

LEADERSHIP

Leadership

- ▶ The ability to influence a group toward the achievement of goals.

Summary of Theories

- ▶ Trait: characteristics of the person
 - ▶ Personality Traits
 - ▶ Social Traits
 - ▶ Physical Characteristics
- ▶ Situational or Contingency: conditions affect leadership. Knowledge of the situation and the needs of the employees is important in determining style

Trait Theories

- ▶ Trait: characteristics of the person
 - ▶ Physical Characteristics
 - ▶ Abilities
 - ▶ Personality Traits
- ▶ Traits consistently associated with leadership
 - ▶ ambition and energy
 - ▶ the desire to lead
 - ▶ honesty and integrity
 - ▶ self-confidence
 - ▶ intelligence
 - ▶ job-relevant knowledge

Behavioural Theories of Leadership

- ▶ Propose that specific behaviours differentiate leaders from nonleaders
 - ▶ Initiating Structure (e.g., task-orientation, work-orientation, production-orientation)
 - ▶ Consideration (employee needs and concerns)
 - ▶ Examples: Ohio Studies, Michigan Studies, Managerial Grid

Exhibit 8-3

The Managerial Grid



Concern for Production

Situational Leadership Theories

- ▶ Stress the importance of considering the context when examining leadership
- ▶ Fiedler Contingency Model
- ▶ Hersey and Blanchard's Situational Theory
- ▶ Path-Goal Theory
- ▶ Substitutes for Leadership

Fiedler Contingency Model

- ▶ Effective group performance depends upon the proper match between the leader's style and the degree to which the situation gives control to the leader
- ▶ Least preferred co-worker (LPC) questionnaire determined whether individuals were primarily interested in
 - ▶ good personal relations with co-workers, and thus relationship oriented
 - ▶ productivity, and thus task oriented
- ▶ Fiedler assumed that an individual's leadership style is fixed.

Fiedler's Contingencies

- ▶ Leader-member relations: The degree of confidence, trust, and respect members have in their leader.
- ▶ Task structure: The degree to which the job assignments are procedurized (that is, structured or unstructured).
- ▶ Position power: The degree of influence a leader has over power variables such as hiring, firing, discipline, promotions, and salary increases.

Hersey and Blanchard's Situational Theory

- ▶ Follower: unable and unwilling
 - ▶ leader needs to give clear and specific directions (in other words, be highly directive)
- ▶ Follower: unable but willing
 - ▶ leader needs to display high task orientation to compensate for the follower's lack of ability, and high relationship orientation to get the follower to "buy into" the leader's desires (in other words, "sell" the task)
- ▶ Follower: able but unwilling
 - ▶ leader needs to use a supportive and participative style
- ▶ Follower: both able and willing
 - ▶ leader doesn't need to do much (in other words, a laissez-faire approach will work)

Path-Goal: Styles

- ▶ Directive: informs subordinates of expectations, gives guidance, shows how to do tasks
- ▶ Supportive: friendly and approachable, shows concern for status, well-being and needs of subordinates
- ▶ Participative: consults with subordinates, solicits suggestions, takes suggestions into consideration
- ▶ Achievement oriented: sets challenging goals, expects subordinates to perform at highest level, continuously seeks improvement in performance, has confidence in highest motivations of employees

Exhibit 8-4 Path-Goal Theory

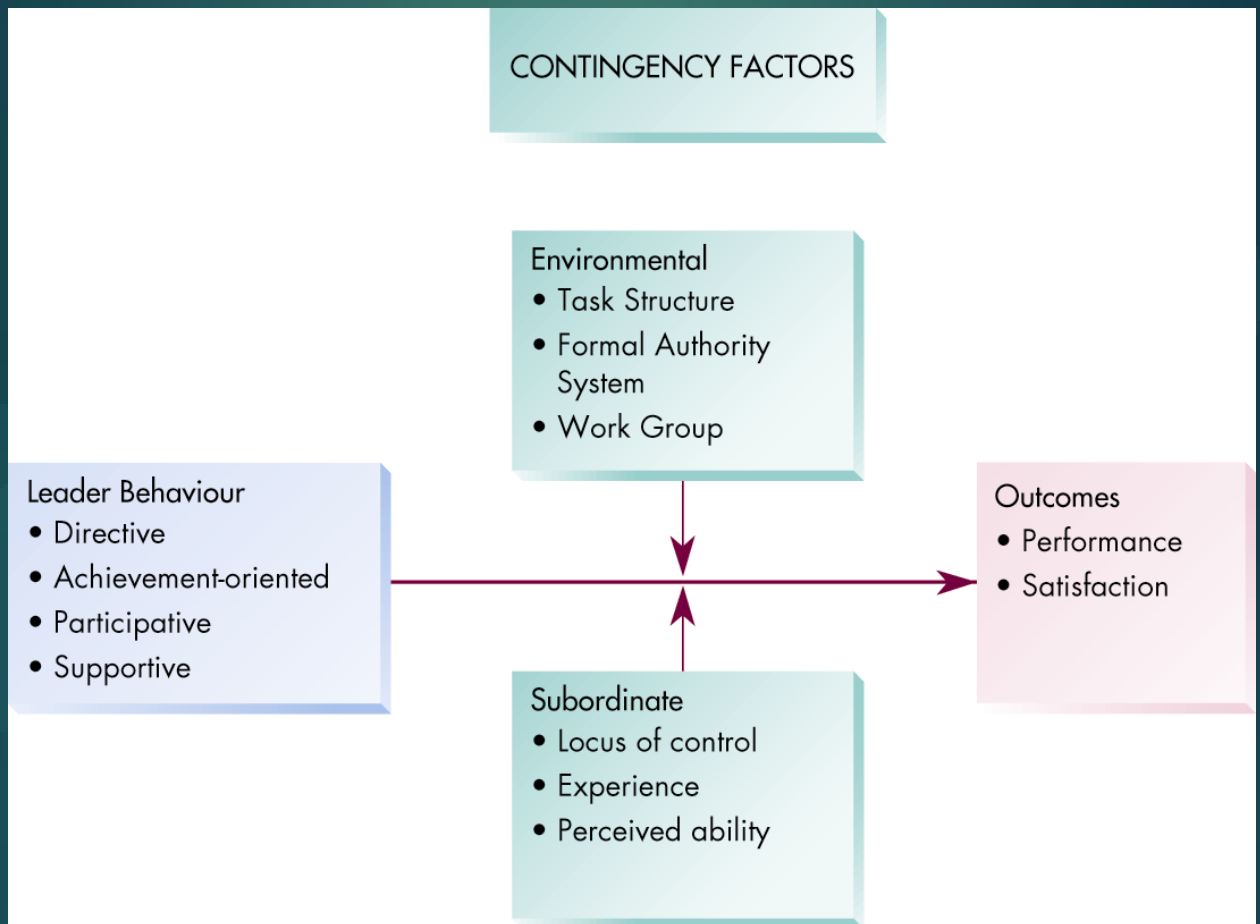


Exhibit 8-5

Substitutes and Neutralizers for Leadership

| Defining Characteristics | Relationship-Oriented Leadership | Task-Oriented Leadership |
|---|--|--|
| <p>Individual</p> <ul style="list-style-type: none"> Experience/training Professionalism Indifference to rewards | <p>No effect on Substitutes for Neutralizes</p> | <p>Substitutes for Substitutes for Neutralizes</p> |
| <p>Job</p> <ul style="list-style-type: none"> Highly structured task Provides its own feedback Intrinsically satisfying | <p>No effect on No effect on Substitutes for</p> | <p>Substitutes for Substitutes for No effect on</p> |
| <p>a Organization</p> <ul style="list-style-type: none"> Explicit formalized goals Rigid rules and procedures Cohesive work groups | <p>No effect on No effect on Substitutes for</p> | <p>Substitutes for Substitutes for Substitutes for</p> |

Exhibit 8-6

Characteristics of Transactional and Transformational Leaders

Transactional Leader

Contingent Reward: Contracts exchange of rewards for effort, administers rewards for good performance, recognizes accomplishments.

Management by Exception (active): Watches and searches for deviations from rules and standards, takes corrective action.

Management by Exception (passive): Intervenes only if standards are not met.

Laissez-Faire Leader: Abdicates responsibilities, avoids making decisions.

Transformational Leader

Charisma: Provides vision and sense of mission, instills pride, gains respect and trust.

Inspiration: Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways.

Intellectual Stimulation: Promotes intelligence, rationality, and careful problem-solving.

Individualized Consideration: Gives personal attention, treats each employee individually, coaches, advises.

Practising to Be Charismatic

- ▶ Project a powerful, confident, and dynamic presence
- ▶ Articulate an overarching goal
- ▶ Communicate high-performance expectations and confidence in others' ability to meet these expectations
- ▶ Be sensitive to the needs of followers

Summary and Implications

- ▶ Leadership plays a central part in understanding group behaviour
- ▶ The study of leadership has expanded to include more heroic and visionary approaches to leadership
- ▶ Male and female leadership styles tend to be more alike than different, although there are differences
- ▶ Effective team leaders perform four roles:
 - ▶ they act as liaisons
 - ▶ they are troubleshooters
 - ▶ they manage conflict
 - ▶ they coach team members
- ▶ Empowered leadership is not the preferred leadership style of all occasions
- ▶ National culture as an important variable in choosing a leadership style
- ▶ Leadership is not value free