

THE LEGITIMATE LEADERSHIP MODEL

Trust in management and its corollary, the commitment of employees to willingly make an above and beyond contribution to realising the company's objectives, is what every employer strives for but often gives up on.

The Legitimate Leadership Model which addresses the core issue of willingness at work grew from research done in the South African gold mining industry in the late 1980s when relationships between employers and employees were even more stressed than they are today.

The research, which set out to measure the trust levels of workers in management on mines, produced unexpected results. There was no correlation between trust and overarching factors like politics or race. Surprisingly, the results also did not indicate any connection between trust and physical conditions (in the hostels and underground), labour mix, rates of pay, and the presence or not of a union on the mine. If management-employee relations had improved or worsened it was only because management had either attended or not attended to employee concerns or problems.

Managers, individually and hence collectively, were accepted or rejected on the strength of their perceived interest in the wellbeing of their employees. The leadership of any mine was seen to be legitimate and worthy or not of support on this basis only.

Subsequently what has been demonstrated is that employees' perceptions of management's interest in their wellbeing is not determined by the sophistication of the company's human resources practices and systems. It is a function of the relationship that each employee has with their immediate manager at every level in the hierarchy.

Only when individual managers have a genuine concern for their people as human beings and enable them to realise the best in themselves will their people be willing. It is two drops of essence, care and growth, which gives those in authority legitimacy, not money.

The Legitimate Leadership Model has been applied in over 300 diverse organisations in 30 countries over the past 25 years. What Legitimate Leadership does is help leaders at every level to transform their organisation through applying the Legitimate Leadership Model, so the organisation is characterised by the following:

LEGITIMACY	TRUST	CONTRIBUTION	ACCOUNTABILITY
The collective leadership of the organisation is seen to be legitimate and has the support of the majority of employees to being led by them.	Employees throughout the organisation are convinced that both those they report to as well as their colleagues have their best interests at heart, and therefore they trust them.	The average employee is committed to the organisation's objectives and is willing to make an above-and-beyond contribution to realising those objectives.	Less than the best performance by people is not tolerated, as evidenced by the fact that at all levels employees take accountability for, and are held accountable for, their contribution.

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