LEADERSHIP

MGT213
MANAGEMENT PRACTICES AND
ORGANIZATIONAL BEHAVIOR
Topic 6 | Week 6
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TOPICS TO LEARN

- ❑ The Meaning of Leadership
- ❑ Leadership vs Management
- ❑ Leadership and Power
- ❑ Contingency Theories of Leadership

Leadership is both a process and a property.

Process: It involves noncoercive influence to shape goals, motivate behavior, and define culture.

Property: It's the set of characteristics attributed to individuals perceived as leaders.

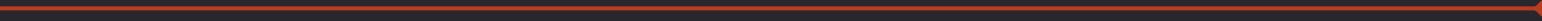**Leaders** are people who influence others without force.

Are all Managers Leaders?

Ideally, all managers should be leaders as leading is a key management function.

LEADERSHIP VS MANAGEMENT

Activity	Management	Leadership
Creating an agenda	Planning and Budgeting.	Establishing Direction.
Developing a human network for achieving the agenda	Organizing and Staffing.	Aligning People.
Executing plans	Controlling and Problem Solving.	Motivating and Inspiring.
Outcomes	Produces a degree of predictability and order.	Produces change.

LEADERSHIP AND POWER

A. Legitimate Power
- Derived from one's position or authority in the organization.
- Broader than reward and coercive power.

B. Reward Power
- Ability to provide positive rewards.
- Rewards can include money, promotions, recognition, etc.

C. Coercive Power
- Ability to punish or control.
- Relies on fear of negative consequences.

D. Expert Power
- Based on expertise, skills, or knowledge.
- Enhanced if the individual's skills are critical to the group.

E. Referent Power
- Arises from admiration or desire to be associated with the person.
- Developed through personal traits or desirable resources.

The **Fiedler contingency model** proposed that effective group performance depends on matching the leader's style with the situational control and influence.

Premises

☐ A certain leadership style would be most effective in different types of situations

☐ Assumes a leader's style remains fixed regardless of the situation.

Keys
- ☐ Define leadership styles and situations.
- ☐ Identify appropriate combinations of style and situation.

Leadership Style
- ☐ Task-Oriented Leadership
- ☐ Relationship-Oriented Leadership

Think of the person with whom you can work least well. S/He may be someone you knew in the past or someone you are currently working with in a group. S/He does not have to be the person you like the least but should be the person with whom you had the most difficulty in getting a job done. Describe below how this person appears to you by placing a check in the appropriate place on the scale.

The Fiedler Model: The Least-Preferred Coworker (LPC) Questionnaire

	Always		Sometimes		Sometimes		Always		
Pleasant	8	7	6	5	4	3	2	1	Unpleasant
Friendly	8	7	6	5	4	3	2	1	Unfriendly
Rejecting	1	2	3	4	5	6	7	8	Accepting
Tense	1	2	3	4	5	6	7	8	Relaxed
Distant	1	2	3	4	5	6	7	8	Close
Cold	1	2	3	4	5	6	7	8	Warm
Supportive	8	7	6	5	4	3	2	1	Hostile
Boring	1	2	3	4	5	6	7	8	Interesting
Quarrelsome	1	2	3	4	5	6	7	8	Harmonious
Gloomy	1	2	3	4	5	6	7	8	Cheerful
Open	8	7	6	5	4	3	2	1	Guarded
Backbiting	1	2	3	4	5	6	7	8	Loyal
Untrustworthy	1	2	3	4	5	6	7	8	Trustworthy
Considerate	8	7	6	5	4	3	2	1	Inconsiderate
Nasty	1	2	3	4	5	6	7	8	Nice
Agreeable	8	7	6	5	4	3	2	1	Disagreeable
Insincere	1	2	3	4	5	6	7	8	Sincere
Kind	8	7	6	5	4	3	2	1	Unkind

LPC Scores
High LPC score (64 or above): Relationship-oriented.
Low LPC score (57 or below): Task-oriented.
Some individuals may fall between these extremes.

Contingency Dimensions
❑ **Leader-Member Relations:** Good or poor.
❑ **Task Structure:** High or low formalization.
❑ **Position Power:** Strong or weak influence over activities.

Hersey and Blanchard's Situational Leadership Theory

This model, called **situational leadership theory (SLT)**, is a contingency theory that argues that **successful leadership is achieved by selecting the right leadership style which is contingent on the level of the followers' readiness**.

Acceptance: Leadership effectiveness depends on whether followers accept or reject a leader.

Readiness: The extent to which followers have the ability and willingness to accomplish a specific task.

SLT uses the same two leadership dimensions that Fiedler identified: **task** and **relationship behaviors**.

Telling	**High Task Low Relationship**	The leader defines roles and tells people what, how, when, and where to do various tasks.
Selling	**High Task High Relationship**	The leader provides both directive and supportive behavior.
Participating	**Low Task High Relationship**	The leader and followers share in decision making; the main role of the leader is facilitating and communicating.
Delegating	**Low Task Low Relationship**	The leader provides little direction or support.

CONTINGENCY THEORIES OF LEADERSHIP
Hersey and Blanchard's Situational Leadership Theory

	Unable	Able
Unwilling	**R1** **Telling** People are both unable and unwilling to take responsibility for doing something. Followers aren't competent or confident. **Leadership** High Task Low Relationship	**R3** **Participating** People are able but unwilling to do what the leader wants. Followers are competent, but don't want to do something. **Leadership** Low Task High Relationship
Willing	**R2** **Selling** People are unable but willing to do the necessary job tasks. Followers are motivated but lack the appropriate skills. **Leadership** High Task High Relationship	**R4** **Delegating** People are both able and willing to do what is asked of them. **Leadership** Low Task Low Relationship

The SLT says –

- [ ] if followers are at **R1** (unable and unwilling to do a task), the leader needs to use the **telling** style and give clear and specific directions;
- [ ] if followers are at **R2** (unable and willing), the leader needs to use the **selling** style and display high task orientation to compensate for the followers' lack of ability and high relationship orientation to get followers to "buy into" the leader's desires;
- [ ] if followers are at **R3** (able and unwilling), the leader needs to use the **participating** style to gain their support; and
- [ ] if employees are at **R4** (both able and willing), the leader doesn't need to do much and should use the **delegating** style.

The **path-goal theory** states that the leader's job is to assist followers in attaining their goals and to provide direction or support needed to ensure that their goals are compatible with the goals of the group or organization.

Directive Leader	Supportive Leader	Participative Leader	Achievement-Oriented Leader

Vroom's approach concerns itself with only a single aspect of leader behavior: **subordinate participation in decision making**.

Vroom's decision tree approach assumes that the degree to which subordinates should be encouraged to participate in decision making depends on the characteristics of the situation.

Decision-Making Styles

Decide	The manager makes the decision alone and then announces or "sells" it to the group.
Consult (Individually)	The manager presents the program to group members individually, obtains their suggestions, and then makes the decision.
Consult (Group)	The manager presents the problem to group members at a meeting, gets their suggestions, and then makes the decision.
Facilitate	The manager presents the problem to the group at a meeting, defines the problem and its boundaries, and then facilitates group member discussion as they make the decision.
Delegate	The manager allows the group to define for itself the exact nature and parameters of the problem and then to develop a solution.

THANK YOU