin cited in Peretomode (1991) propounded that approach has two advantages:

- There are the opportunities of observing directly the phenomena in question without mere assumption;
- There is room to differentiate between the description of the behaviours of leaders and the evaluation of the effectiveness of their behaviours performance with regards to the expected performance.

The behavioural approach to leadership tried to explain leadership from what leaders do unlike the trait approach which studied leadership from what the leaders are. The behaviour approach is also interested in explaining the relationship between "behavioural and work group performance". Like the trait approach, the behavioural approach also sort for "one best way"

leadership that could be effective in all situations despite other situational factors. This implies that the leader could employ just a style of leadership in all cases and places not minding variations in situations. This may not be possibly applied to school leadership because school heads are expected to employ several other styles of leadership other than “one best way” in administering their school (Armstrong, 2009).

CHARACTER DEVELOPS OVER TIME

Many think that much of a person’s character is formed early in life. However, we do not know exactly how much or how early character develops but, it is safe to claim that character does not turn quickly into observable behaviour. This behaviour can be strong or weak, good or bad, a person with strong character exhibits drive, energy, determination, self-discipline, will power, and sees what he wants and go after it. That attracts followers, in order words, a person with weak character exhibit none of these traits. He does not know what he wants, here, traits are disorganized, he stagger, waffle and is inconsistent, he will attract no follower.

A strong person can be good or bad. A gang leader is an example of a strong person with a bad character while an outstanding community leader is one with both strong and good characteristics. An organization needs leaders with both strong and good characteristics, people who will project them to future and show that they can be trusted. To be an effective leader, your subordinate must have trust in you and they need to be told on your views. Kornferry International, an executive search on what organizations want from their leaders discovered that the respondents said they wanted people who were both ethical and who convey a strong view of the future. In any organization, a leader’s actions set the pace. This behaviour wins trust, loyalty and ensures the organizations continue loyalty. One of the ways to build trust is to exhibit a good sense of character composed of beliefs, values, skills and traits (U.S Army handbook, 2012):

Beliefs: Beliefs are the things we hold dear to us and are rooted deeply within us. They could be assumptions that you hold true regarding people, concepts or things. They could be the beliefs about death, religion, what is good, what is bad and what human nature is.

Values: Values are attitudes about the worth of people, concepts or things for example; you might value a good home, friendship, personal comfort or relatives. Values are vital as they influence people. For example, you may value friends more than privacy, while others might be the opposite.

Skills: Skills are the knowledge and abilities that a person gains throughout life. The ability to learn a new skill varies from one individual to another. Some skills come almost naturally while others come only by complete devotion to study and practice.

Traits: Traits are distinguishing qualities or characteristics of a person while character is the total of these traits. There are hundreds of personality traits far too many to be discussed here. In order words, we will focus on a few that are important for a leader. The more of these you show case as a leader, the more your subordinate will believe and trust you.

Standard Bearers: Establish the ethical framework within an organization. This demand a dedication to live and defend the climate and culture that you want to permeate your

organization. What you set as an example will soon become the rule unlike knowledge. Ethical behaviour is learned more by observing than listening. And in fast moving situations, examples become certainty. Being a standard bearer creates trust and openness in your employees, who in turn fulfill your visions.

Developers: This helps others to learn through teaching, training, and coaching, this creates an interesting avenue to work and learn. Never miss an opportunity to teach or learn something new yourself. Coaching means someone who cares enough to get involved by encouraging and developing others who are less experienced. Employees who work for leaders who educate them know that they can take risk, learn by making mistakes and winning at last.

Structure, Consideration and Followers

Followers perceived their leader's behaviour in terms of two categories referred to as consideration and structure Fleishman (1998) in Army Strongly handbook (2012). Leaders who have good and strong traits tend to exhibit consideration towards others, consideration may be defined as behaviour involved in fostering effective relationships. Okoroma (2007) and Adesina (2011) opined that consideration is the behaviour that indicates mutual trust, respect, worthy and rapport between the leader and the group he is supervising. Leadership behaviour tries to emphasize a deeper concern for group member's needs. It also includes such behaviour that allows followers opportunities to participate more in decision-making and encourage more of two-way communication. These behaviour elements contribute to an effective organization.

Initiating structure is the action of a leader who is focusing on task accomplishment, such as clarifying work roles informing followers of the performance standards, or assigning a follower to a particular task. These two components structure and consideration are the parts that make up the leadership and are the basis for how followers act in their roles:

- The structure gives the organization its form and dictates the way it will interact;
- The leaders determine the ultimate effectiveness of the organization as the character (consideration) and skills (structure) they bring determines the way issues are solved and tasks are accomplished;
- The followers respond to the structure and the leader to consideration.

CONCLUSION

Leadership through respectable character is a necessary quality that must be possessed by all leaders. Leadership shapes the direction and purpose of all organizations. A leader is therefore, supposed to possess good character to enable him to perform more effectively towards the realization of the organization's goals and objectives. The author discussed extensively the concepts of leadership character and the need for leaders to have appreciably character that will reposition him to be a world class leader. A leader should possess the quality of humility, integrity, self-control, self-confidence and compassion in all his dealings in the organization, while maintaining respectable distance between him and his subordinates.

Suggestions

The following suggestions were made based on the findings of the study:

- Leaders should pose the right character needed in leading organization.
- In the events of selecting leaders in organization or institution, leaders with respectable characters should be considered.

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