

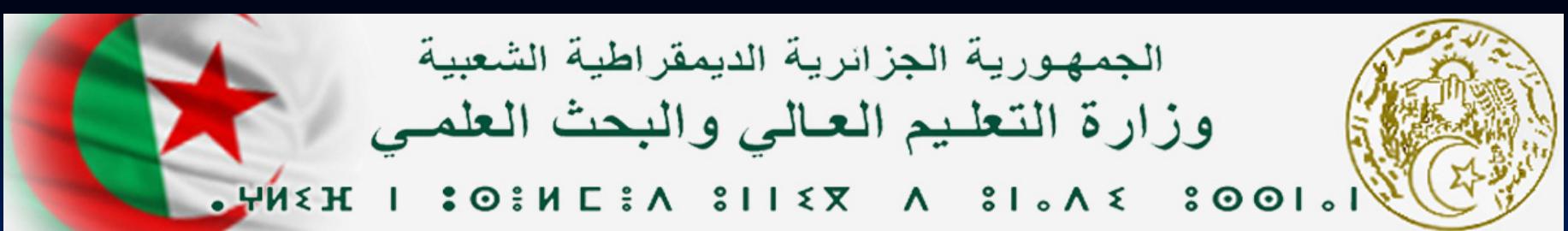


Week 12



ensia The National School of
Artificial Intelligence
المدرسة الوطنية العليا للذكاء الاصطناعي

December 12, 2023



الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي والبحث العلمي

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المدرسة الوطنية العليا للذكاء الاصطناعي

National High School of Artificial Intelligence

(ENSIA)

Academic Year
2023-2024
[Y2-S1]

YOUR MANAGEMENT COURSE

**Introduction to
BUSINESS**





PART 4: LEADING

Chapter 12

DYNAMICS OF LEADERSHIP

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Who is your leader?

Why?



Learning Goals

1. Explain what leadership means;
2. Describe the personal characteristics that enable leaders to be **effective**;
3. Describe the types of behaviors required for leadership;
4. Identify the contingencies that may shape how leaders behave;
5. State the key characteristics and behaviours of transformational leadership;
6. Describe how organisations develop leaders.



Meaning of Leadership

❑ Leadership: an influence relationship between leaders and followers who strive for real change and outcomes that reflect their shared purposes.



❑ Bases of Leadership Influence: Managers can use many means to influence their subordinates, such as:

- Formal position;
- Coercion;
- Reward;
- Expertise;
- Charisma.





How Followers Respond to the Influence Tactics of Leaders

Type of Influence Tactic Used by Leaders

Most Likely Response of Followers

Coercion



Resistance: Followers may appear to respond but not actually do so; or they may get angry and even sabotage the leader's plan.

Formal Position
Reward



Compliance: Followers do what they are told, but without any enthusiasm.

Expertise
Charisma



Commitment: Followers are enthusiastic to achieve the leaders' goals and they accept the goals as their own.



Personal Characteristics of Effective Leaders



- Personal characteristics: the relatively stable attributes that make each person unique, including their physical, social, and psychological traits.



To describe the personal characteristics of effective leaders, EI is much used with its 4 components.

- Emotional intelligence: a set of abilities that enable individuals to recognise and understand their own and others' feelings and emotions and to use these insights to guide their own thinking and actions.





Interrelated Components of

Emotional Intelligence

- Self-awareness: ability to recognise and understand your moods, emotions, and drives, as well as their impact on others;
- Self-control: ability to regulate and redirect one's own impulses, moods, and desires;
- Social awareness: ability to understand the emotional makeup of other people, and the skill to treat people according to their emotional reactions;
- Social skill: ability to build interpersonal networks, manage relationships, find common ground, and build rapport.



Leadership Behaviours Models

❑ Behavioural models of leadership: focus on describing differences in the actions of effective and ineffective leaders.



❑ Assume most people can learn to be effective leaders.





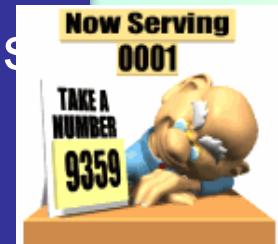
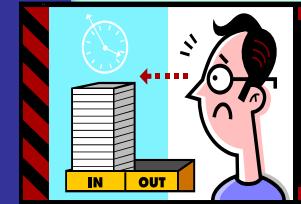
Leadership Models:

1-Theory X and Theory Y

Douglas McGregor

- ❖ **Theory X:** a composite of propositions and underlying beliefs that take a command-and-control view of management based on a negative view of human nature.
- ❖ Core Assumptions of Theory X Managers:

- My employees dislike work and will try to avoid it if possible;
- My employees want and need me to provide direction;
- I am responsible for getting my employees to do as much work as possible;
- Employees are basically lazy and self-centered.





❖ **Theory Y:** a composite of propositions and beliefs that take a leadership and empowering view of management based on a positive view of human nature.

❖ Core Assumptions of Theory Y Managers:

- Most employees like to work and achieve something;
- I can count on my employees to be self-directed and work toward the company's goals;
- My employees are eager to take on responsibilities at work;
- Employees are not by nature passive or resistant to organisational needs.





Leadership Models:

2- Managerial Grid

Robert Blake and Jane Mouton

- Identifies 5 leadership styles that combine different degrees of concern for production and concern for people:

1- Impoverished style: goal is to stay out of trouble and make sure they can't be held accountable for mistakes.



2- Country club style: goal is to create a secure comfortable atmosphere and trust subordinates will respond with high performance.



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3-Produce or perish style: goal is to pressure subordinates, often through legitimate influence tactics, to meet production goals



4-Middle-of-the road style: goal is to find an acceptable balance between workers' needs and productivity goals



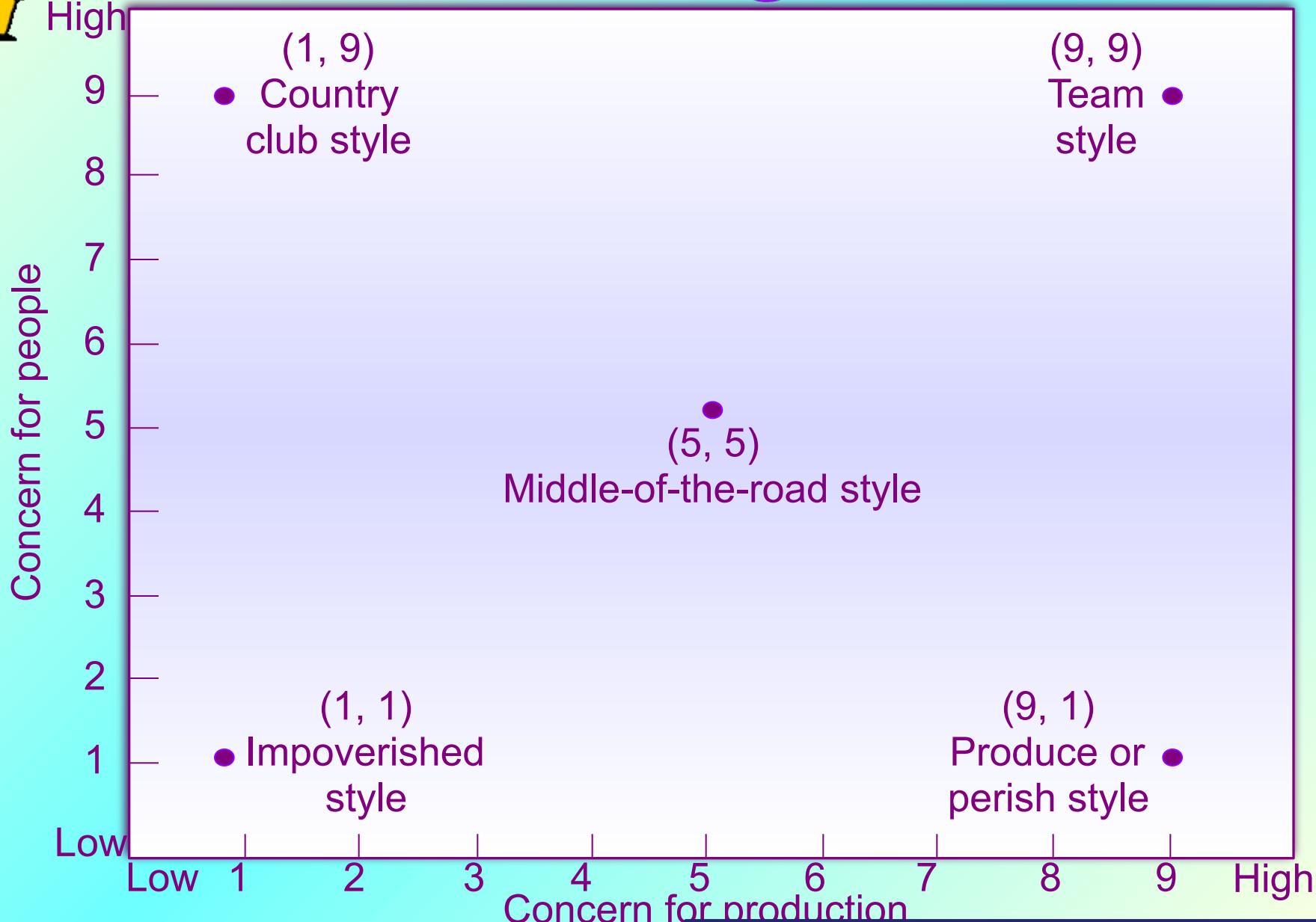
5-Team style: goal is to establish teamwork and foster feelings of commitment, trust, and respect to develop a “common state” in the organisation’s purpose



(continued)



Leadership Models: Managerial Grid





Contingencies for Leadership behavior

❑ Contingency models of leadership: state that situational factors determine the best style of leadership to use.



❑ Core Assumptions of Models:

➤ Leaders can change the way they behave from one situation to the next.



➤ Effective leaders choose their behaviors to match the situation.



3- Situational Leadership Model

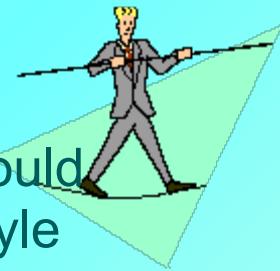
Situational Leadership Model: the style of leadership used should be matched to the level of readiness of the followers.



- ❖ According to this model, leaders can choose among 4 leadership styles based on the task and relationship behavior. What are task and relational behaviors?

- Task behavior: includes using one-way communication spelling out duties, and telling followers what to do and where, when, and how to do it;
- Relationship behavior: includes using two-way communication, listening, encouraging, and involving followers in decision making, and giving emotional support





According to the Situational Leadership Model, leaders should therefore consider the situation **BEFORE** deciding which style to use. By situational contingency it is meant the degree of followers **readiness**.

❑ **Readiness:** a follower's ability to set high but attainable task-related goals and a willingness to accept responsibility for reaching them.

❑ Readiness level of followers is influenced by:

- Training received;
- Commitment to the organisation;
- Technical expertise;
- Experience with the specific task;
- and so on....





Changing a Leadership Style

As you will see in the next figure, the curve running through the graph indicates the leadership style that best fits each readiness level of individual employees/teams.

1- Telling style: leader provides clear instructions, give specific directions, and supervises the work closely.

- Use when followers are low in readiness (R1)



2- Selling style: leader provides direction, encourages two-way communication, and helps build confidence and motivation on the part of the follower.

- Use when followers are somewhat moderate in readiness (R2).



(continued)



3- Participating style: leader encourages followers to share ideas and facilitates the work by being encouraging and helpful to subordinates.

- Use when followers are moderate in readiness (R3).



4- Delegating style: leader turns over responsibility for making and implementing decisions to followers.

- Use when followers are high in readiness (R4).





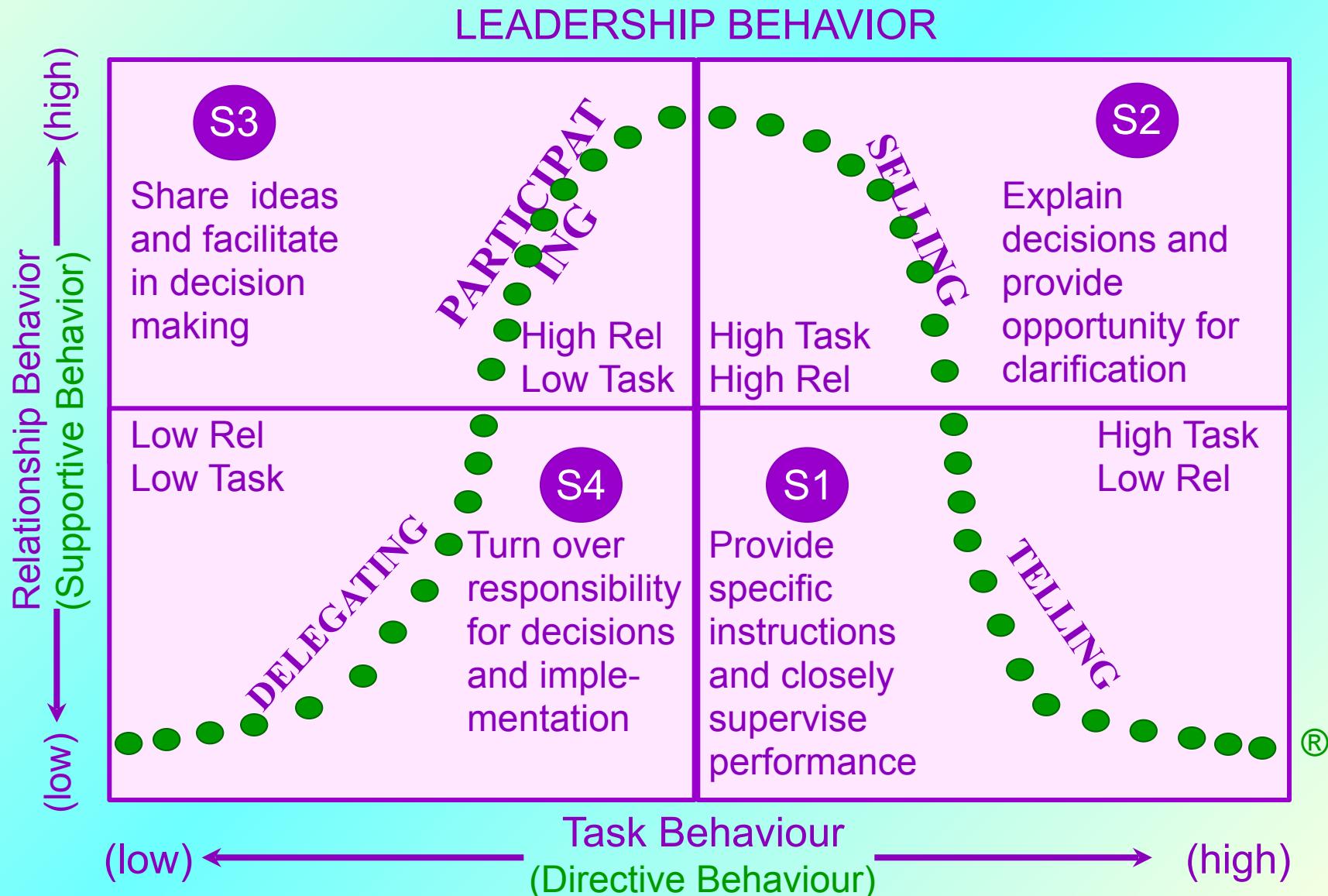
FOLLOWER READINESS

| High | Moderate | Low | |
|-------------------------------|--------------------------------|---------------------------------|----------------------------------|
| R4 | R3 | R2 | R1 |
| Able and willing or confident | Able but unwilling or insecure | Unable but willing or confident | Unable and unwilling or insecure |
| Follower Directed | | Leader Directed | |

Source: P. Hersey, et al. *Management of Organisational Behaviour: Leading Human Resources*, 8th ed. (Upper Saddle River, NJ: Prentice Hall, 2001), p. 182. Copyright © 2001, Center for Leadership Studies, Escondido, CA. Used with permission.



The Situational Leadership® Model (Part II)





Leadership Models

Leadership Models:

- 1- Theory X and Theory Y;**
- 2- Managerial Grid;**
- 3- Situational Leadership Model;**
- 4-**
- 5-**



4- Vroom-Jago Leadership Model

- Leaders should choose among **5 leadership styles** based on **7 contingency variables**, while also recognising the time requirements and other costs associated with each style:

- **1-Decide style**: leader makes the decision and either announces or sells it to the team.



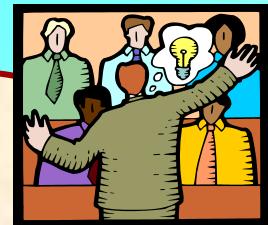
- **2- Consult individually style**: leader presents the problem to team members individually, getting their ideas and suggestions without bringing them together as a group, and then makes the decision.



(continued)



- **3-Consult team style:** leader presents the problem to team members in a meeting, gets their suggestions, and then makes the decision.
- **4-Facilitate style:** leader presents the problem to the team in a meeting and acts as a facilitator, defining the problem to be solved and the constraints within which the decision must be made.
- **5-Delegate style:** leader permits the team to make the decision within prescribed limits.





This model includes **7 contingency factors** that leaders should assess before choosing which leadership style to use as follows:

- **1-Decision significance:** How important is the technical quality of this decision?
- **2-Importance of commitment:** How important is it for followers to be committed to the decision? Can the decision be implemented even if followers don't agree that it is the best decision?
- **3-Leader expertise:** Does the leader have the relevant information and competencies to understand the problem fully and select the best solution?
- **4-Likelihood of commitment:** If the leader makes the decision, will followers trust the leader's judgment? Would they be committed to implementing a decision made by the leader?



(continued)



- **5-Team support:** Do the followers share the goals to be achieved by solving this problem? Are the followers' interests aligned with those of the organisation as a whole?

- **6-Team expertise:** Does the leader believe that the followers have the abilities and information to make a high-quality decision?

- **7- Team competence:** Are the followers capable of handling their own decision-making process?





5- Transformational Leadership

Leaders of some org have increasingly realized that leadership is NOT JUST A MATTER OF personal characteristics, specific behaviors or situations .. It is all of these things & more .. Individuals guiding org through needed change are often called T. leaders.

- ❑ **Transformational leaders** inspire others with their vision, often promote this vision over opposition, and demonstrate confidence in themselves and their views:

- ✓ **Visionary:** binds people to each other and creates a new future.



- ✓ **Charismatic leader:** a person who has the ability to influence others because of his or her inspirational qualities; not all are transformational.



(continued)



✓ Ethical: viewed as trustworthy;



✓ Thoughtful: encourage positive thinking, innovation, and creativity;



✓ Considerate: care about others, listens and empathetic;



✓ Confident: project optimism, confidence in self and others, and little arrogance.





Leadership Development





Views of Leadership Across Cultures

| Positive Characteristics in All Cultures | Characteristics that Differ across Cultures | Negative Characteristics in All Cultures |
|---|---|--|
| <ul style="list-style-type: none">■ <u>Integrity</u>: Trustworthy, Just, Honest.■ <u>Visionary</u>: Foresight, Planning.■ <u>Inspirational</u>: Positive, Dynamic, Encouraging, Builds Confidence.■ <u>Team Builder</u>: Communicative, Informed, Coordinator, Integrator. | <ul style="list-style-type: none">■ <u>Autonomous</u>: greater in China than in the U.S. and France.■ <u>Status Conscious</u>: greater in Brazil and Egypt compared to the U.S.■ <u>Risk-Taker</u>: greater in the U.S. compared to China and France. | <ul style="list-style-type: none">■ <u>Self-protective</u>: Loner, Asocial.■ <u>Malevolent</u>: Non-cooperative, Irritable.■ <u>Autocratic</u>: Dictatorial. |



Your examples of T.L. in the Muslim/Arab World

- **Khadija Moalla (Tunisia)**

<http://www.kosmosjournal.org/article/transformational-leadership-in-the-arab-region/>

- **Fethullah Gulen (Turkey)**

<http://www.rumiforum.org/academic-papers/fethullah-gulen-as-a-transformational-leader-exemplar-for-the-qgolden-generationq.html>

- **KSA**

[http://www.palgraveconnect.com/pc/doifinder/
10.1057/9781137311573.0017](http://www.palgraveconnect.com/pc/doifinder/10.1057/9781137311573.0017)

* Algeria

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