# Leadership

- The use of power and influence to direct the activities of followers toward goal achievement

Characterized by
- Traits
- Decision making styles
- Behaviours
- Types
- effectiveness

Leaders can come from anywhere, charisma can be developed and learned.

Leader traits / Characteristics

- What traits distinguish leaders from non leaders?

Effectiveness - Degree to which the leaders action results in the achievement of the units goals
Emergence - process of becoming a leader

| Trait | Emergence or Effectiveness? |
| --- | --- |
| High Conscientiousness | Emergence |
| Low agreeableness | Emergence |
| Low neuroticism | Neither |
| Openness to experience | both |
| Extraversion | both |
| Cognitive ability | both |
| Energy level | both |
| Stress tolerance | both |
| Self-confidence | both |

Leaders formerly used to be only considered men. Modern perceptions of leaders have shifted to leaders of any gender.

Leader decision styles
- Leaders can be separated by the dstyle they use when making important decisions
- Styles vary depending on how much control is retained by the leader, and how much control is given to the followers

Delegative style
- Leader gives the employee responsibilities

Facilitative style
- Present problem and seeks consensus or solution. Opinion is equal to others.

Consultative style
- Leader presents problems and asks for opinions and suggestions

Autocratic style
- Leader is the sole decision maker. Total control.

Transactional
- Contingent reward and punishment
    - Traditional conditioning
    - Most important/effective
- Management by Exception
    - Leader monitors mistakes and errors and takes corrective actions as needed
    - Sometimes necessary
- Management by Exception
    - Leader waits around for mistakes and errors then takes corrective action as needed
    - No good
- Laissez-faire
    - Hands off approach, no leadership
    - No good

Transformational
- Idealized influence
    - Has admiration, respect, and trust of followers
    - High moral

- Inspirational Motivation
    - Fosters enthusiasm for and commitment to a shared vision
    - Champions collective goals/vision
- Intellectual stimulation
    - Challenges followers to be creative and innovative
    - Challenges others to be innovative
- Individual consideration
    - Helps followers through coaching and mentoring.
    - Helps individuals

Transformational leadership behaviour relatively more effective when employees are insecure

Transactional leadership behavior is more effective when employees have a clear goal.

Followership styles:
- Passive
    - "Yes sir"
    - Waits for leader to determine solution, acts upon it
- Proactive
    - "What if", "Have you thought of…"
    - Helps a leader make decisions
        - Proactively sharing information

Example MC Question:
You are trying to maximize your employees motivation to contribute to your unit. Which of the following leadership options would be most successful?
- Make sure he stays on track by using passive management-by-exception.
- Make sure he is focusing on the right tasks by using a considerate style
- Encourage him to suggest novel methods or solutions for the unit
- Help him deal with stressful workload by providing contingent rewards.