

- **Leadership**



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**Management  
course material-  
Chapter 4.-5.  
page 24.-33.**

# Outline

- ❑ What is leadership?
- ❑ Leadership vs. Power
- ❑ Theories on Leadership
  - ❑ Traits
  - ❑ Leadership Behaviors
  - ❑ Situational Approaches



# What is leadership?



**Influencing the behaviour's of others....**

Leadership is...

WORK

Peter Drucker

# BEING A LEADER...

It is a role, but not like acting in a theater.  
The leader have to be role-identical. You only  
should show that values, that you have.

You should not be more patient, more  
humane, nicer, BUT should not be more tough,  
strict, etc...

Know your values, represent them, assertively.

THE DIFFERENCE BETWEEN

# MANAGERS & LEADERS

17 TRAITS THAT SET THEM APART

It takes more than just a title to inspire people to get behind you.

So what separates a good manager from a great leader?

Here are 17 traits that distinguish the two. Many people have some degree of both.

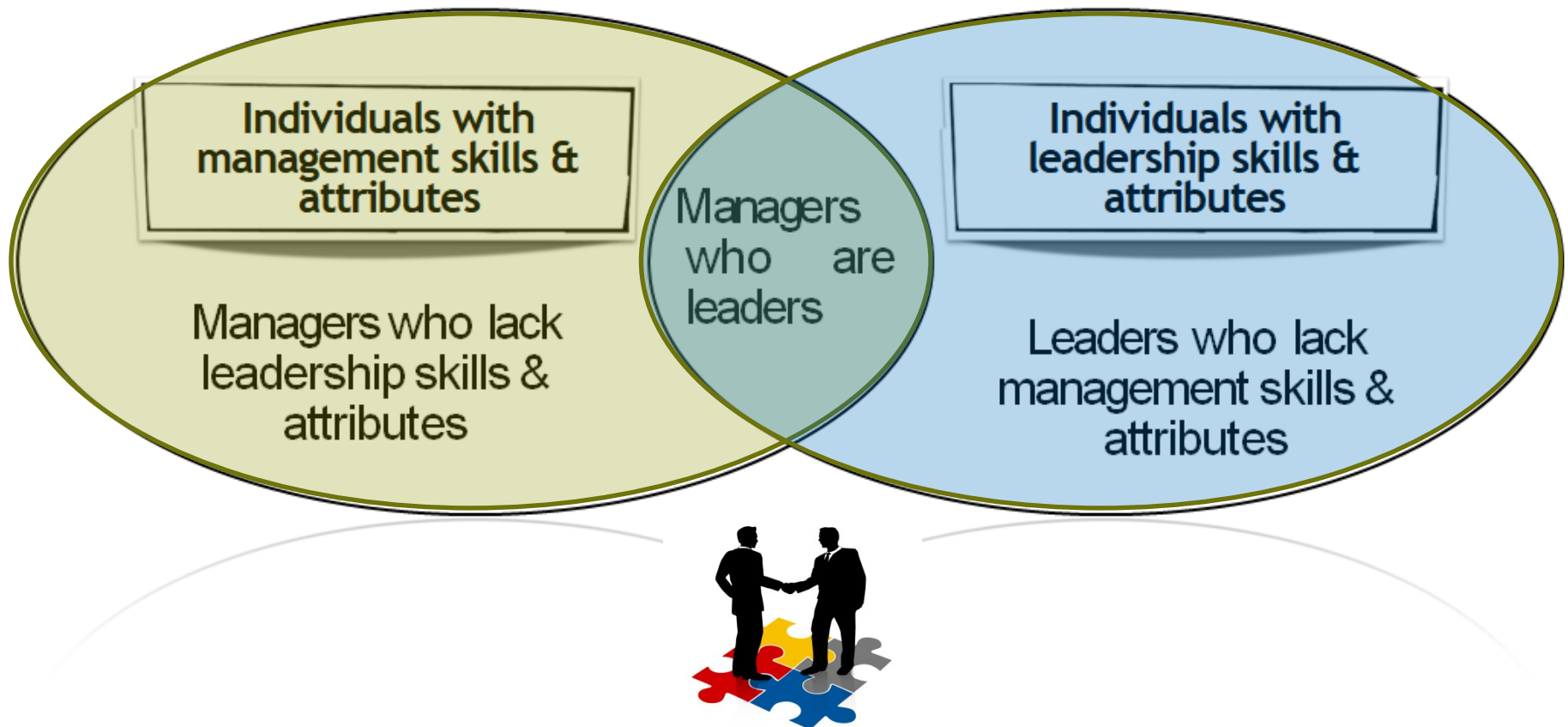
How do you stack up?

MANAGER

LEADER

<https://www.resourcefulmanager.com/leaders-vs-managers/>

# Leadership is...

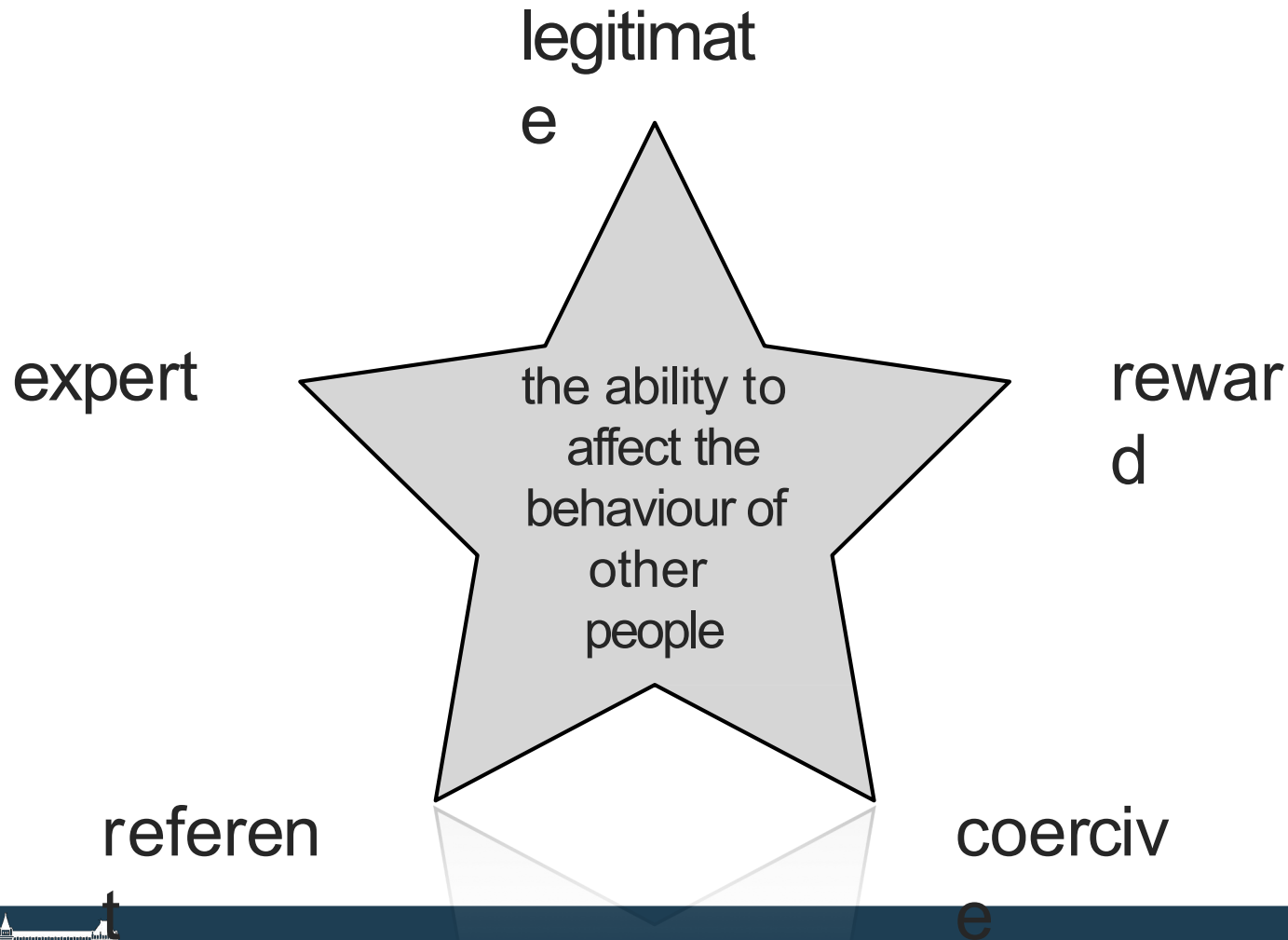


# What is the “power” of a leader?

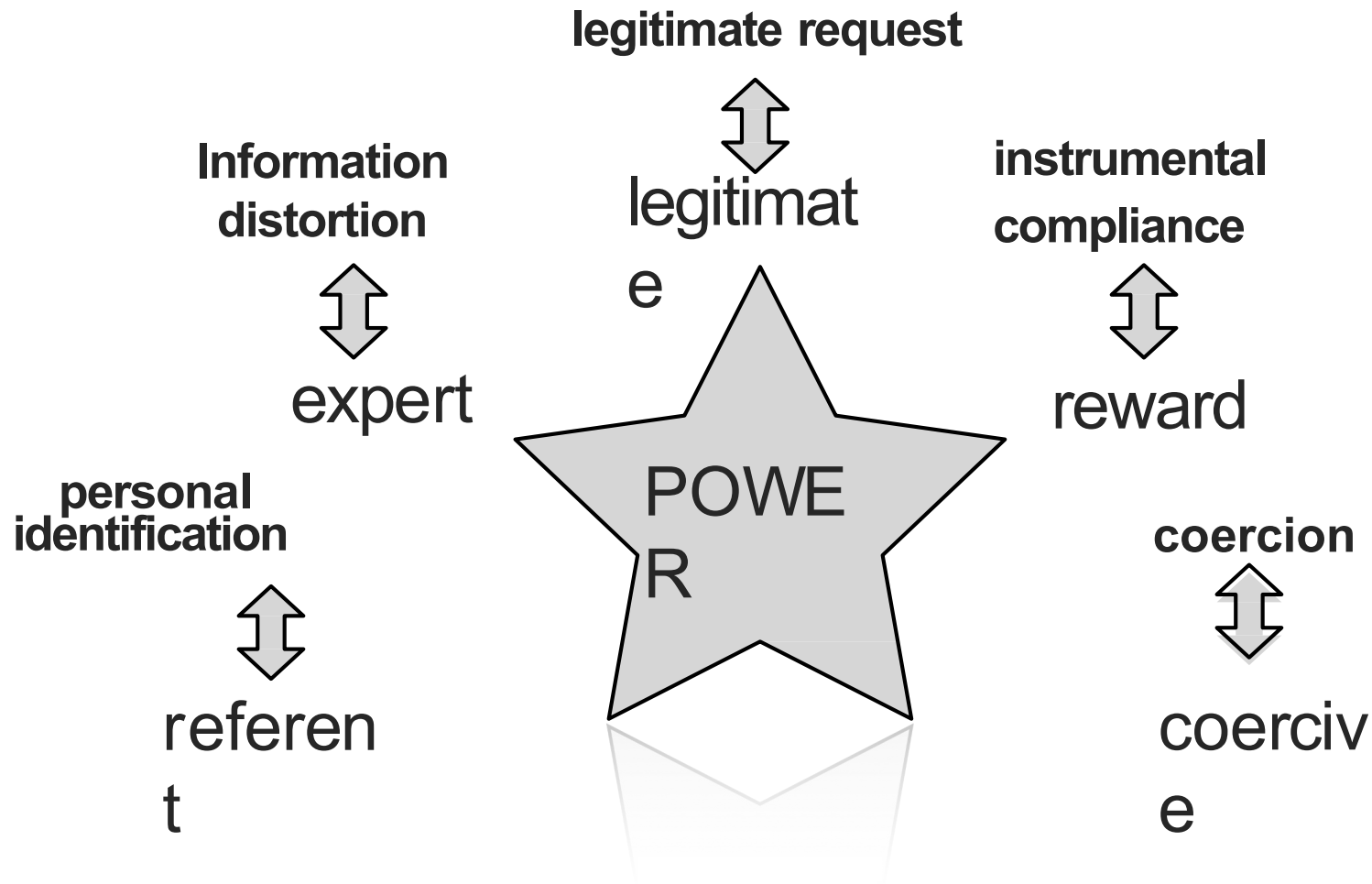


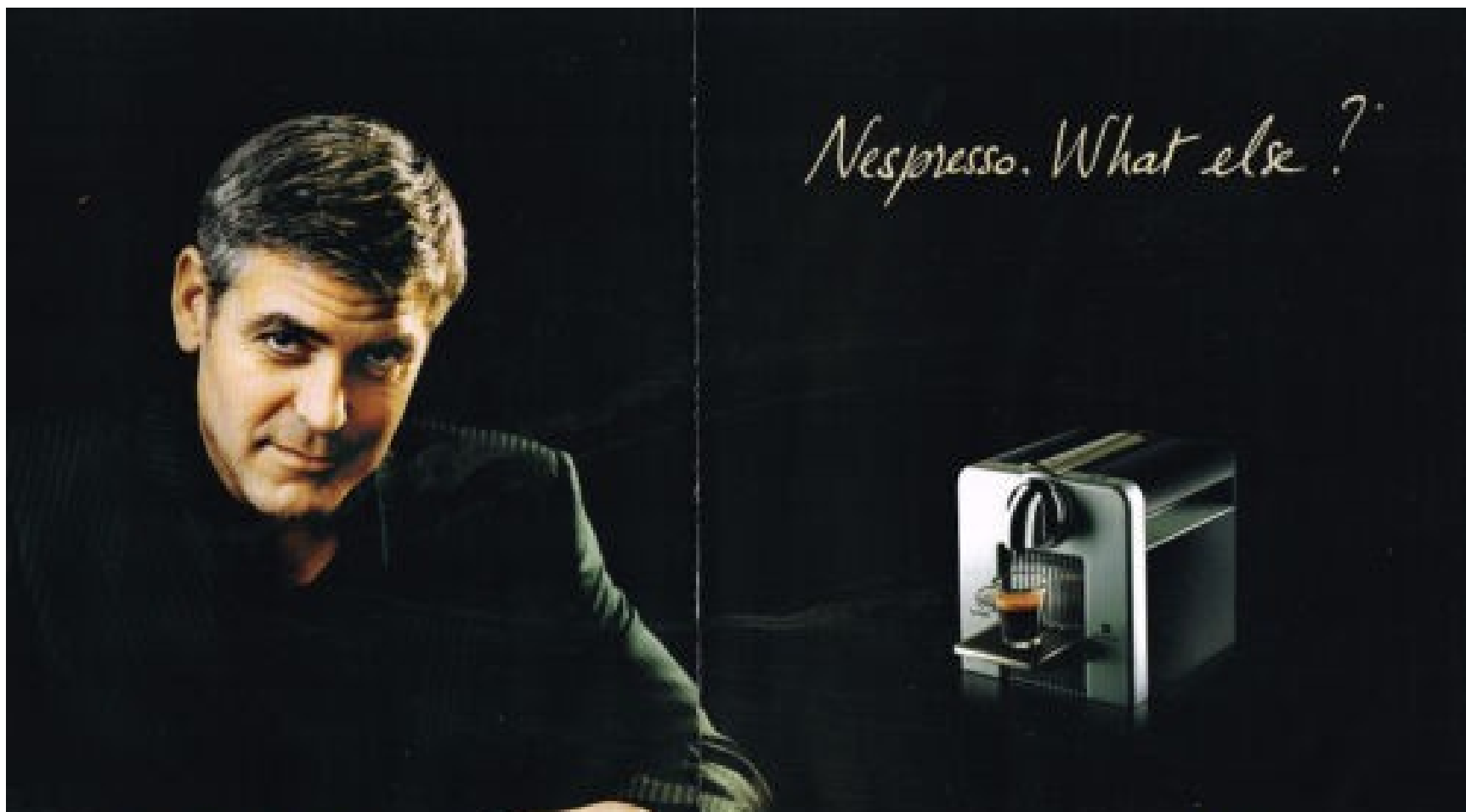


# Types of Power



# Power & Leadership





# Empowerment



# Empowerment



- Empowerment:

*Providing employees at every level, the authority and responsibility to make decisions on their own. Empowerment occurs when power goes to employees, who then experience a sense of ownership and control over their job.*

- Mutual sharing view:

*The greater the total influence leaders and followers have in the organization, the better the performance of the total system seems to be.*

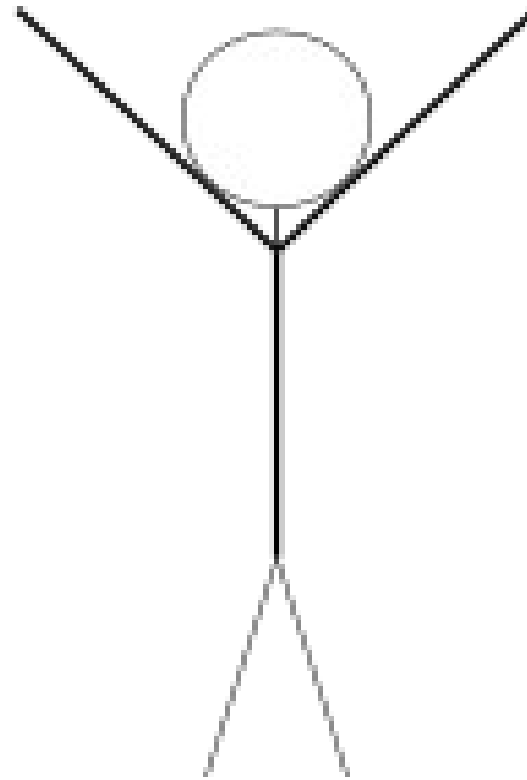
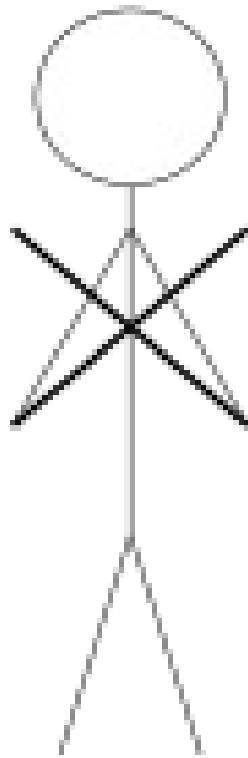
# Empowerment

- Flat organizations NEED stronger leadership, than the hierarchical org-s.



# McGregor's X-Y Theory

- Leader Attitudes -



# McGregor's X-Y Theory

*The attitudes that managers hold about the nature of people greatly influence their behavior.*

Theory X manager	Theory Y manager
thinks that employees:	
dislike work & avoid it	want self-direction & self-control in their work
have lack of ambition	want to be creative & assume responsibility
avoid responsibility	
prefer job security the most	are interested in displaying imagination and creativity to solve organizational problems
must be coerced & closely supervised to work adequately	



# Leadership Traits



- First organized approach
- Assumption: **basic (set of) traits that differentiate leaders from non-leaders**
- Hundreds of studies: disappointing results
- Valuable observation: traits vary with the situation

# Leadership Traits

We can say that great leadership comes both from basic set of traits, and gained traits by situation and problem solving.



**„We're the only species who follow  
unstable leaders.“**

**„Man is the only animal which  
follows incompetent leaders.“**

# Leadership skills

- **Intellectual skills:** logical thinking, integration of thoughts, abstraction.
- **Business skills:** performance motivation, skill to act, initiative skills stb.
- **Socio-emotional skills:** self-control, independency, objectivity, stability, adaptation.
- **Interpersonal skills:** confidence, trust, social skills, communication skills, influencing skills.

# Leadership Behaviors



# Leadership Behaviors

You will be sent to trainings, leadership trainings, managerial trainings, different „skill” trainings (how to prioritize, time-management, urgent vs important, etc, etc, etc)

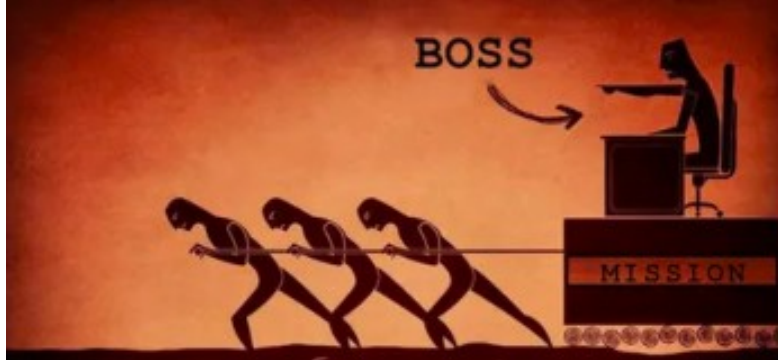
BUT by just going to these trainings, making the modules that the HR compiled to you, you will not be READY.

There is no such thing that you are READY as a LEADER.

# Leadership Behaviors

Leadership is hard work!

- Like a marriage, like a friendship, like a relationship
- There is no such thing, that „from now on, I am a good leader”
- It is not like riding a bicycle (I CAN or I CAN NOT → NO)
- Every day, every situation: hard work!



## LEADERS

ch you why and how to do it.



## BOSSSES

Tell you what to do.

BOSS

VS

LEADER

**BULLSHIT**

INTELIVATE

Between

& Leader

... Coaches them

On a drill



# Leadership Behaviors

- Assumption: behaviors of effective leaders are different from that of less effective ones.
- ✦ Continuum of Leadership (speculative)
- ✦ Michigan Studies
- ✦ Ohio State Studies
- ✦ Managerial Grid

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**Autocratic:** The leader designates the objectives and task-groups on his/her own, controls, assesses, evaluates, decides, promotes and punishes without listening to the opinion of others.

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**Democratic:** The leader allows the will of employees to prevail until certain a level. The extent of involvement varies.

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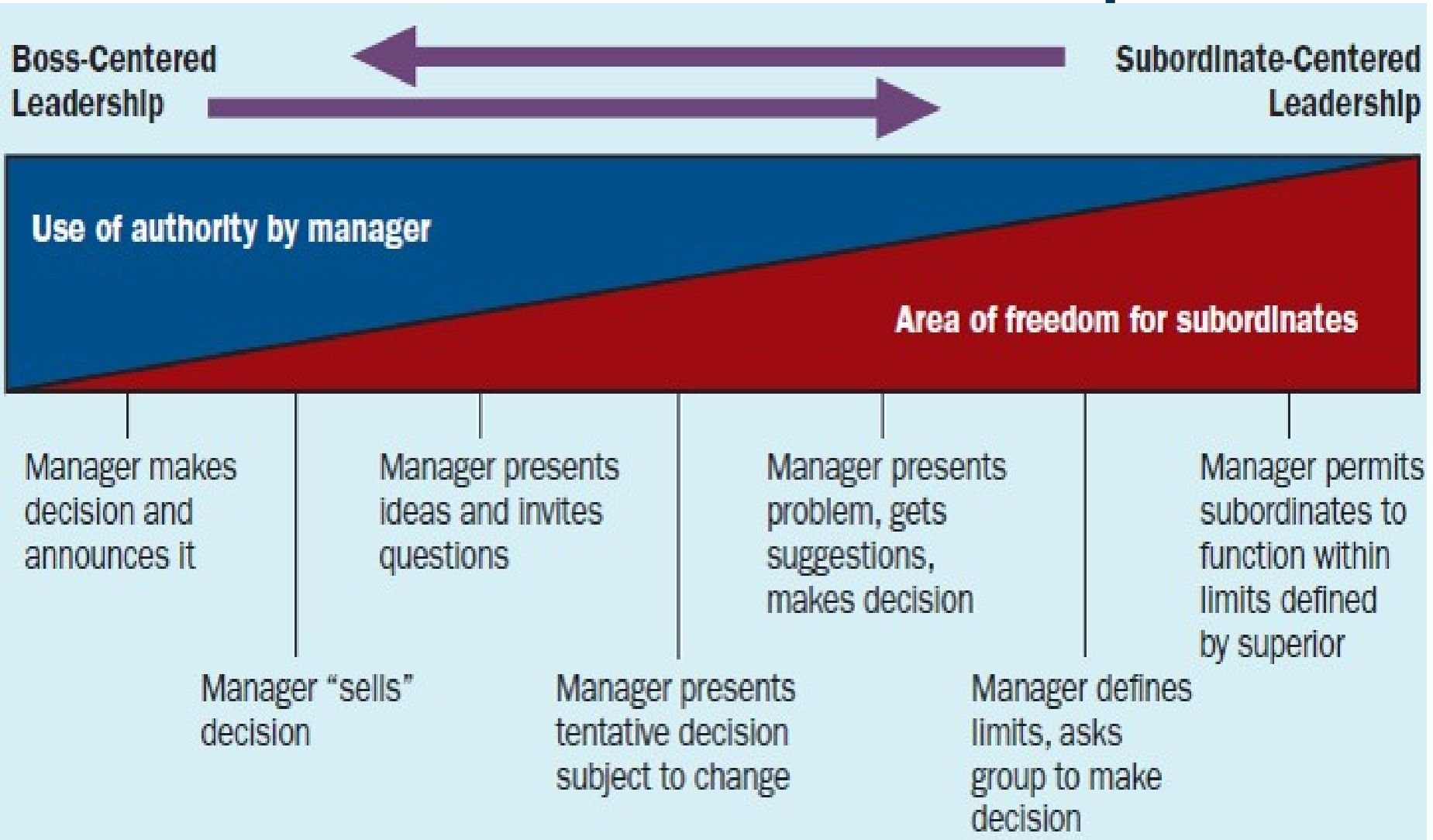
**Laissez-faire passé:** The leader does not apply impositions, instead he/she gives a free hand to employees in performing their operative tasks. The leader provides the resources, and –if necessary- interferes.

# Continuum of Leadership

*Different phases of leadership, from use of authority to the area of freedom for subordinates.*



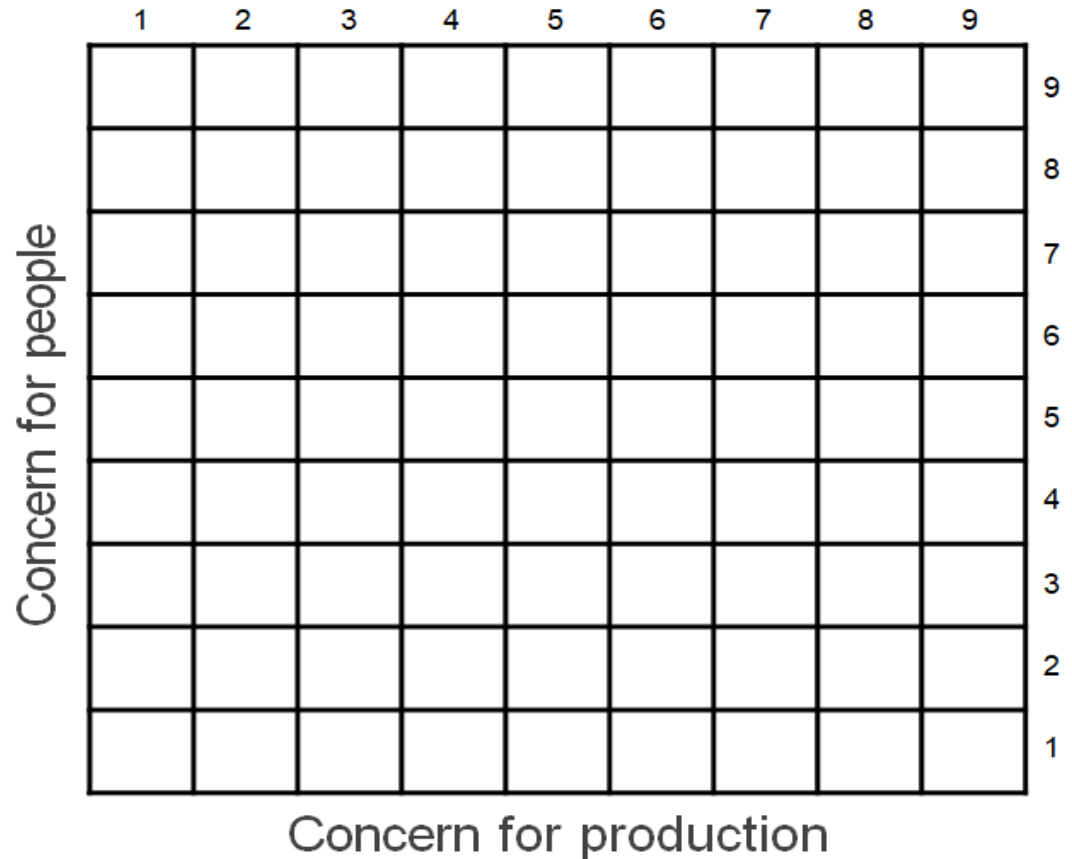
# Continuum of Leadership



# Managerial Grid

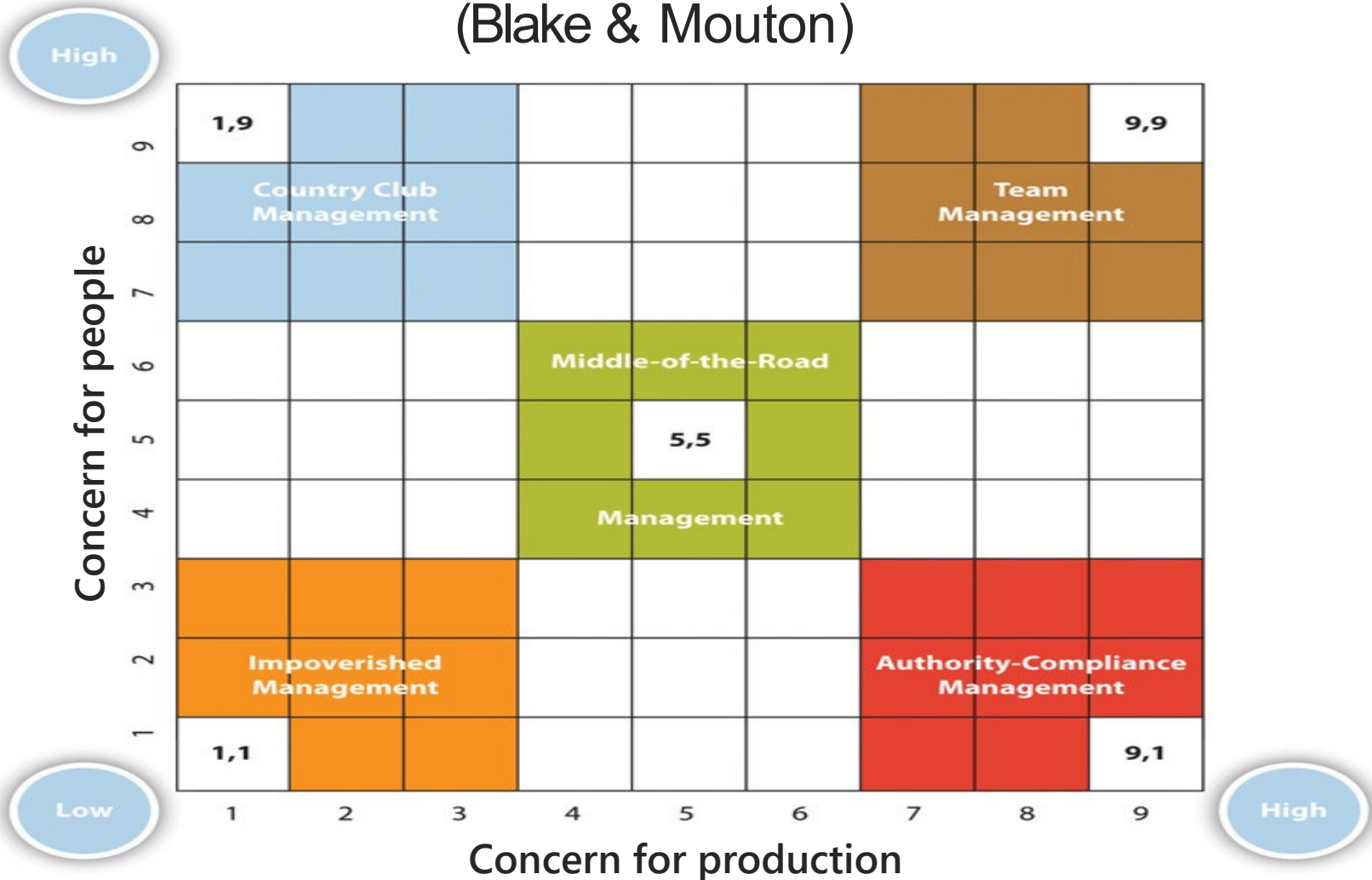
(Blake & Mouton)

- Plots leadership styles on a 2D grid:
  - ➔ framework to diagnose a leader's style
  - ➔ track the leader's movement towards the ideal style
- Focuses on five core styles



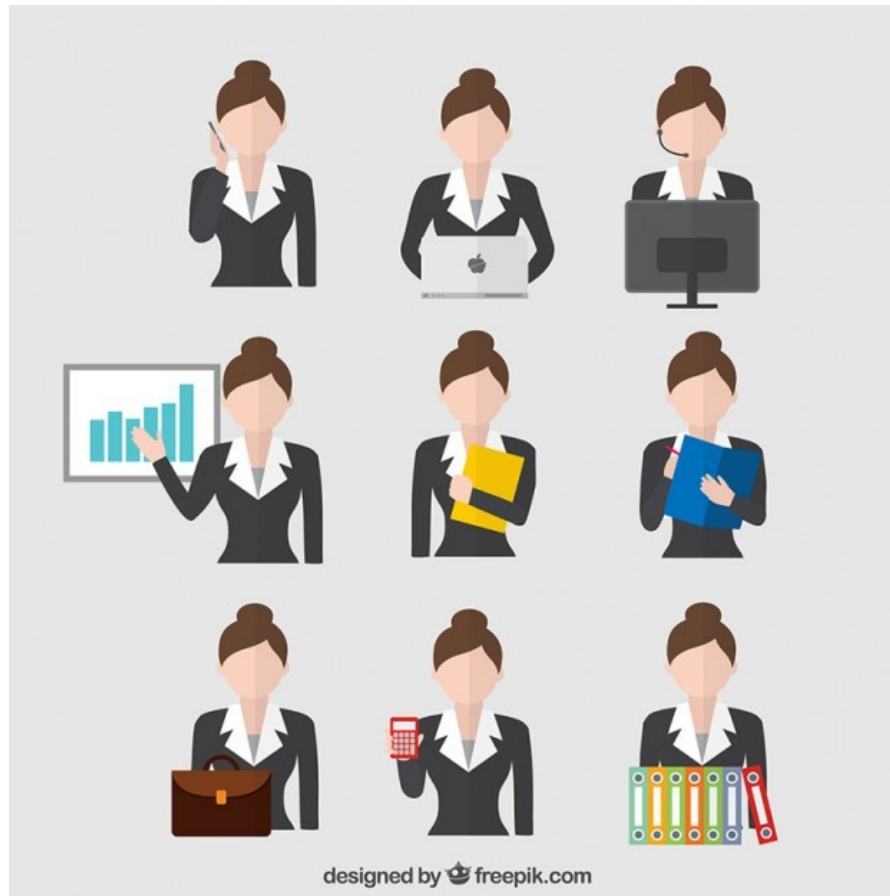
# Managerial Grid

(Blake & Mouton)





# Situational Approaches





# Situational Approaches

- Assumption: appropriate leader behaviour varies from one situation to the other.
- Contingency Theory
- Path-Goal Theory
- Vroom-Yetton-Jago Theory
- NEW approaches (vertical-dyad linkage model- VDL, life cycle theory)

# Hersey-Blanchard Situational Theory



Paul Hersey



Ken Blanchard

# Hersey-Blanchard Situational Theory



# Hersey-Blanchard Situational Theory



## Subordinate maturity:

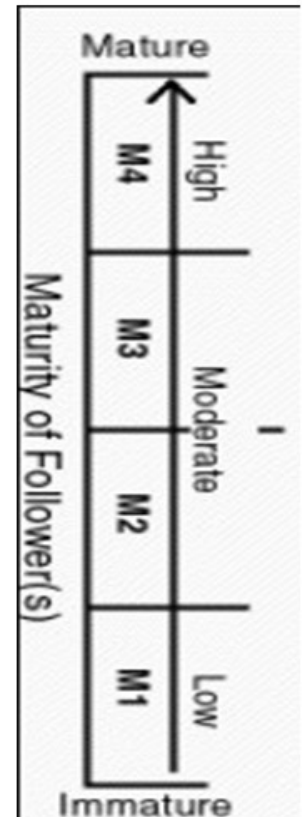
the capacity to set high but attainable goals, the willingness to take responsibility, and the possession of relevant education and/or experience

## Job maturity:

→ technical knowledge and task-relevant skills

## Psychological maturity:

→ feelings of self-confidence, and the willingness and ability to accept responsibility a relationship-oriented behavior



# Hersey-Blanchard Situational Theory

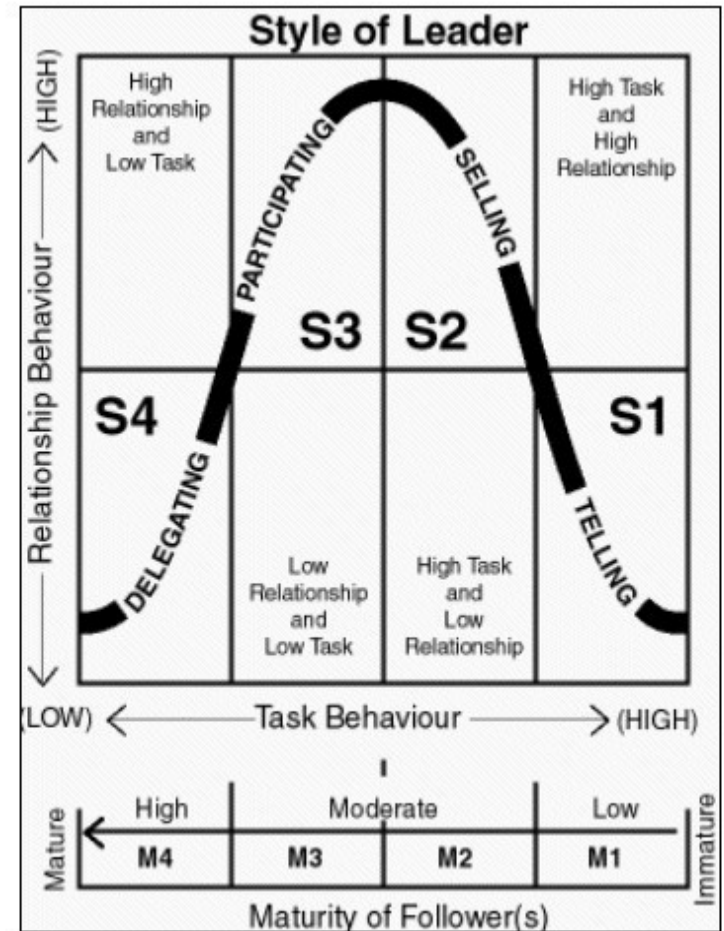
M4	M3	M2	M1
Able and Willing (Confident)	Able but Unwilling (Insecure)	Unable but Willing (Confident)	Unable and Unwilling (Insecure)

# Hersey-Blanchard

## Situational Theory

Theory matches leadership style to the maturity of the followers, suggests that:

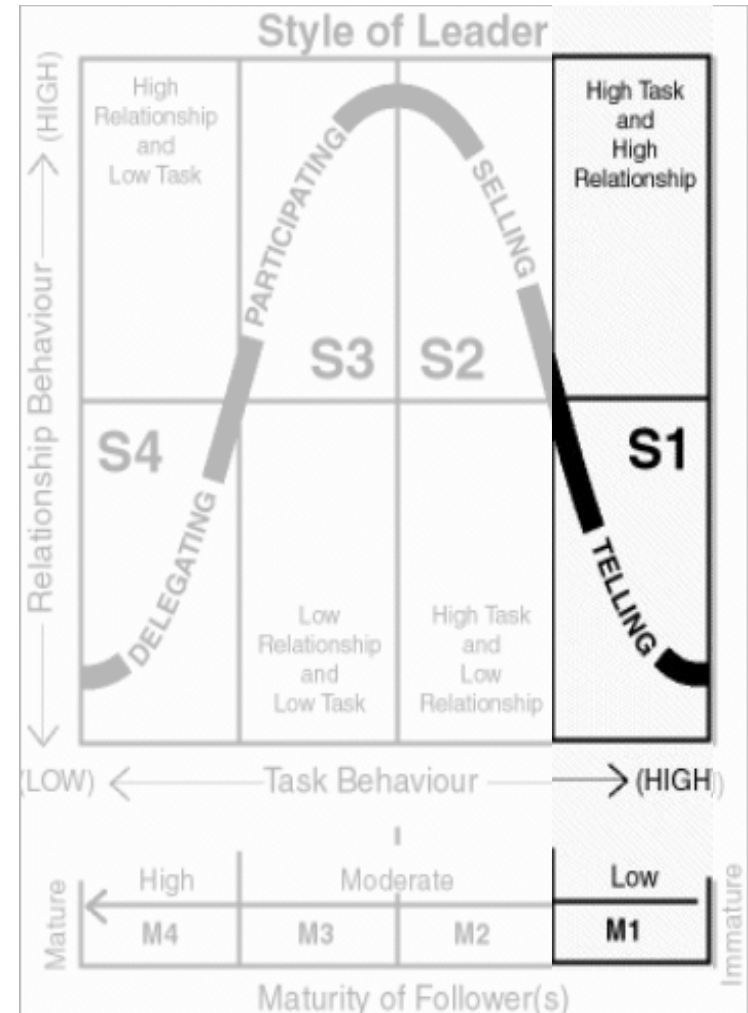
- as follower maturity increases, a leader should rely more on a relationship-oriented behavior
- beyond a certain point: the leader should rely less both on type of behaviors, giving autonomy



# Hersey-Blanchard Situational Theory

## Telling

- directive, autocratic task-orientated, leader behavior





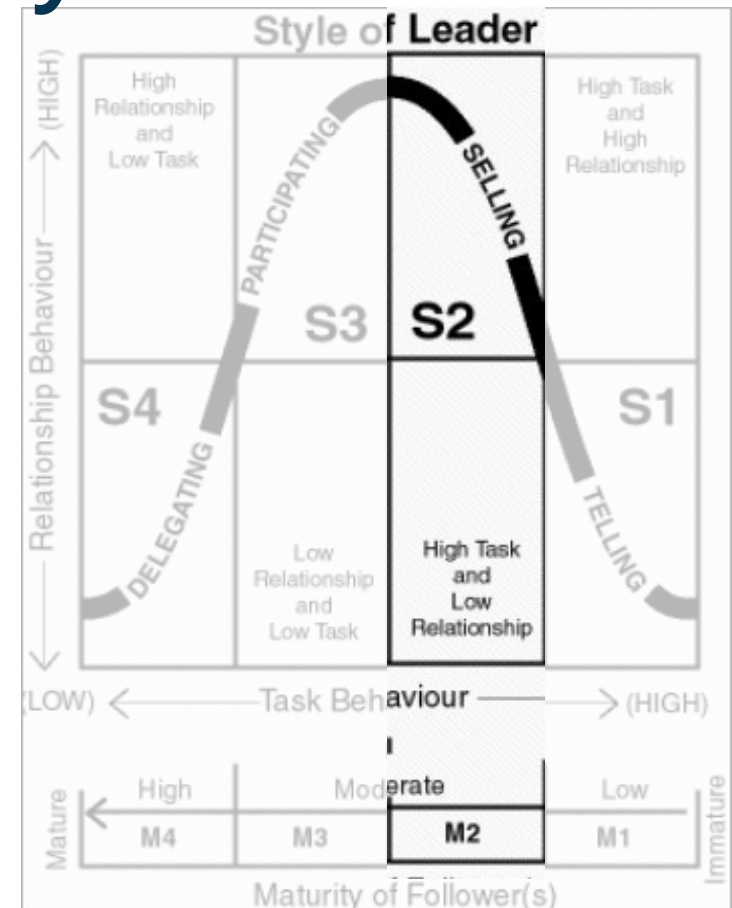
# Hersey-Blanchard Situational Theory

Tellin

- g directive, autocratic task-orientated, leader

**Selling** behavior

- more leadership-oriented leader behavior





# Hersey-Blanchard Situational Theory

Tellin

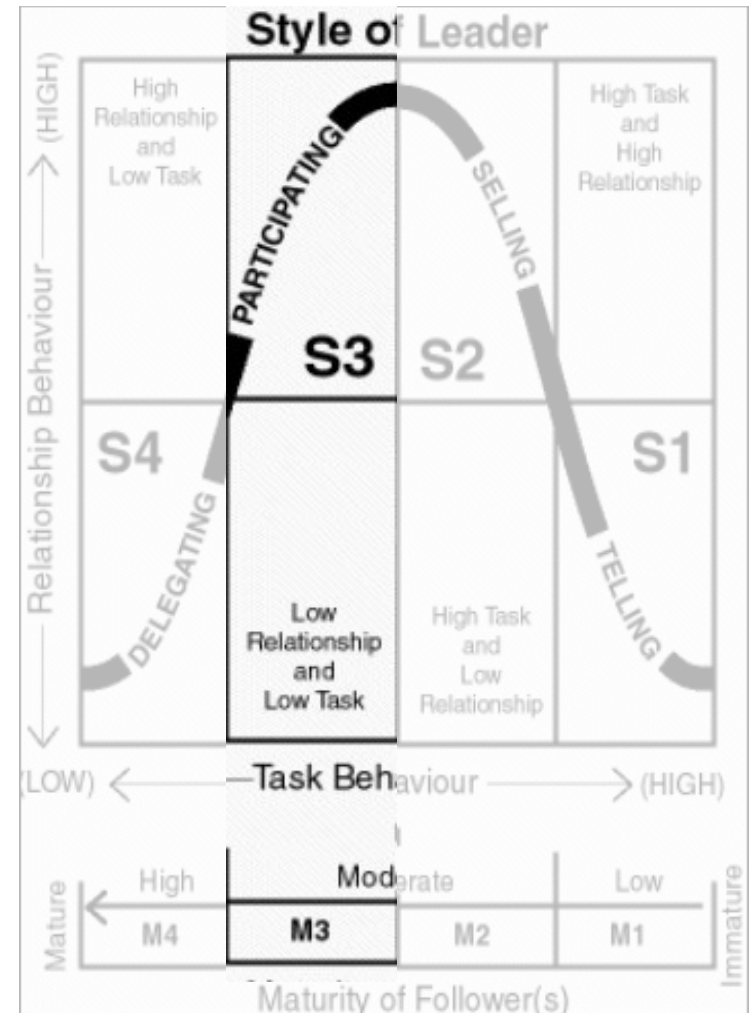
- g directive, autocratic task-
- orientated, leader

Sellin behavior

- g more leadership-oriented
- leader behavior

**Participating**

- still fair degree of support and considerate treatment



# Hersey-Blanchard Situational Theory

Telling

- directive, autocratic task-oriented, leader

Selling behavior

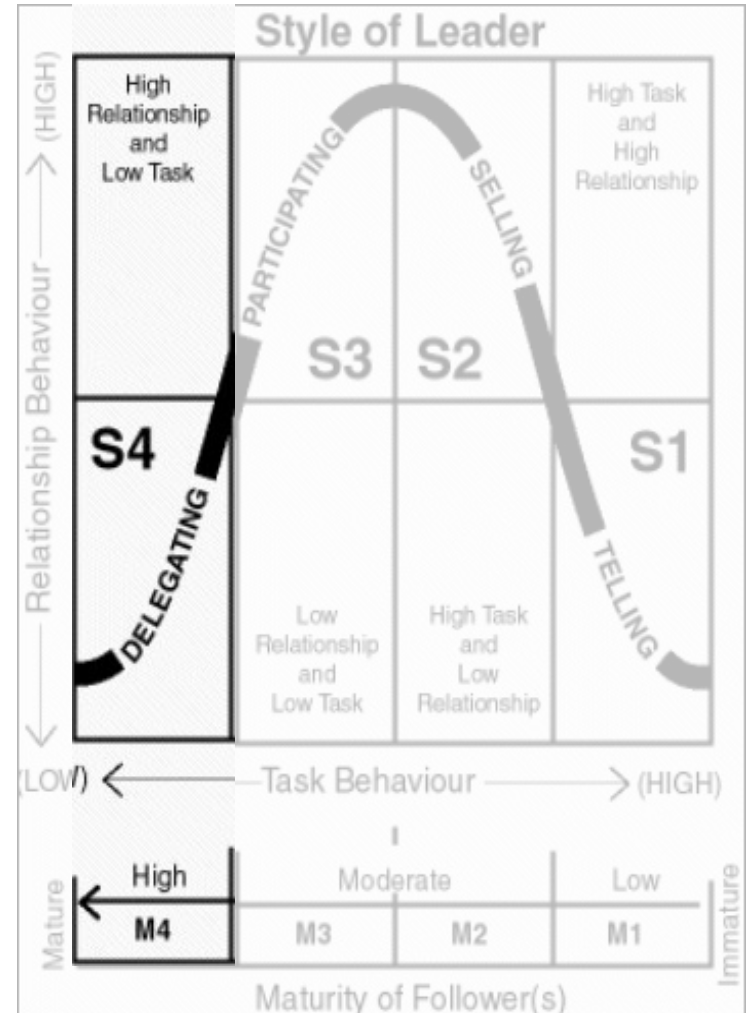
- more leadership-oriented leader behavior

Participating

- still fair degree of support and considerate treatment

Delegating

- great deal of autonomy given



# BEING A LEADER...

It is a role, but not like acting in a theater.

The leader have to be role-identical. You only should show that values, that you have.

You should not be more patient, more humane, nicer,  
BUT should not be more tough, strict, etc...

Know your values, represent them, assertively.

...and no short-term in leading.

# VERTICAL DYAD LINKAGE MODEL

[https://www.youtube.com/  
watch?v=ygsBEv2qaBM](https://www.youtube.com/watch?v=ygsBEv2qaBM)

# NEW PERSPECTIVES

Leading people in remote work / home office

Leading freelancers

Being promoted does not just mean getting bigger paychecks at the beginning of the month...

It means greater responsibility, harder decisions as well.

# THANK YOU FOR YOUR KIND ATTENTION!

