

Lecture-6

Here are detailed notes for the lecture PDF:

1. Can Leadership be taught?

- Merely taking a college course in leadership will not directly make someone a better leader
- However, it can lay a valuable foundation to becoming a better leader over time
- About 70% of a person's leadership effectiveness is due to results of experience; only 30% is due to heredity
- So leadership can be taught through facilitating learning from experience

2. Action-Observation-Reflection (AOR) Model

- Shows leadership development is enhanced through 3 processes: action, observation, reflection
- Action: What did you do?
- Observation: What happened? Results and impact on others?
- Reflection: How do you look at it now? How do you feel about it now?
- Going through repeated cycles of action-observation-reflection leads to growth

3. Key Role of Perception in the Spiral of Experience

- Perception is how we organize and interpret sensory impressions to give meaning
- Affected by the perceiver, the target being perceived, and the context/situation
- Self-fulfilling prophecy: Expectations influence how we act towards others

4. Perception and Action

- Expectations of others can cause us to act in ways that confirm those expectations

5. Perception and Observation

- We selectively attend to and observe certain aspects of a situation based on our perceptions/mindsets
- Perceptual sets influence what we notice and observe

6. Perception and Reflection

- Perception influences how we interpret/reflect on our observations
- Attribution process: How we explain the causes of behaviors (e.g. fundamental attribution error)

7. Reflection and Leadership Development

- Reflection provides insights for reframing problems, seeing multiple perspectives
- Can raise implicit beliefs to conscious awareness for deeper reflection
- Art/archetypes can stimulate reflection on ideal leadership forms

8. Case Study: Leadership Development Algorithm

- Steps: 1) Assess top leaders 2) Group them by profiles 3) Interview each group for techniques 4) Use profiles/techniques to develop leadership algorithms

9. Research Paper Summary

- Identified 7 factors that accelerate leadership development based on interviews:
 - 1) Working for a great leader
 - 2) Extremely challenging assignment
 - 3) Supportive skill development culture
 - 4) Strong mentor
 - 5) Personal reflection
 - 6) Significant failure experience
 - 7) Formal training

10. Book Recommendation

- The Little Book of Leadership Development by Scott Allen and Mitchell Kusy
- Provides 50 practical strategies for developing leadership skills

Lecture -7

Here are detailed notes for the lecture PDF on Leader-Member Exchange (LMX) Theory:

1. Leader-Member Exchange (LMX) Theory

- Developed by George Graen, also known as Vertical Dyad Linkage Theory
- Leaders don't treat all followers equally as a group
- Leaders form specific, unique linkages/dyadic relationships with each follower

2. In-Groups and Out-Groups

- In-group: High-quality exchange relationships that go beyond job requirements, benefiting both
- Out-group: Low-quality relationships restricted to contractual obligations

3. Stages of LMX Relationship Development

- Role-taking: Leader offers opportunities, evaluates follower potential
- Role-making: Role created for follower based on trust-building
- Routinization: Similarities (in-group) and differences (out-group) solidified

4. Leadership Making Model (Graen & Uhl-Bien)

- Prescribes behaviors for leader to develop high-quality relationships with all followers
- Build trust, respect and transition entire group to the in-group

5. Phases of Leadership Making

- Stranger: Rule-bound, contractual relating
- Acquaintance: Testing period, improved career-oriented exchanges
- Mature Partnership: High trust, respect, obligation, reciprocity

6. Limitations of LMX Theory

- Doesn't describe specific behaviors for building high-quality exchanges
- Situation is barely considered, mostly about leader-follower relationship

7. Case Study: LMX and Barack Obama

- Had close advisors/confidants who provided guidance (in-group)
- But criticized for lack of transparency/inclusiveness in decision-making
- In-group can be an asset for support but liability for optics

8. Research Paper Summary

- LMX related to job resources (development, support) and work engagement
- Which in turn predicted job performance

9. Book Recommendation

- The Oxford Handbook of Leader-Member Exchange
- Examines roots of LMX, current knowledge, research gaps

Lecture 8

Here are detailed notes for the lecture PDF on the Normative Decision Model:

1. Normative Decision Model

- Developed by Victor Vroom and Philip Yetton in 1973
- Helps leaders decide the appropriate degree of follower participation in decision-making
- Based on the premise that decision quality and decision acceptance are key criteria

2. Levels of Participation

- Autocratic (A1): Leader makes decision alone
- Autocratic (A2): Leader gets information from followers, then decides alone
- Consultative (C1): Leader gets individual suggestions from followers, then decides
- Consultative (C2): Leader gets suggestions from group, then decides
- Group (G2): Leader and group reach consensus on decision together

3. Decision Quality and Acceptance

- Decision Quality: Choosing the objectively better alternative
- Decision Acceptance: Followers accept the decision as their own

4. The Decision Tree

- A decision tree with 7 key questions guides leaders to the appropriate participation level
- Considers problem characteristics, leader/follower information, and situational factors

5. Normative Model and Interactional Framework

- The decision tree prescribes a leadership style (based on situation)
- Which impacts team processes, individual motivations, and outcomes

6. Case Study: Alvis Corporation

- Manager experiments with participation for vacation schedules and production standards
- Mistakes: Wrong situations chosen, lack of manager guidance/involvement

7. Issues with Vacation Schedule Decision

- Deadlocked on who gets priority (seniority vs productivity)
- Concluded manager should just decide in the end

8. Issues with Production Standards Decision

- Workers recommended no change to protect real income levels
- Contrary to management's goal of adjusting for new equipment

9. Research Paper Summary

- Describes development of Normative Model over 30 years of research
- Covers successful applications but also challenges faced

10. Implications

- Training alone is ineffective without experiential activities
- Encourages examining assumptions about sharing decision power

11. Book Recommendation

- Leadership and Decision-Making by Vroom and Yetton
- Describes the Normative Model and leadership behavior patterns

Lecture 9

Here are detailed notes for the lecture PDF on the Situational Leadership Model:

1. Situational Leadership Model

- Developed by Hersey and Blanchard
- Concerned with adapting leadership style to follower's maturity level
- High maturity followers can take responsibility
- Low maturity followers need more direction

2. Key Questions Addressed

- How should leaders adjust behavior for different followers?
- What factors should leaders base behavior on (intelligence, personality, etc.)?

3. Four Leadership Behavior Styles

- Delegating: High maturity followers, allows autonomy
- Participating: Moderately mature followers, sharing ideas/decisions
- Selling: Getting buy-in from able but unwilling followers

- Telling: Giving instructions to unable and unwilling followers

4. Follower Readiness

- Based on ability and willingness to do a specific task
- Not a personal trait, readiness varies by task

5. Four Maturity Levels

- Unable and Unwilling (R1)
- Unable but Willing (R2)
- Able yet Unwilling (R3)
- Able and Willing (R4)

6. New Employee Example

- New hire is R1 (unable and unwilling)
- Shouldn't delegate (S4), should use Telling style (S1)

7. Model and Interactional Framework

- Leader behavior impacts team processes and motivations
- Which leads to outcomes like performance

8. Case Study: Why Aren't They Listening?

- Training seminars for experienced managers
- Jim used Participating style with few restrictions
- But faced issues like low attendance, lack of seriousness

9. Case Questions

- Jim likely used S3 Participating style
- He was too lax, treated them as high maturity
- Should have set firmer guidelines/rules (S2 Selling style)

10. Research Paper Purpose

- Test if all 4 leadership styles are received/needed by followers
- And if style fit leads to better outcomes

11. Research Methodology

- Surveyed working professionals on leadership styles received/needed
- Compared outcome variables for those with/without style fit

12. Key Findings

- S2, S3, S4 commonly received; S1 (Telling) less common
- Style fit associated with better work intentions, affect, trust

13. Implications

- All 4 styles are relevant, though S1 less prevalent

- Style fit improves affect, trust, intentions

14. Book Recommendation

- "The Situational Leader" by Hersey
- Presents the model's key premise of "one size doesn't fit all"

Lecture 10

Here are detailed notes for the lecture PDF on Fiedler's Contingency Model and Path-Goal Theory:

Fiedler's Contingency Model:

1. Blends leadership style and situational favorability
2. Leadership Style:
 - Determined by Least Preferred Co-Worker (LPC) scale
 - Low LPC: Task-oriented leaders
 - High LPC: Relationship-oriented leaders
3. Situational Favorability:
 - Leader-member relations (most important)
 - Task structure
 - Position power
4. Leadership Effectiveness:
 - Depends on match between leader style and situation favorability
 - Effective leaders are matched to the right situation

Path-Goal Theory:

1. How leaders motivate followers to achieve goals
2. Enhance follower performance and satisfaction
3. Leader provides path to goals and removes roadblocks
4. Leader Behaviors:
 - Directive: Giving instructions and expectations
 - Supportive: Friendly and showing concern
 - Participative: Involving followers in decisions
 - Achievement-Oriented: Setting challenging goals
5. Follower Characteristics:
 - Satisfaction
 - Desire for control
 - Need for affiliation
 - Preference for structure

- Perception of own skills

6. Situational Factors:

- Task characteristics
- Formal authority system
- Primary work group
- Can motivate, constrain, or provide rewards

Case Study - The Copy Center:

1. Manager Daniel has effective leadership style
2. Supportive style for tedious duplicating work
3. Participative style for skilled desktop publishing staff
4. Tailors style to task characteristics and follower needs
5. Could improve by making end goals more valuable

Research Paper:

1. Examined leadership, IT, and knowledge management (KM)
2. Path-goal theory and IT supported KM in universities
3. Limitations in generalizing to other institutions
4. Promotes knowledge sharing through leadership style

Book Recommendation:

- "New Approaches to Effective Leadership" by Fiedler
- Integrates personality, situations, behavior, cognitive resources
- Explains leader effectiveness and how to increase it