



IIT ROORKEE



NPTEL ONLINE  
CERTIFICATION COURSE

# LEADERSHIP AND TEAM EFFECTIVENESS

## LECTURE – 30

The Situation and The Environment

PROF. SANTOSH RANGNEKAR

DEPARTMENT OF MANAGEMENT STUDIES



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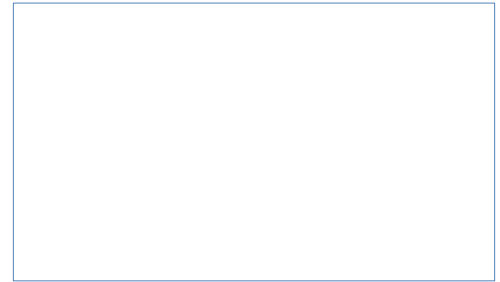


Image Source: <https://ahseeit.com/?qa=105032/no-one-in-this-world-satisfied-meme>

# Situation

- According to Merriam-Webster Dictionary, “Situation is relative position or combination of circumstances at a certain moment.”
- According to Oxford learner’s dictionaries “All the circumstances and things that are happening in a particular time and in a particular place.”
- Sociologists **William I. Thomas** and **Florian Znaniecki** are credited with laying the theory and research groundwork for the concept that is known as the definition of the situation.

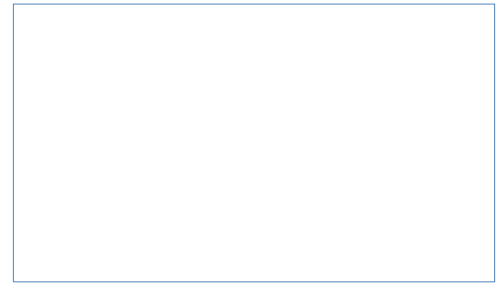


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## Situation (Cont.)

- In the book, titled “The Polish Peasant in Europe and America”, **William & Florian** wrote that a person “has to take **social meanings** into account and interpret his/her experience not exclusively in terms of his/her own needs and wishes but also in terms of the traditions, customs, beliefs, and aspirations of his social milieu.” By “**social meanings**,” they refer to the shared beliefs, cultural practices, and norms that become common sense to native members of a society.

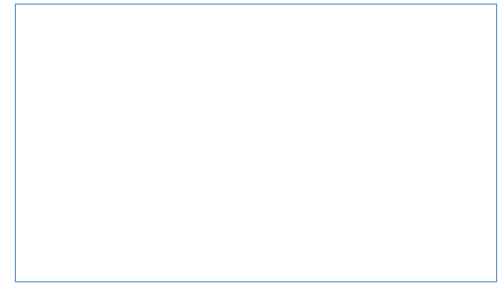
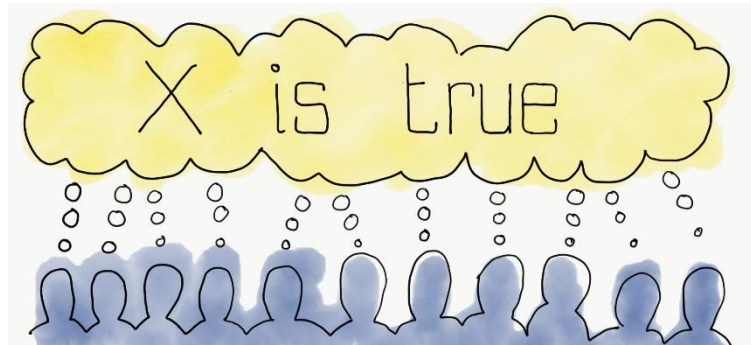


Image Source: <https://medium.com/@maxthelion/successful-companies-have-clear-shared-beliefs-about-their-world-a730e6c11c3a>

# Situation Vs. Personality

In studies of leadership effectiveness, the **situation** can and does **changes** vary dramatically. The **personal attributes** needed by an effective leader of a different jobs **may change** considerably.

Because the **situations facing leaders of such groups may be so variable**, it becomes quite obvious that studies of leader characteristics have yielded inconsistent results when looking at leadership effectiveness across jobs or situations. Thus the importance of the situation in the leadership process should not be overlooked.

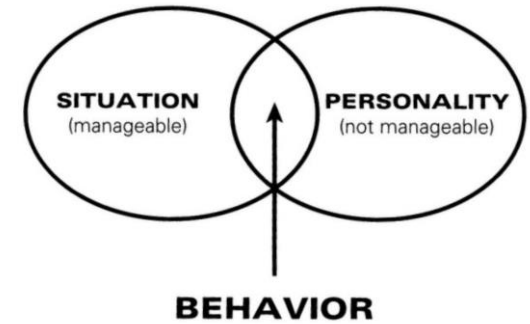


Image Source: <http://companyculture.com/132-to-understand-behavior-look-at-the-situation-the-culture/>

# Situation Vs. Personality (Cont.)

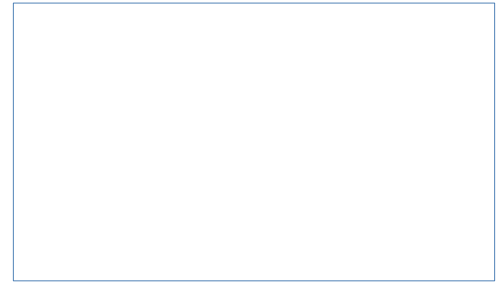
- Historically, some leadership researchers emphasized the **importance of the situation in the leadership process** in contrast to the Great Man theory of leadership.
- These researchers maintained that the **situation**, not someone's traits or abilities, **plays the most important role in determining** who emerges as a **leader**. (Murphy, 1941; Person, 1928; Spiller 1929).
- As support for the situational viewpoint, these researchers noted that great leaders typically emerged during economic crises, social upheavals, or revolutions; great leaders were generally not associated with periods of relative calm or quiet.



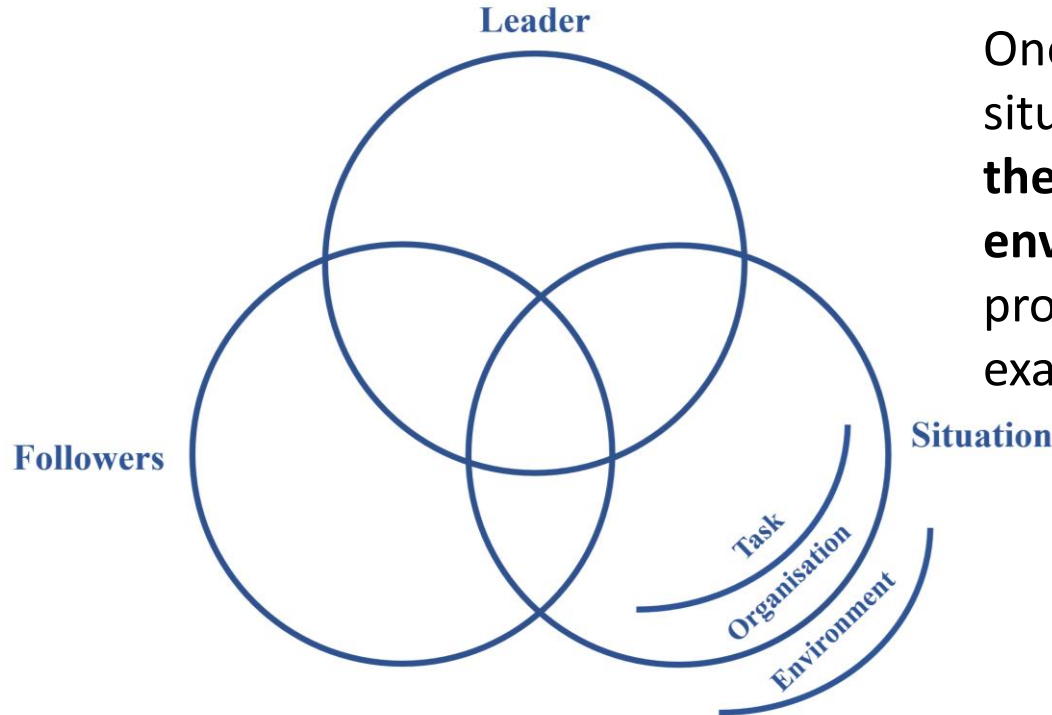
# Situation Vs. Personality (Cont.)

## Theories in Support of Situational Factors

- In **Role Theory**, a leader's behavior was said to depend on a leader's perceptions of several critical aspects of the situation: rules and regulations governing the job; role expectations of subordinates, peers, and superiors; the nature of the task; and feedback about subordinates' performance (Merton, 1957).
- In **Multiple-Influence Model**, Hunt and Osborn distinguished between micro variables (such as task characteristics) and macro variables (such as the external environment) in the situation. Hunt and Osborn believed macro variables have a pervasive influence on the ways leaders act. (Hunt and Osborn, 1982)



# Situation Vs. Personality (Cont.)



Expanded (Situation) Leader-Follower-Situation Model

One of the most basic abstractions is situational levels i.e. **the task level, the organizational level, and the environmental level**. Each of which provides a different perspective to examine the leadership process.

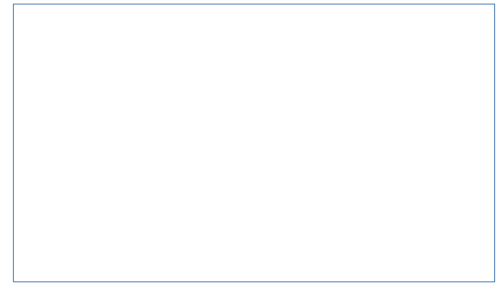
Image Source: (Hughes, Ginnett, & Curphy, 2015)



# Task

The most fundamental level of the situation involves the tasks to be performed by individuals or teams within the organisation. There are a several ways in which tasks vary are particularly relevant to leadership such as:

- **Task Autonomy** :- Task autonomy is the degree to which a job provides an individual with some control over what he does and how he does it.
- **Task Feedback** :- Task Feedback refers to the degree to which a person accomplishing a task receives information about performance from performing the task itself.
- **Task Structure** :- Task Structure basically is the degree to check up to which extent any task is structured or unstructured. (The more planed process, rules of governing the more structured a task is)



## Task (Cont.)

- **Task Interdependence** :- Task Interdependence concerns the degree to which tasks require coordination and synchronization for work groups or teams to accomplish desired goals.
- Task Interdependence differs from autonomy in that workers or team members may be able to accomplish their tasks in an autonomous fashion, but the products of their efforts must be coordinated for the group or team to succeed

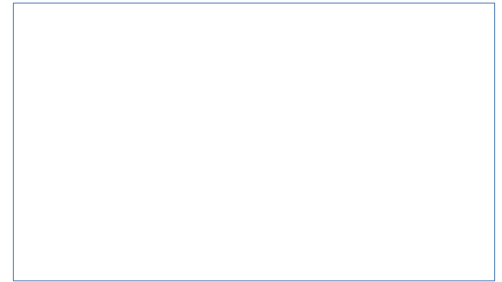


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# Task (Cont.)

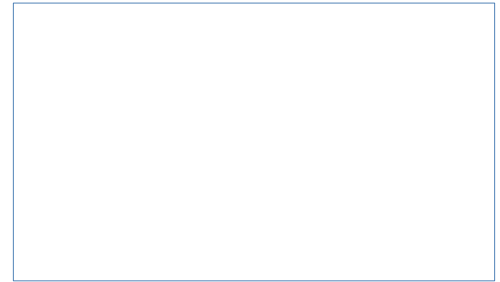
There can be majorly two types of problems associated with tasks

- **Technical Problems**

- *What are these problems?* - Those problems which can be solved without changing the nature of the social system itself within which they occur.
- *What's the Work?* – Applying current know-how
- *Who does the Work?* -Authorities

- **Adaptive Problems**

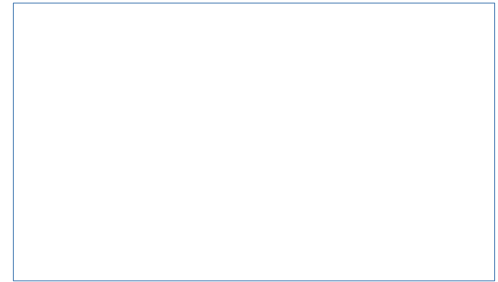
- *What are these problems?* - Those problems which can only be solved by changing the system itself.
- *What's the Work?*- Discovering new ways
- *Who does the Work?* -The people facing the challenge



# Organisation

(Kaplan and Norton, 1996) have described a set of operating assumptions underlying the information age and contrasted them with their predecessors in the industrial age. They described changes in the following ways companies operate that have affected its leadership.

- **Cross Functions:** Organisations must operate with integrated business process that cut across traditional business functions.
- **Link to Customers and Suppliers:** IT enables organisations to integrate supply, production and delivery process resulting in improvements in cost, quantity and response time.
- **Customer Segmentation:** Companies must learn to offer customized products and services to diverse customer segments.



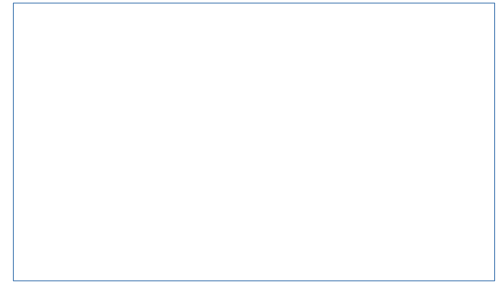
# Organisation (Cont.)

- **Global Scale:** Companies today compete against the best companies throughout the world.
- **Innovation:** Product Life are shrinking, Companies must anticipate customers' future needs, innovate new products and services, rapidly deploy new technologies into operations.
- **Knowledge Workers:** All employees must contribute value by what they know and by the information they provide.



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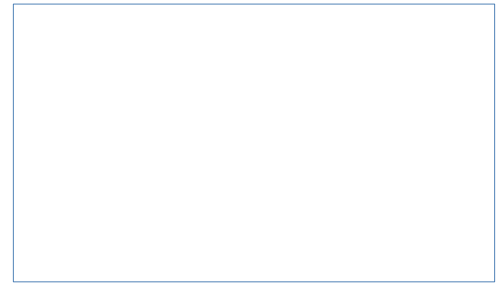
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# Organisation – Formal Aspects

Formal Organization's study involves the disciplines of management, organizational behavior, and organizational theory and can have a profound impact on leadership.

- **Level of Authority** :- It is the hierarchical level in a organisation.
- **Organisation Structure** :- Organisational Structure is the way an organisation's activities are coordinated and controlled. It represents another level of the situation in which leaders and followers must operate. It may vary in Complexity and Degree of Formalization
  - **Structure Varying in Degree of Formalization**
    - **Formalisation** is the degree of standardisation, which usually varies with size
    - **Centralisation** is the diffusion of decision making



# Organisation – Formal Aspects (Cont.)

- **Structure varying in Complexity**
  - **Horizontal Complexity** is the number of specialisations at any particular organisational level in an organisational chart
  - **Vertical Complexity** is the number of hierarchical levels appearing on an organisational chart
  - **Spatial Complexity** is the geographical dispersion of an organisation's members.

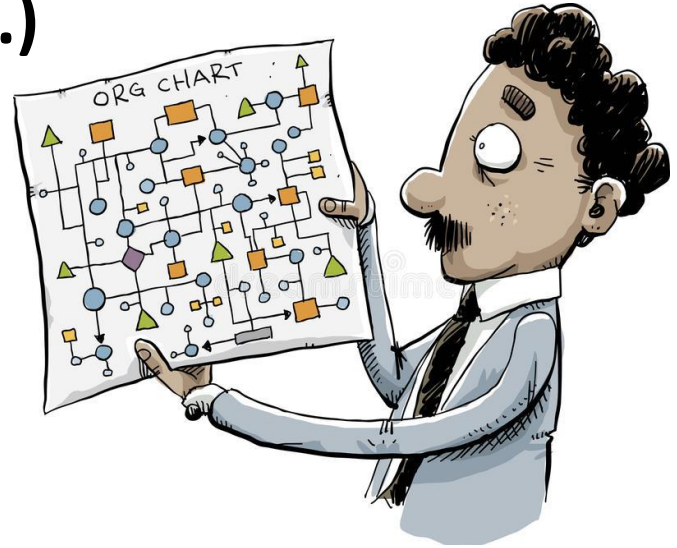


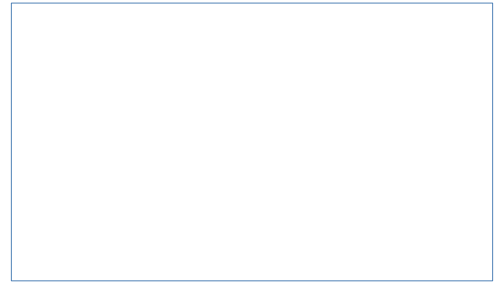
Image Source: <https://www.dreamstime.com/stock-illustration-tangled-org-chart-cartoon-office-worker-man-holds-confusing-image77168326>

# Organisation – Informal Aspects

Informal organization generally refer to organisational culture. Although most people probably think of culture in terms of very large social groups, the concept also applies to organizations.

- **Organisational Climate** concerns members' subjective reactions to the organization. (Kozlowski and Doherty, 1989)
- **Organisational Culture** has been defined as a system of shared backgrounds, norms, values, or beliefs among members of a group (Schein, 2017)

These two concepts are distinct such that organizational climate is partly a function of organizational culture. Our feelings or emotional reactions about an organization are affected by the degree to which we share the prevailing values, beliefs, and backgrounds of organizational members





# The Environment

- Ronald Heifetz argues that the leaders not only are facing crises than ever before but that a new mode of leadership is needed because we are in a permanent state of crisis.
- Change has become so fast and so pervasive that it impacts virtually every organisation everywhere, and everyone in them.
- VUCA coined by the Army War College U.S.A. for the new state of affairs, describes a world i.e.,

- **V**olatile
- **U**ncertain
- **C**omplex
- **A**mbiguous

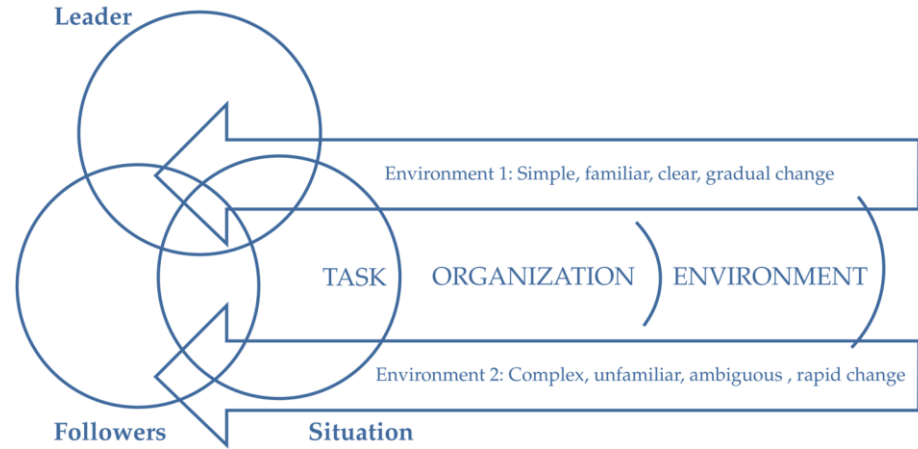


Image Source : <https://www.dreamstime.com/vuca-volatility-uncertainty-complexity-ambiguity-general-conditions-situations-concept-keywords-vuca-volatility-image133229555>

# The Environment (Cont.)

In the constantly changing environment, Leadership which was never easy, is appears to be growing more difficult

- Two vectors added to the original diagram, highlights how two contrasting and multidimensional kinds of environments affect leadership
- Two vectors do not imply there's a categorization of environments (either simple or complex); it is used just to represent in the figure, a range of possible environments.



## Contrasting Different Environments in the Situational Level

Image Source: (Hughes, Ginnett, & Curphy, 2015)

# The Environment - PESTEL

Leaders have to analysis the business environment to make wise decisions, taking into account the **situation** dimension of Leader-Follower-Situation Framework.

PESTEL Analysis is one of the Tools which Leader may use to analysis different aspects of business environment simultaneously.



Image Source: [https://stock.adobe.com/in/search/images?k=pestel&asset\\_id=369421426](https://stock.adobe.com/in/search/images?k=pestel&asset_id=369421426)

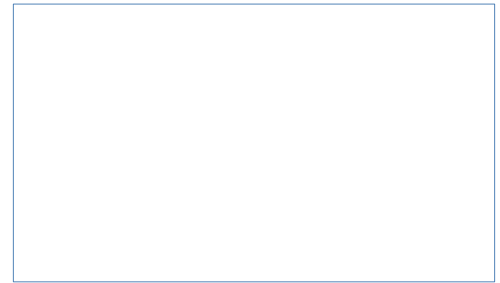
# The Environment (Cont.)

## Societal Culture

It is critical for leaders to have an understanding of societal culture and the associated beliefs, characteristics, and customs. Failure to do so can result in conflicts and misunderstandings.

**Societal Culture** refer to those learned behaviors characterizing the total way of life of members within any given society

Business leaders in the global context need to become aware and respectful of cultural differences and cultural perspectives.



# Adaptive Leadership

**Adaptive Leadership** is a process based on the principle of shared responsibility for the future success of the business or service.

Ron Heifetz and Marty Linsky, defines adaptive leadership as “**A practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments.**” (Heifetz , Ronald and Linsky, 2002)

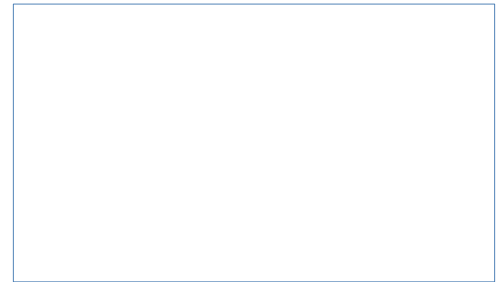
Thus Adaptive Leaders must have the four foundational traits:

Emotional  
Intelligence

Organizational  
Justice

Character

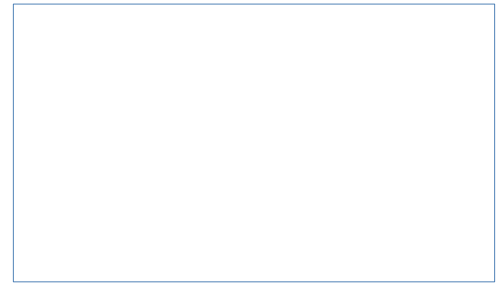
Development



# Adaptive Leadership

There are **Four A's of Adaptive Leadership** while responding to any situation

- **Anticipation** of likely future needs, trends and options.
- **Articulation** of these needs to build collective understanding and support for action.
- **Adaptation** so that there is continuous learning and the adjustment of responses as necessary.
- **Accountability**, including maximum transparency in decision making processes and openness to challenges and feedback.



# Adaptive Leadership

## Model of Adaptive Leadership

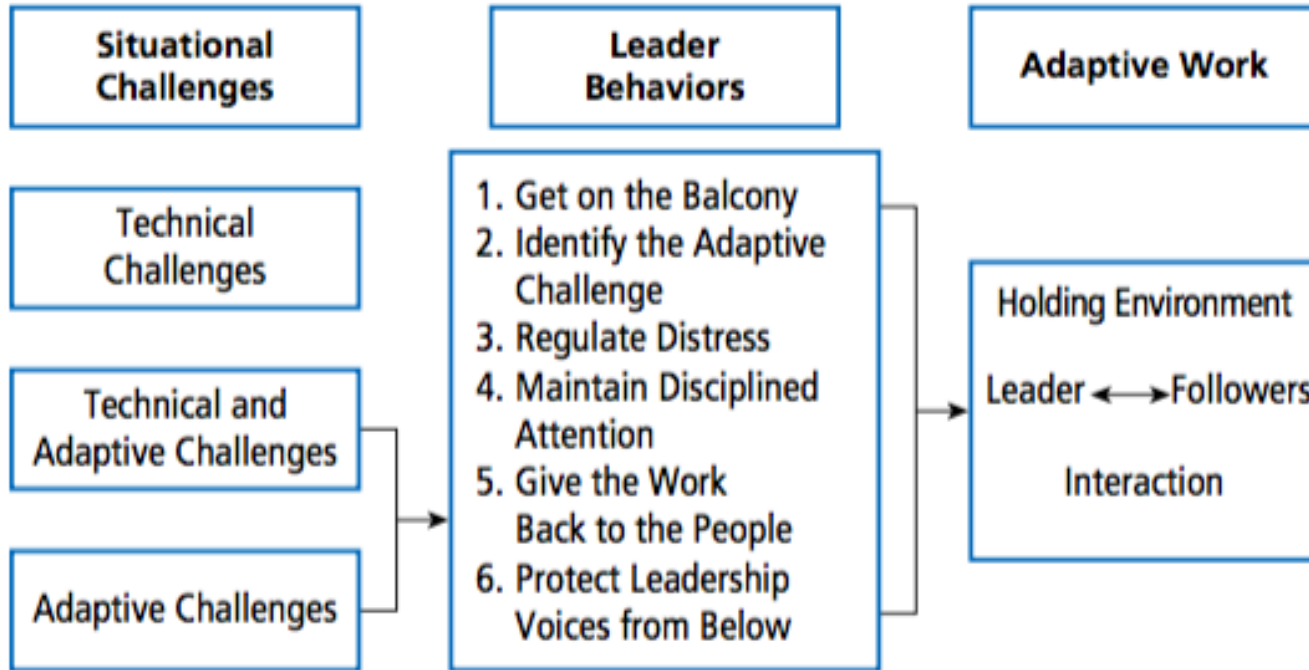


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# Research Paper



AMERICAN  
PSYCHOLOGICAL  
ASSOCIATION

## The Role of the Situation in Leadership

Victor H. Vroom  
Arthur G. Jago

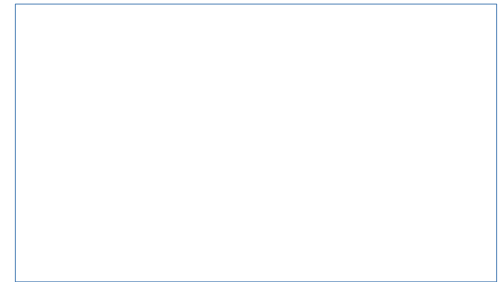
*Yale University*  
*University of Missouri—Columbia*

January 2007 • American Psychologist

Copyright 2007 by the American Psychological Association 0003-066X/07/\$12.00  
Vol. 62, No. 1, 17–24 DOI: 10.1037/0003-066X.62.1.17

### Purpose

The purpose of this paper is to do integrative examination of the different leadership theories to lay emphasis on role of situation in leadership by laying a taxonomy of situational effects on leadership





# Research Paper

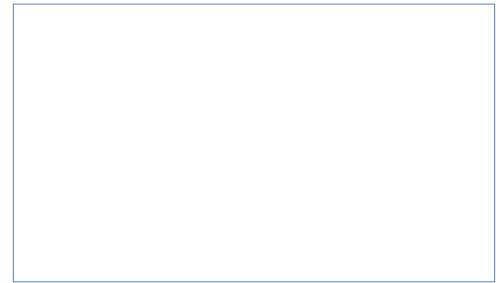
## Design/methodology/approach

This paper begins with defining of leadership. Then the role of situational factors in leadership is examined particularly in organizations rather than leadership in political, scientific or artistic realms with the help literature review.

## Findings

This paper had identified three distinct roles that situational variables play in the leadership process.

- Organizational effectiveness (*often taken to be an indication of its leadership*) is affected by situational factors not under leader control.
- Situations shape how leaders behave
- Situations influence the consequences of leader behavior.



# Research Paper

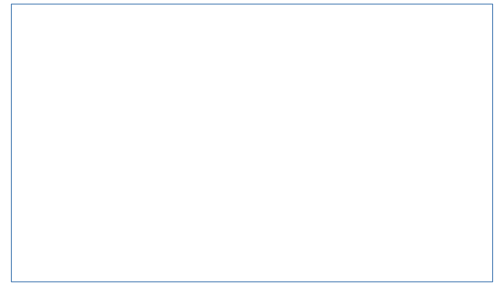
## Originality/value

This paper provides integrative view of different theories of leadership (including Fiedler's contingency theory, Path Goal Theory and Normative and descriptive model of leadership) viewed from the common perspective of role of situations in effective leadership

## Practical implications

The most recent of these, contingency theories, is argued to be most consistent with existing evidence and most relevant to professional practice.

The Vroom, Yetton, and Jago contingency models of participation in decision making are described in depth, and their work provides the basis for identifying 3 distinct ways in which situational or contextual variables are relevant to both research on and the practice of leadership.



# Case Study : Virginia Tech Shooting (Hero in Midst of Horror)

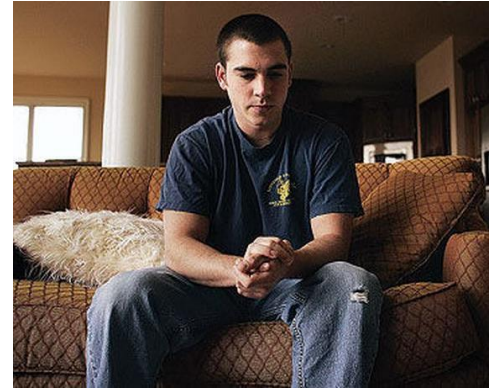
- **April 16, 2007**, was a dark day at **Virginia Tech**. On that day **Cho Seung Hui** went on a shooting rampage **that killed 32 students and faculty** and injured a host of others.
- He created a situation of terror. But in that same awful situation, **heroes were created**.
- One was **Zach Petkewicz**. Zach and his fellow classmates were in a classroom near the one where Cho initiated his massacre. Everyone experienced fear and hid behind whatever they could find for protection.
- But it occurred to Zach that **“there’s nothing stopping him from coming in here. We were just sitting ducks.”** And that’s when Zach and others took action.



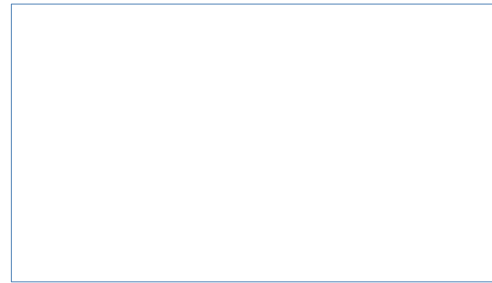
Case Source : (Hughes, Ginnett, & Curphy, 2015)

## Case Study (Cont.)

- Zach grabbed a table and shoved it against the door. Seeing his plan, **other students joined him**, pinning the table against the cinderblock walls around the door frame.
- They were just in time. **Cho tried to get into their classroom next.** Having tried the door handle and then brute force, Cho emptied a clip of ammunition through the door before **giving up and moving on to another room.**



Zach Petkewicz, described how he and two classmates barricaded their classroom door at Norris Hall



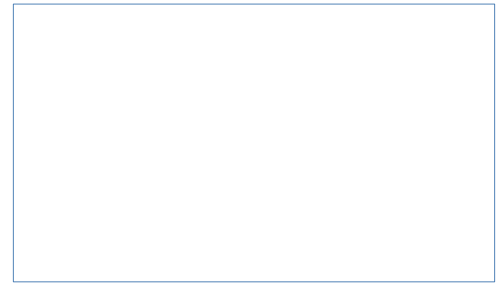
Case Source : (Hughes, Ginnett, & Curphy, 2015)

## Case Study (Cont.)

- Days after the assault, Zach Petkewicz was interviewed by Matt Lauer on NBC's Today Show. Lauer asked Zach if he could have predicted, before the shooting, how he would react. The young hero, whose first reaction had been fear, said that's not possible for anyone. **"There's no way of telling what I would have done until you're put in that situation."**

**Q1)** With respect to the case, discuss how the situation influences leaders and followers?

**Q2)** Do Situational Leaders always have to be reactive to the situation?



Case Source: : (Hughes, Ginnett, & Curphy, 2015)

# Book Recommendation

## Grasp the Situation: Lessons Learned in Change Leadership

**Authors:** Glenn H Varney  
Scott Janoch  
James M. McFillen

**Publisher:** iUniverse;  
(July 2015)

**Language:** English

**Paperback:** 202 Pages

**ISBN-10:** 1491767219

**ISBN-13:** 978-1-4917-6721-4

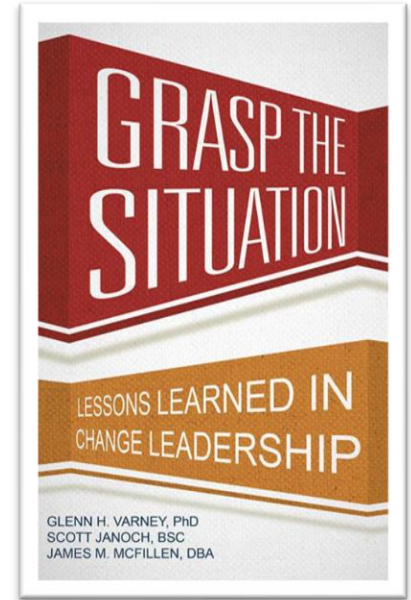


Image Source: <https://www.amazon.in/Grasp-Situation-Lessons-Learned-Leadership/dp/1491767219>

# Book Recommendation

- In this Book, you'll discover how to develop effective solutions by learning from the successes and failures of others.
- The authors present real-life scenarios so you can get better at diagnosing the problems plaguing your organization.
- Learn how to - identify the subtle symptoms that sicken your organization; - avoid placing your trust in the wrong people; - design training programs to fix problem behaviors; and - get leaders to lead and motivate the troops to change.

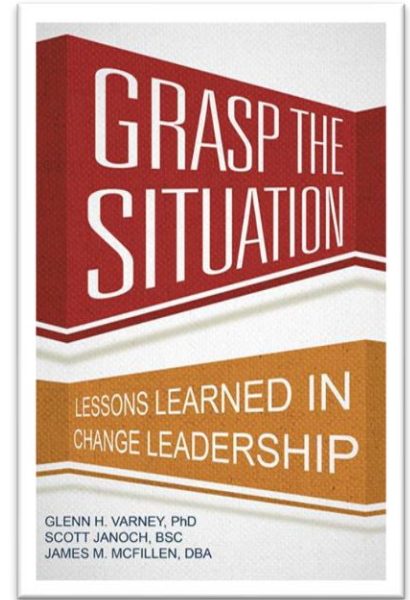
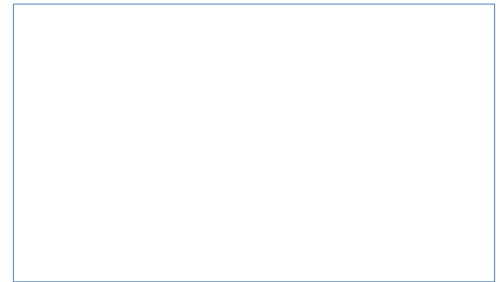


Image Source: <https://www.amazon.in/Grasp-Situation-Lessons-Learned-Leadership/dp/1491767219>

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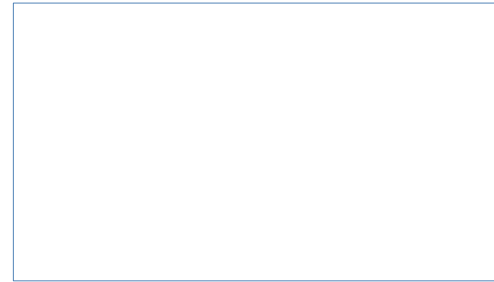
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# Thank You

