



# INTRODUCTION TO THE LEGITIMATE LEADERSHIP MODEL

The Legitimate Leadership Model provides a unique framework for cultivating trust, loyalty and willingness amongst employees in an enterprise, based on legitimate leadership. It is based on a premise that the key problem facing leaders at work is to establish a sense of legitimacy for their leadership. Moreover, that there are universal criteria for legitimate power.

**T**hese criteria were first established from seminal research and have since been validated in diverse contexts all over the world in the last 20 years.

The key insight from the initial research was that trust in management is granted or withheld singularly on the basis of employees' perception of leaderships' genuine concern for employee welfare. By this is meant that leaders have a sincere and genuine concern for those in their charge and that this is evidenced by enabling their people to realise the best in

**“This approach unleashed a spirit of Generosity and courage in our people that we would not have thought possible.”**

– Graham Edwards Managing Director, African Explosives Limited

## TOPICS COVERED

### THE ISSUE OF POWER

The issue of power in the workplace and the difference between power and control.

### INTENT

The core criterion for excellence in leadership – intent and the intent test.

### KEY PRINCIPLES WHICH UNDERPIN THE LEGITIMATE LEADERSHIP MODEL

**Principle One** – Power by Permission.

**Principle Two** – The Price of Power.

**Principle Three** – Growth and the incremental suspension of control.

**Principle Four** – Maturity means being here to give, acting with generosity and courage.

### LEADERSHIP VALUES

The difference between values and needs driven behaviour and how values affect a leader's ability to lead others.

### GROWTH BY GROWING OTHERS

Understanding the process of a leader's personal maturation and its impact on organisational excellence.

### ALIGNING LEADERSHIP TO THE CARE AND GROWTH CRITERIA

Determining, from global experience, what is required to align the leadership of an enterprise to the Care and Growth criteria.

themselves. The universal criteria for legitimate power, in other words, are Care and Growth.

While the above sounds staggeringly simple, the practicalities of the approach are not at all clear to those in authority in an organisation.

This is because they are principally held accountable for results, for what they are getting from their people, rather than from what they are giving to them in terms of Caring and Growing them.

The two day workshop provides those in leadership positions with an understanding of the Legitimate Leadership framework and an opportunity to assess the degree to which they are currently aligned to the Care and Growth criteria. It also deals with the practical application of the framework and the integration of the principles into day to day leadership practices.

**“This leadership model has the potential to transform your organisation by transforming those who work there...The only reason why transformation is not attainable is a lack of courage.”** –

Hendrik Koornof, HR Director, Babcock International Group

## MEET YOUR HOST

### Joshua Hayman

Director, Legitimate Leadership



**07 & 08 OCTOBER 2026**  
**R7 950 PER PERSON** (excl VAT)

Legitimate Leadership Office, The Offices Of Hyde Park, Block A, 1 Strouthos Place, Hyde Park, Johannesburg

08:30 - 16:30 SAST