LEADERSHIP AND TEAM EFFECTIVENESS
LECTURE - 23

Leadership Behavior

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No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings.

Peter Drucker, Management expert
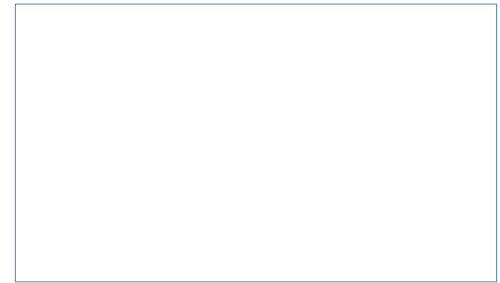
Introduction

- Differentiating between effective and ineffective leaders requires looking at their behaviors and results.

- Leadership behavior can be observed and measured.

- Personality traits, values, and intelligence can not be directly observed, but they may contribute to effective leadership behaviors.

- Two other factors that influence leadership behavior are the followers and the situations.
  - Follower and situational factors can help determine whether a particular leadership behavior is "good" or "bad".
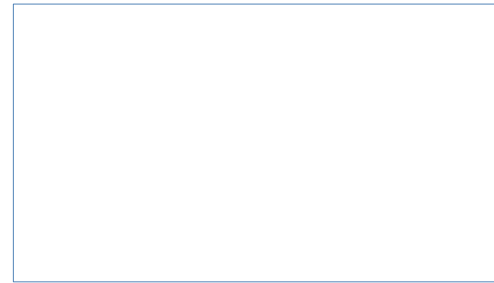
Why Study Leadership Behavior?

- Many people in positions of authority either cannot build and motivate teams or do not realize the negative impact of their behavior.

- Leadership behaviors are a function of intelligence, personality, traits, emotional intelligence values, attitude, interests, knowledge, and experience.

- Over time, leaders learn and discern the most appropriate and effective behaviors.

- Individual differences, followers, and situational variables play a pivotal role in a leaders' actions.
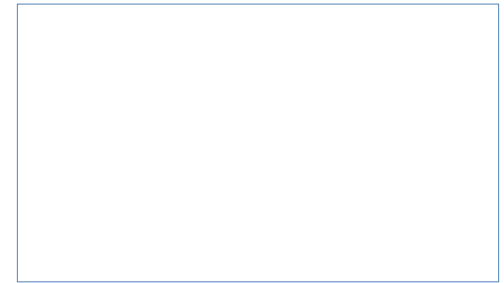

Image Source: https://s3.amazonaws.com/media.eremedia.com/uploads/2016/03/09153044/Fotolia_76283005_S-700x467.jpg

Effective vs. Ineffective leaders

| Effective Leaders	Ineffective leaders
Strong people skills	Ineffective interaction style
Visionary	Not a team player
Team Builder	Team not fully developed
Personable/Approachable	Over-Demanding
Lead by example	Micromanages
Passion and Drive	Team not held accountable
Good listener	Inattentive/Poor listener
Develops people	Too self-centric
Empower people	Lacks emotional control
Positive attitude	Impatient
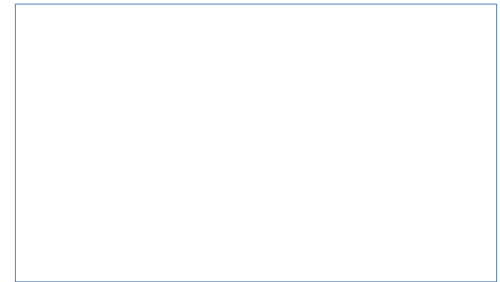
Behavior vs. Skills

Leadership behaviors differ somewhat from leadership skills.

- A **leadership behavior** concerns a specific action, such as "setting specific performance goals for team members."
- A **leadership skill** consists of three components, which include a well-defined body of knowledge, a set of related behaviors, and clear criteria of competent performance.

Leadership skills, such as delegating, can be seen much the same way. Good leaders know when and to whom a particular task should be delegated (knowledge); they effectively communicate their expectations concerning a delegated task (behavior); and they check to see whether the task was accomplished in a satisfactory manner (criteria). Thus a leadership skill is knowing when to act, acting in a manner appropriate to the situation, and acting in such a way that it helps the leader accomplish team goals.
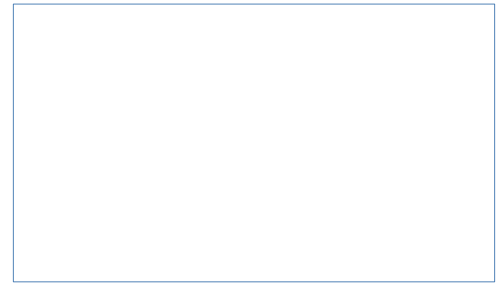
Three-dimensional theory – Kurt Lewin

Autocratic

Take decisions on their own. Effective when there is no need for involvement of people in decision making and their motivation would lower down if they are not involved.

Democratic

Involve people in decision making, can be difficult when options differ widely and is difficult to arise at one conclusion.

Laissez-faire

Minimum level of involvement of people in decision making.. At times may create chaos.
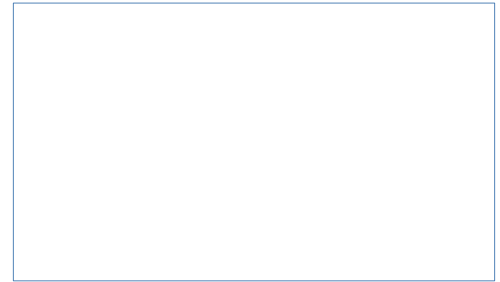
Early Leadership Studies

Early Leadership Studies – Likert : Behaviour on a continuum. Four main styles of leadership are:

- **Exploitive authoritative**: Responsibility lies in the hands of the people at the upper echelons of the hierarchy. The superior has no trust and confidence in subordinates.

- **Benevolent authoritative:** In a Benevolent Authoritative system, responsibility also lies at the upper echelons of the organisation. However, instead of inducing performance through the threat of punishment, and therefore fear, employees are instead motivated through a reward system. Superiors have more trust in their employees than do managers in an Exploitative Authoritative system.

Source: https://www.managementstudyguide.com/likerts-management-system.htm
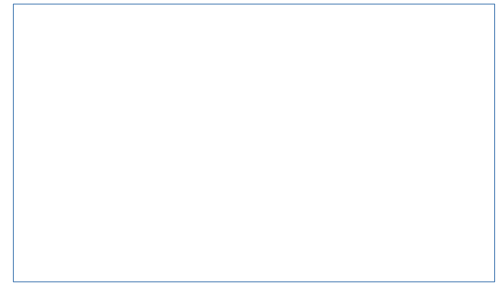
Early Leadership Studies

- **Consultative:** Responsibility is spread widely through the organizational hierarchy. The superior has substantial but not complete confidence in subordinates. Some amount of discussion about job related things takes place between the superior and subordinates. There is a fair amount of teamwork, and communication takes place vertically and horizontally.

- **Participative:** Responsibility for achieving the organizational goals is widespread throughout the organizational hierarchy. There is a high level of confidence that the superior has in his subordinates. There is a high level of teamwork, communication, and participation.

Source: https://www.managementstudyguide.com/likerts-management-system.htm

Leadership Continuum

Tannenbaum and Schmidt (1969) indicated that leadership behaviour could exist on a continuum reflecting different degrees of employee participation. One leader might be autocratic (boss-centred), another democratic (subordinate) centred and a third, a combination of the two styles.
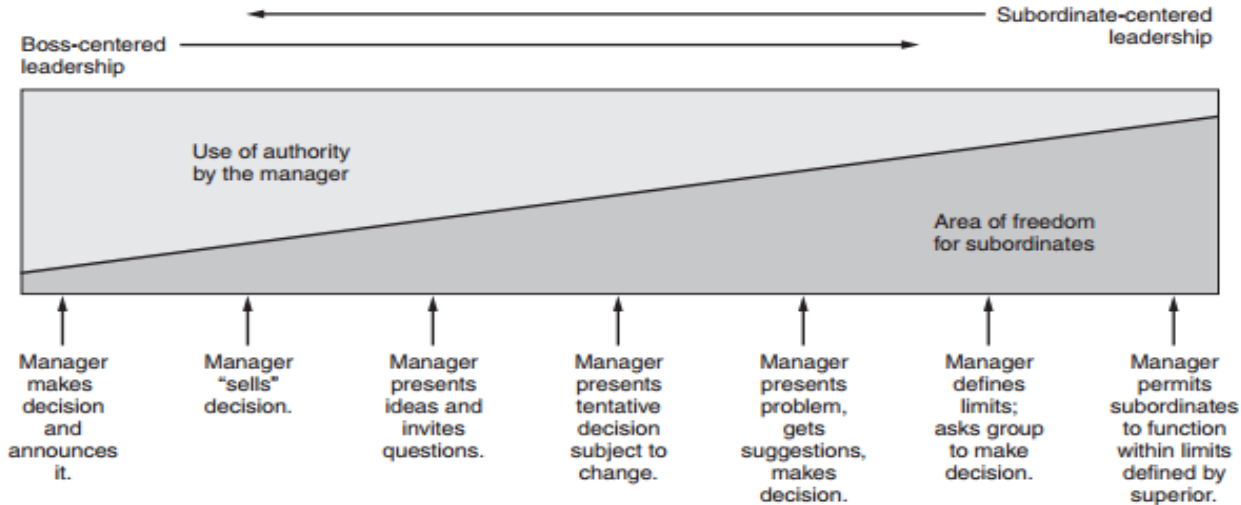

Boss-centered leadership ← → Subordinate-centered leadership

Use of authority by the manager

Area of freedom for subordinates

| Manager makes decision and announces it. | Manager "sells" decision. | Manager presents ideas and invites questions. | Manager presents tentative decision subject to change. | Manager presents problem, gets suggestions, makes decision. | Manager defines limits; asks group to make decision. | Manager permits subordinates to function within limits defined by superior. |

Image Source: https://culcj15020110.files.wordpress.com/2016/03/sa.png?w=1000

Leadership Continuum (Cont.)

- The **boss-centred leadership style** refers to the extent to which the leader takes charge to get the work done. The leader directs subordinates by communicating clear roles and goals, while the manager tells them what to do and how to do it as they work towards goal achievement.

- The **employee-centred leadership style** refers to the extent to which the leader focuses on meeting the human needs of employees whilst building relationships. The leader is sensitive to subordinates and communicates to develop trust, support, and respect, while looking out for their welfare.

Ohio state: Leadership Studies

- Ohio state university developed the **Leader Behavior Description Questionnaire (LBDQ)** and identified two independent dimensions of behaviors.
- **Consideration** is how friendly and supportive a leader is toward subordinates. Leaders high in consideration how concern by speaking up for subordinates' interests and expressing appreciation for work.

- This leadership style is People-Oriented.
- Some of the statements used to measure this factor:
    - Friendliness
    - Mutual trust
    - Respect
    - Supportiveness
    - Openness
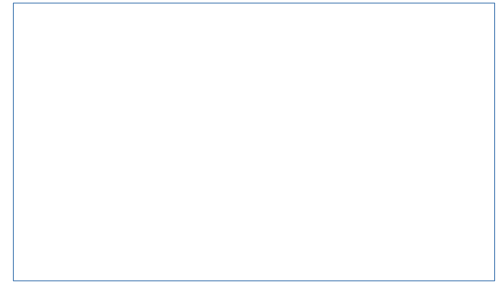   - Concern for the welfare of employees
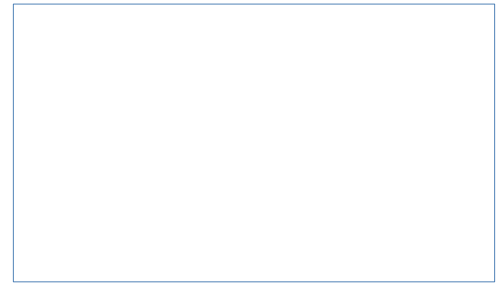
Ohio state: Leadership Studies

- **Initiating structure** is how much a leader emphasizes meeting work goals and accomplishing tasks. Leaders high in initiating structure engage in task-related behaviors like assigning deadlines and monitoring performance levels.
- This leadership style is Task-Oriented.

Some of the statements used to measure are –

- Letting group members know what is expected of them
- Maintaining definite standards of performance
- Scheduling the work to be done
- Asking that group members must follow the standard rules & regulations
- These dimensions are independent continuums.
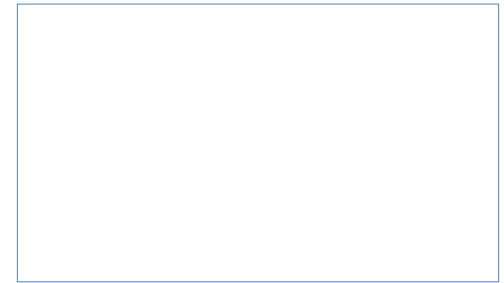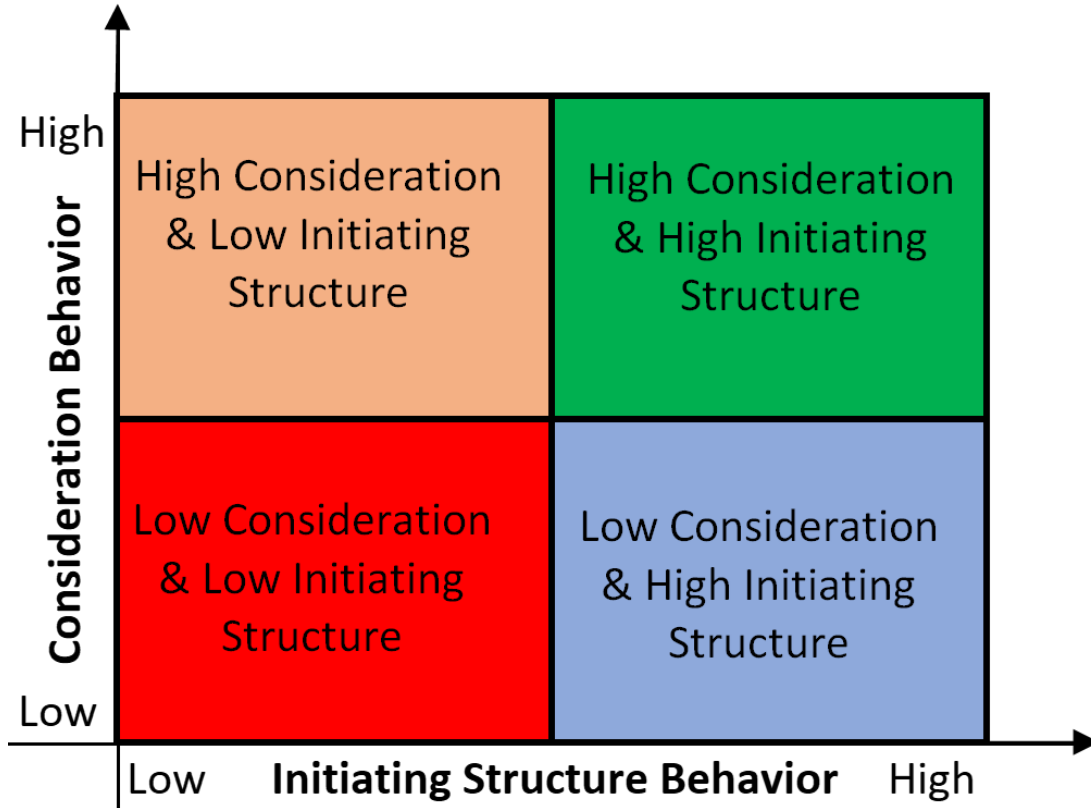
Ohio state: Leadership Studies

High (Consideration Behavior)	High Consideration & Low Initiating Structure	High Consideration & High Initiating Structure
Low	Low Consideration & Low Initiating Structure	Low Consideration & High Initiating Structure
	Low — Initiating Structure Behavior — **High**	

Image Source: https://www.leadershipahoy.com/wp-content/uploads/2021/04/Ohio-State-Leadership-Studies-1.png

University of Michigan

- University of Michigan identified four categories of leadership behaviors that are related to effective group performance.
- **Goal emphasis** and **work facilitation** are **job-centered dimensions** similar to the LBDQ initiating structure behaviors.
- **Leader support** and **interaction facilitation** are **employee- centered dimensions** similar to LBDQ consideration dimensions.

- Job centered and employee centered behaviors are at opposite ends of single continuum.
- Findings of both university studies suggest that no universal set of leader behaviors is always associated with leadership success.

The Leadership Grid

- Blake and Mouton developed a two-dimensional leadership theory called "The Leadership Grid" that builds on the work of the Ohio State and the Michigan studies.

- The Leadership Grid profiles leader behavior on two dimensions:
  - **Concern for people and**
  - **Concern for production.**

- The word "concern" reflects how a leader's underlying assumptions about people at work and the importance of the bottom line affect leadership style. In that sense, then, the Leadership Grid deals with more than just behavior.
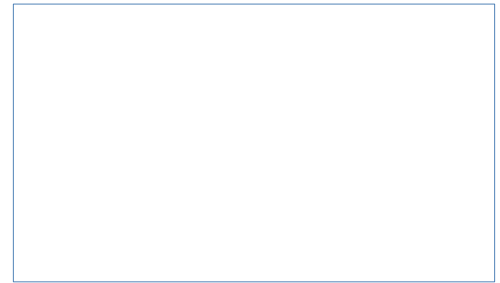
The Leadership Grid

- Researchers rated leaders on a scale of one to nine, according to the following two criteria: concern for people and concern for production.

- **Concern for people:** The degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task

- **Concern for production:** The degree to which a leader emphasizes organizational efficiency and high productivity when deciding how best to accomplish a task. The scores for these criteria were plotted on a grid with an axis for each criteria.

- The most effective leaders are said to have high concern for both people and for production.
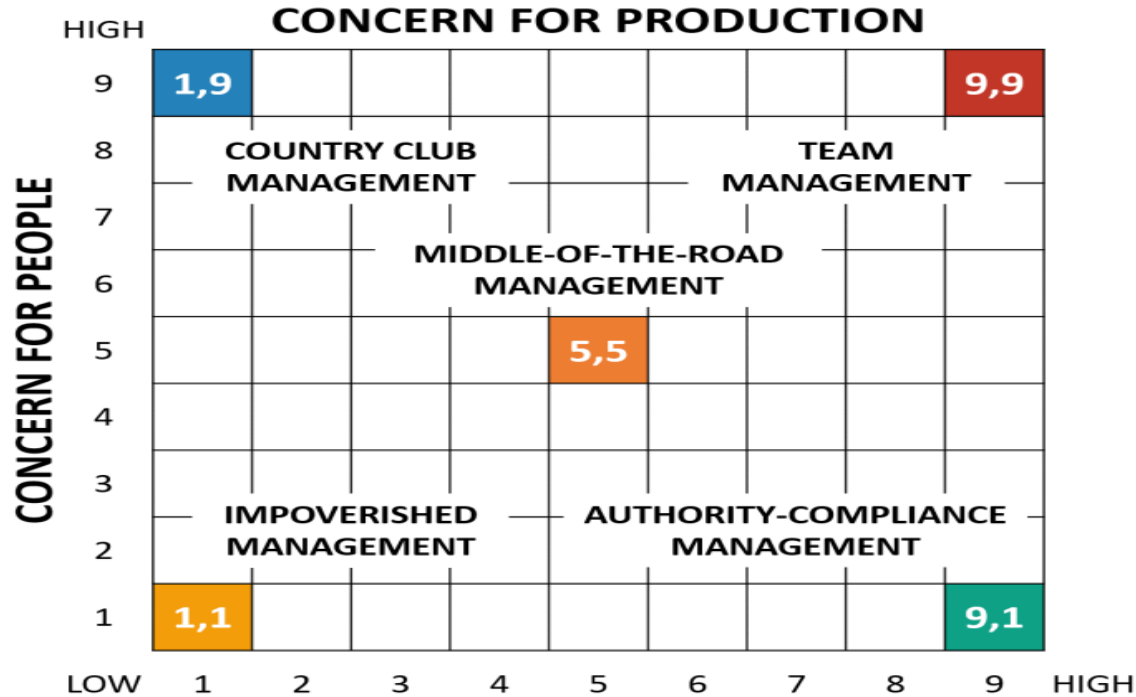
The Leadership Grid

Image Source: https://www.business-to-you.com/blake-mouton-managerial-grid/
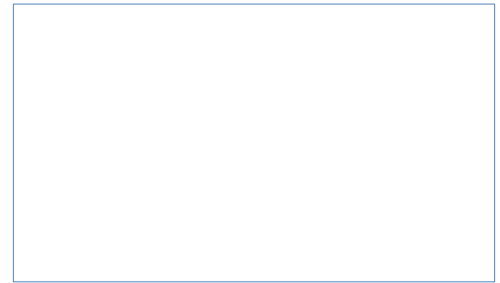
The Leadership Grid

1. Impoverished Management (Indifferent) (1,1)

In this style, the manager shows less concern for both production and people. It implies the manager's less interest in the position. In this situation minimum effort is needed for getting the work done and sustaining organisation membership. The leader acts as an observer, avoiding controversy and confrontation.

2. Country Club (1-9) Management Style

Under this style the leader is highly concerned with' the people. He tries to establish close personal relationship.

Adequate attention to the needs of people leads to a comfortable organisation environment and work culture.

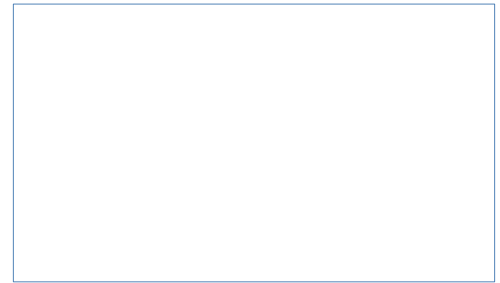The leader has maximum concern for people and minimum concern for production.

The Leadership Grid

3. Middle of the Road (5-5) Management Style

In this case, the leader gives emphasis on both production and relationship with the people. Proper organisation performance is possible through balancing the necessity of getting work done through maintaining morale of the people at a satisfactory level. The leader balances tasks with concern for people through compromise.

**4. Authority-compliance (9-1) Management Style:**

In this situation, the leader is mainly concerned with production and has little concern for people. He gives emphasis on getting the tasks done to increase production. The task is well-planned and the authority is well-defined. This is the task-oriented or autocratic style of leadership. The leader leads the people with instructions and discipline.

The Leadership Grid

5. Team (9-9) Management Style

In this case, the leader has maximum concern for both production and people. This is the team leadership style in which the leader consults with his team and harmonies organisational goals. Work performed by committed people and inter-dependence through common organisational goals leads to the relationships of trust and respect. This style is considered to be the best leadership style.
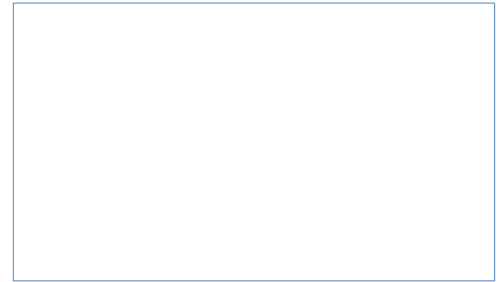
Research Paper

Leadership influences? It depends on followers! The relationship between the Ohio State leader behaviors, employee self-regulatory focus, and task performance

Dongwon Choi
NEOMA Business School, Reims, France
Minyoung Cheong
School of Graduate Professional Studies at Great Valley,
Pennsylvania State University, Malvern, Pennsylvania, USA, and
Jihye Lee
College of Business Administration,
Seoul National University, Seoul, Republic of Korea

Purpose

Building on self-expansion theory, this study suggest the effects of leader consideration and initiating structure on employee task performance. Integrating self-expansion theory and regulatory fit theory, the purpose of this paper is to propose and examine the moderating role of employee regulatory focus on the relationship between the Ohio State leadership behaviors and employee task performance, which was mediated by emloyees' creative behavior as well as citizenship behavior.
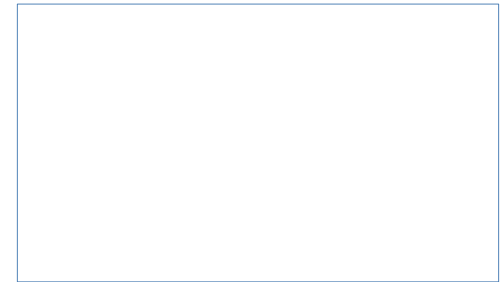
Design/methodology/approach

Pairs of survey packages, which included group-member surveys and a group-leader survey, were handed out to employees in organizations. The authors collected data from 47 groups and 143 group members in 25 private companies in the Republic of south Korea, including from financial, technology, manufacturing, and research and development organizations.

Findings

The results showed that leader consideration exerts significant effects on employee task performance. Also, the authors found the moderating role of employee regulatory promotion focus on the relationship between leader consideration/initiating structure and employee task performance, which were mediated by creative behavior and citizenship behavior.
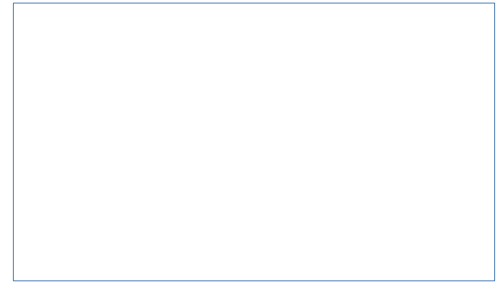
Practical implications

study has a practical implication for leaders: leaders should pay attention to followers in terms of what they really want and what kinds of behavior can be beneficial for them. Otherwise, both leaders and followers may be prone to the wasteful expenditure of time and resources. Moreover, given that regulatory focus has a dispositional nature to a large extent (Higgins, 1997, 1998), it is more reasonable to expect leaders to change their behavior than to expect followers to change their regulatory focus.

Originality/value

This study contributes to the advancement of the Ohio State leadership approach by integrating self-expansion theory and regulatory fit theory to investigate the distinct mechanisms and boundary conditions of its leadership process.
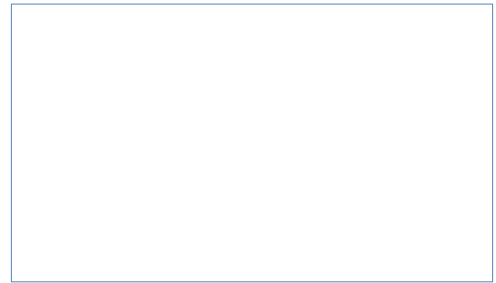
Case Study: Ratan Tata

- Ratan Tata recently retired after 20 years as the Chairman and CEO of Tata Group, an Indian-based holding company made up of more than 100 different firms in seven different business sectors. As India's largest privately held business, this portfolio of companies generated over $100 billion in revenues in 2012 and represents 7 percent of the Indian Stock Market. The companies in the portfolio are quite diverse and include Tata Steel, Tata Motors, Tata Consultancy Services, Tata Global Beverages, Tata Power, Tata Hotels, and Tata Communications, which together employ more than 450,000 people and operate in 80 different countries.
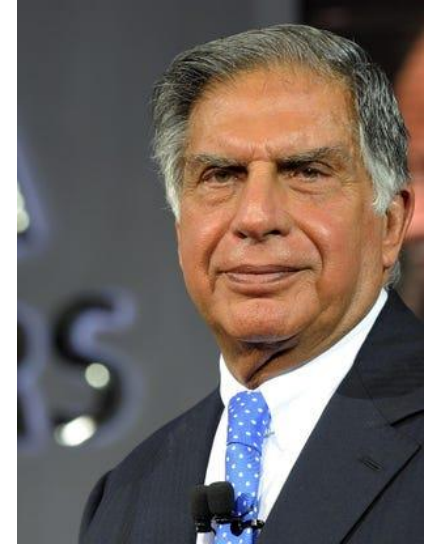
Image Source: https://www.forbes.com/profile/ratan-tata/?sh=1267eca11027

Case Study (Cont.)

- Ratan Tata grew up in Mumbai and went to college at Cornell to get an undergraduate degree in architecture. Tata returned to India after college and started his career at Tata Group, as a fifth-generation family member, shoveling limestone and handling blast furnaces at one of the Tata Steel facilities. He quickly rose through the ranks and in 1991 became Chairman and CEO of the Tata Group. With a love for mechanics and a streak of perfectionism, Ratan Tata engineered several major acquisitions, including Jaguar and Land Rover car companies and Tetley Teas.

- Under his reign Tata Group has been able to develop a reputation for honesty, has stood up to crony capitalism and corporate corruption, and has kept its distance from politics. Ratan Tata was the king of the Indian corporate scene and the company grew considerably under his leadership. "Ratan Tata's Legacy," *The Economist*, December 1, 2012, p. 12; "From Pupil to Master: A New Bass at Tata," *The Economist*, December 1, 2012, pp. 69–70;
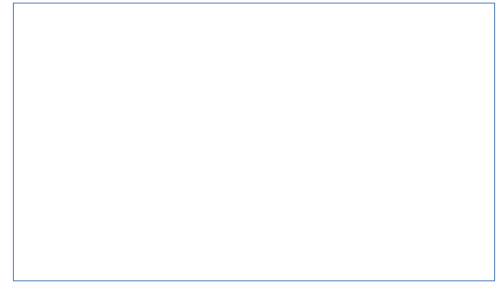
Case Study (Cont.)

- Like many other portfolios, however, whereas some subsidiaries consistently reported strong business results, others have not been very good.
- When asked by shareholders to take a more Western approach to the portfolio by "killing, curing, or selling" underperforming companies to improve stock prices, Tata Group dismissed these criticisms as comically machismo and short-sighted. According to Ratan, the purpose of Tata Group was to foster nation-building, employment, and acquiring technical skills rather than achieving quarterly financial goals.

Questions
1. What behaviors did Ratan Tata exhibit that made him an effective or ineffective leader?
2. What emerging entrepreneur/leaders can learn form behaviour of Ratan Tata?
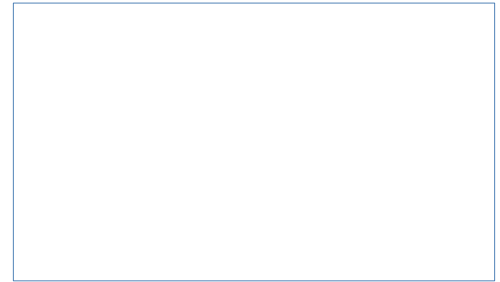
BOOK RECOMMENDATION

Leadership Behavior DNA: Discovering Natural Talents and Managing Differences

Authors: Lee Ellis, Hugh Massie
Publisher: FreedomStar Media (January 7, 2020)
Language: English
Paperback: 360 Pages
ISBN: 0983879397

FOREWORD BY ANDREW G. STRICKER, PHD,
USAF SR. ADVISOR FOR HUMAN DEVELOPMENT AND LEARNING

LEADERSHIP BEHAVIOR

DNA

DISCOVERING NATURAL TALENTS
AND MANAGING DIFFERENCES

LEE ELLIS | HUGH MASSIE

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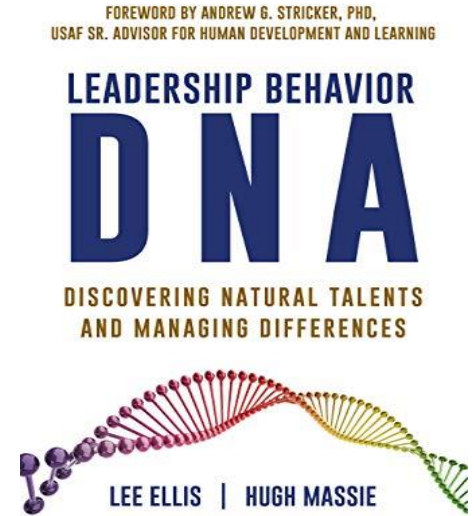
BOOK RECOMMENDATION

Based on more than 45 years of hands-on human behavioral research and data working with millions of clients, Lee Ellis and Hugh Massie reveal in Leadership Behavior DNA®: Discovering Natural Talents and Managing Differences their personal stories on how they've successfully helped organizations achieve their goals by applying practical insights on human design.
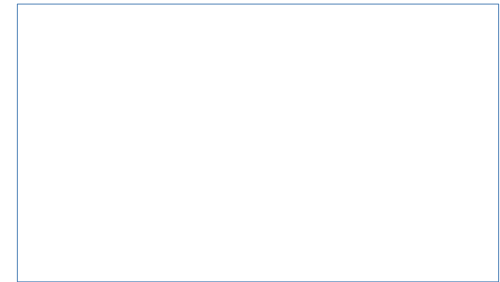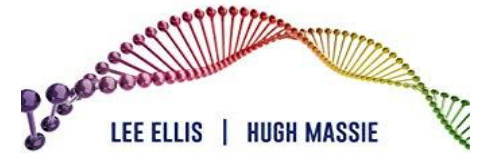
Readers are empowered to:

- Grow by capitalizing on strengths and managing struggles.
- Improve communication and collaboration with people who are different.
- Develop the full potential of each person by leading them uniquely.
- Unify diverse teams by building trust based on understanding, acceptance and respect.

Image Source: https://m.media-amazon.com/images/I/412s+UfmKAL.jpg

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Thank You