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NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE- 04

Interactional Framework for Analyzing Leadership

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Leadership - Interaction Between Leader, Followers, and Situation

“The crowd will follow a leader who marches twenty steps in advance; but if he is a thousand steps in front of them, they do not see and do not follow him.”

-Georg Brandes

Looking at Leadership Through Several Lenses

- Studying **only leaders** provides just a partial view of the leadership process.
- Leadership depends on several factors, **including the situation and the followers** , not just the leader's qualities.
- Leadership is more than just the **kind of person** the leader is or the **things** the leader **does**.
- The clearest picture of the leadership process occurs only when you use **all three lenses** to understand it.



Image Source: <https://vaconsultants.co.uk/wp-content/uploads/2019/04/Looking-through-a-lens-1024x648.jpg>

The Interactional Framework for Analyzing Leadership

- The framework depicts leadership as a function of three elements—
- the leader,
- the followers, and
- the situation.

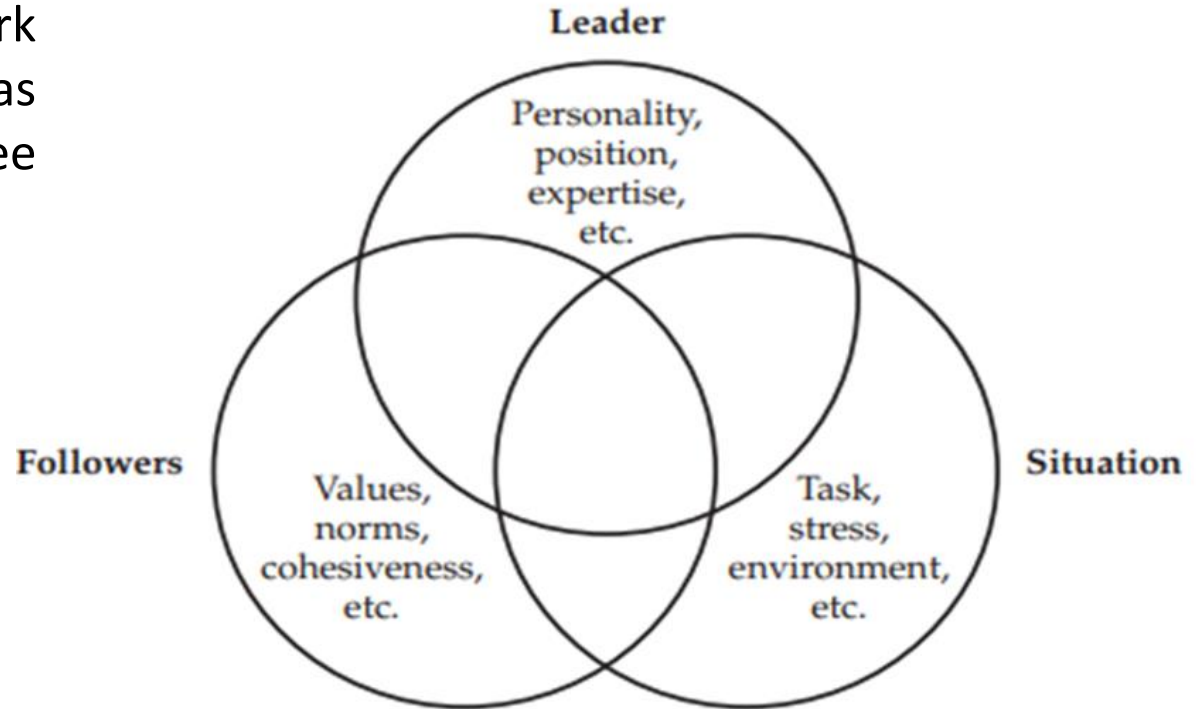


Image Source: (Hughes, Ginnett, & Curphy, 2015)

The Interactional Framework for Analyzing Leadership (Cont.)

- A particular leadership situation scenario can be examined using each level of analysis separately.
 - Examining interactions in the area of overlaps can lead to better understanding.
- Leadership is the result of complex interactions among the leader, the followers, and the situation.

The Leader

- Individual aspects of the leadership equation:
- Unique personal history
 - Interests
 - Character traits
 - Motivation
- Effective leaders differ from their followers , and from ineffective leaders on elements such as:
 - Personality traits, cognitive abilities
 - Skills, values
- Another way personality can affect leadership is through temperament.

The Leader (Cont.)

- Leaders **appointed by superiors** may have **less credibility** and may get less loyalty.
- Leaders **elected** or **emerging** by consensus from ranks of followers are seen as more effective.
- A leader's **experience** or **history** in a particular organization is usually important to her or his effectiveness.
- The extent of **follower participation** in leader's selection may affect a leader's legitimacy.



The Followers

- Certain aspects of followers affect the leadership process:
 - ☐ Expectations
 - ☐ Personality traits
 - ☐ Maturity levels
 - ☐ Levels of competence
 - ☐ Motivation
- Workers who **share** a leader's **goals** and **values** will be more motivated to do their work.

The Followers (Continued)

- The number of followers reporting to a leader can have significant implications.
- Other relevant variables include:
 - ☐ Follower's trust in the leader.
 - ☐ Follower's confidence or lack thereof in leader's interest in their well-being.



Image Source; <https://vivente.com.au/wp-content/uploads/2014/04/followership.png>

- Leadership/followership Möbius strip wherein the two concepts merge, just as leadership and followership can become indistinguishable in organizations

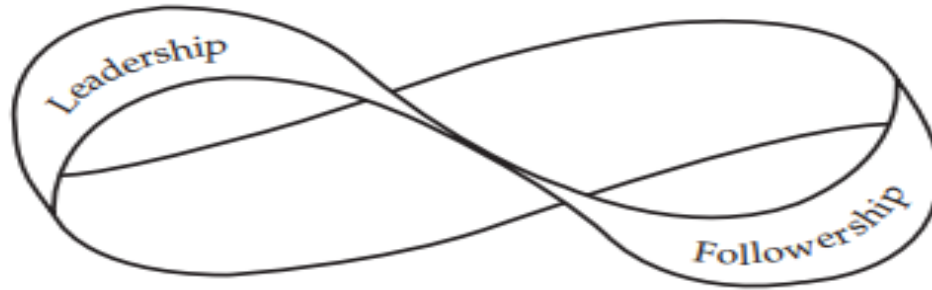


Fig- The Leadership/ Followership Möbius Strip

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

Changing Roles for Followers

- The leader-follower relationship is in a period of **dynamic change**.
 - Increased pressure to function with reduced resources.
 - Trend toward greater power sharing and decentralized authority in organizations.
 - Increase in complex problems and rapid changes.
- Followers can become much more proactive in their stance toward organizational problems.
- Followers can become better skilled at “influencing upward,” flexible and open to opportunities .

The Situation

- Leadership often makes sense only in the context of how the leader and followers interact in a given situation.
- The situation may be the most ambiguous aspect of the leadership framework.

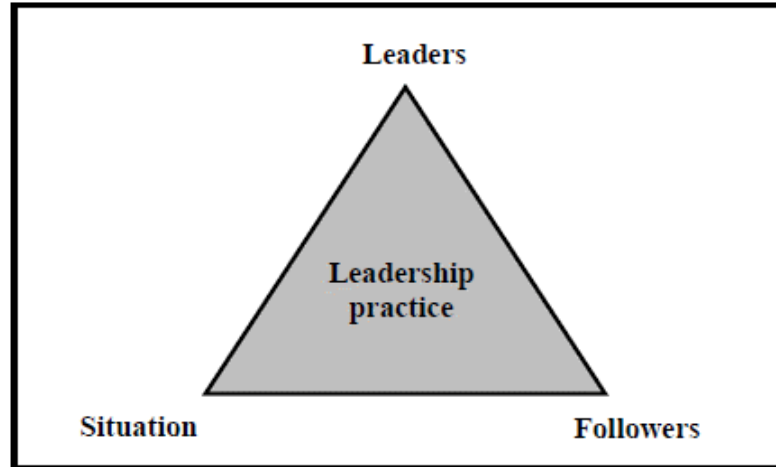


Image Source: https://www.researchgate.net/publication/286969346_Leadership_Practice_Structures_in_Regular_Primary_Schools_Involved_in_Inclusive_Education_Reform_in_Bangladesh

Leader-Follower-Situation Interactions

- Leaders **create environments** where **follower's innovations** and **creative contributions** are welcome.
- Leaders **encourage growth** and **development** in their followers beyond the scope of the job.
- Leaders are generally **more interested** in the **big picture** of followers' work than managers.
- Leaders **motivate** followers through more **personal** and **intangible factors**.
- Leaders **redefine the parameters** of **tasks** and **responsibilities**.

Manager-Follower-Situation Interactions

- Managers are more likely to emphasize routinization and control of follower's behavior.
- Managers tend to assess followers' performance in terms of explicit, fairly specific job descriptions.
- Managers motivate followers more with extrinsic , even contractual consequences.
- Managers tend to accept the definitions of situations presented to them. Managers are likely to affect change officially , through control tactics.

Drawing Lessons From Experience

- The right behavior in one situation is not necessarily the right behavior in another situation.
- Though unable to agree on the one best behavior in a given situation, agreement can exist on some clearly inappropriate behaviors.
- Saying that the right behavior for a leader depends on the situation differs from saying it does not matter what the leader does.



Image Source: <https://thumbs.dreamstime.com/b/experience-learning-exposure-drawing-icon-concept-72713210.jpg>

Summary

- Leadership involves **dynamic interaction** between leaders and followers in a particular **situation**.
- Study of leadership **must include** the **followers** and **the situation**.
- The **interactive nature** of leader-followers-situation can help us better understand
 - The changing nature of the leader-follower relationship.
 - The increasingly greater complexity of situations leaders and followers face.
- Good leadership can be enhanced by greater awareness of factors influencing the leadership process.

Case Study:

- UPS (**United Parcel Service**) is the nation's fourth-largest employer with 357,000 employees worldwide and operations in more than 200 countries.
- Jovita Carranza joined UPS in 1976 as a part-time clerk in Los Angeles. Carranza demonstrated a strong work ethic and a commitment to UPS, and UPS rewarded her with opportunities—opportunities Carranza was not shy about taking advantage of.
- By 1985 Carranza was the workforce planning manager in metropolitan Los Angeles. By 1987 she was district human resources manager based in Central Texas. By 1990 she had accepted a move to district human resources manager in Illinois. She received her first operations assignment, as division manager for hub, package, and feeder operations, in Illinois in 1991. Two years later, she said yes to becoming district operations manager in Miami. In 1996 she accepted the same role in Wisconsin.



Case Study:

- By 1999 Carranza's progressive successes led UPS to promote her to president of the Americas Region. From there she moved into her current position as vice president of UPS Air Operations, based in Louisville, Kentucky.
- Carranza attributes much of her success to her eagerness to take on new challenges.
- After nearly 30 years with UPS, Carranza says teamwork, interaction, and staff development are the achievements of which she is proudest: "Because that takes focus, determination, and sincerity to perpetuate the UPS culture and enhance it through people."
- Carranza's corporate achievements, determination, drive, innovation, and leadership in business have earned her the distinction of being named *Hispanic Business Magazine's Woman of the Year*.

Case Study:

- She credits her parents, both of Mexican descent, with teaching her “the importance of being committed, of working hard, and doing so with a positive outlook”—principles she says continue to guide her personal and professional life.

Questions-

1. What are the major skills Jovita Carranza has demonstrated in her career at UPS that have made her a successful leader?
2. Consider the spiral of experience that Jovita Carranza has traveled. How has her experience affected her ability as a leader?
3. Do you think Jovita Carranza’s performance and rise in UPS would have been similarly impressive if she worked in the corporate sector rather than the government?

Research Paper

Paper: A “contingent” view of leadership: 360-degree assessments of leadership behaviours in different contexts

Authors: Tony Manning

Journal: Industrial and Commercial Training

Published: 2 September 2013

DOI: <https://doi.org/10.1108/ICT-02-2013-0014>

A “contingent” view of leadership: 360 degree assessments of leadership behaviours in different contexts

Tony Manning

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Abstract

Purpose – Much popular thinking on leadership assumes that there is some “essence” of effective leadership, that there are “universal” leadership traits and/or behaviours associated with success in all situations. This article aims to challenge such views, providing evidence showing that 360 degree assessments of different leadership behaviours vary according to the context. This article seeks to present evidence that supports a “contingent” view of leadership.

Design/methodology/approach – The research described looks at the degree of correlation, and its statistical significance, between self-assessed leadership behaviour and 360 degree assessments of performance. Evidence is presented showing that results vary in different contexts.

Findings – Statistically significant relationships were found between leadership behaviours and 360 degree outcomes. These relationships varied according to the context, including the individual's seniority, control over resources and line management responsibility, as well as the size of the organisation and rate of organisational change.

Research limitations/implications – The research uses one outcome measure, is based on managers in the UK public sector and explores a limited number of contextual variables. Further research using other outcome measures, based on other populations and considering other contextual variables would be useful. Some of the sub-samples are also quite small and there is a need for further research in small organisations, organisations undergoing limited change and with individuals line managing large numbers of staff. Research using more objective measures of organisational size would also be useful.

Practical implications – The research findings highlight the fact that, in order to be effective, leaders need to tailor their behaviour to the specific situation. Inappropriate behaviour reduces personal effectiveness and, in consequence, organisational effectiveness. Providers of leadership training and development need to be more aware of the “contingent” nature of leadership. This means abandoning “universal” leadership models and prescriptions.

Social implications – This paper has implications for individuals in leadership roles, for individuals providing leadership training and development, and for purchasers of leadership training and development solutions. All need to recognise the “contingent” nature of leadership.

Originality/value – This paper provides an evidence-based challenge to the widely held view that there is some “essence” of leadership, that there are “universal” leadership traits and/or behaviours. While there are some published examples of such “contingency” research into leadership, they are limited in number, and little known and seldom used in the world of training and development.

Keywords Leadership, Contingency models of leadership, Leadership training and development, 360 degree assessment, Training, United Kingdom, Public sector organizations

Paper type Research paper

Introduction

This article presents evidence indicating that particular leadership behaviours are valued more and less highly in different contexts. This follows on from, but goes beyond, previous research by this author (Manning, 2013) showing differences in 360 degree assessments of middle and senior managers. The research described herein also uses 360 degree assessments to measure individual performance. However, it looks at differences in

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Purpose

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- The research findings highlight the fact that, in order to be effective, leaders need to tailor their behaviour to the specific situation. Inappropriate behaviour reduces personal effectiveness and, in consequence, organisational effectiveness. Providers of leadership training and development need to be more aware of the “contingent” nature of leadership. This means abandoning “universal” leadership models and prescriptions.

BOOK RECOMMENDATION

Successful Global Leadership: Frameworks for Cross-Cultural Managers and Organizations

Publisher: Palgrave Macmillan;
Softcover reprint of the
Original 1st ed. 2016 edition
(21 April 2018)

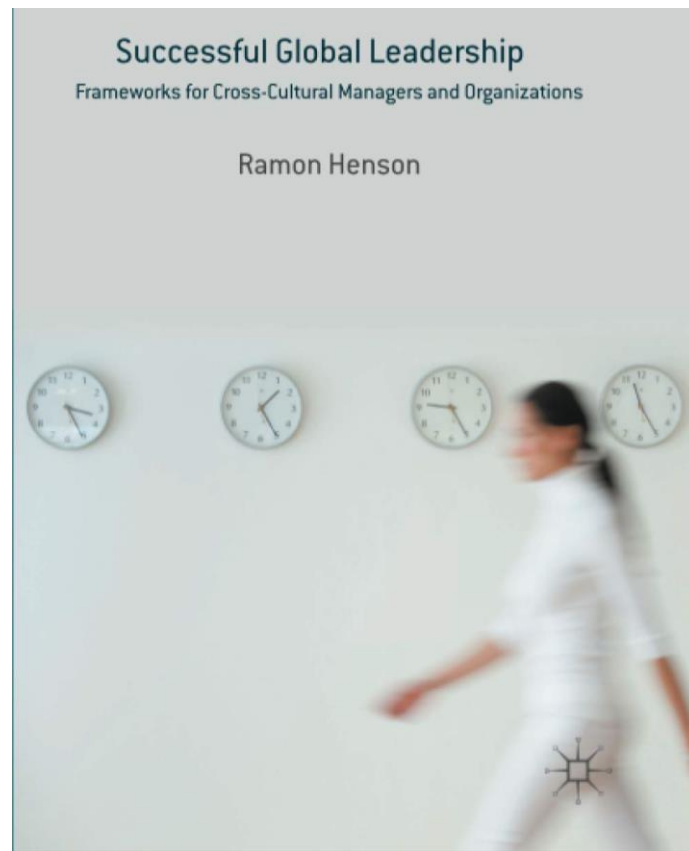
Authors: Ramon Henson

Language: English

Paperback: 307 Pages

Isbn: 1349954829

<https://images-na.ssl-images-amazon.com/images/I/516Wlwe1HXL.jpg>



Book Recommendation

LEADERSHIP: Enhancing the Lessons Of Experience (Eighth Edition)

Edited By: Andrea Heirendt
Publisher: ©2015 by McGraw-Hill Education
Authors: Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy
Language: English
Paperback: 753 Pages
ISBN: 978-0-07-786240-4
MHID: 0-07-786240-6

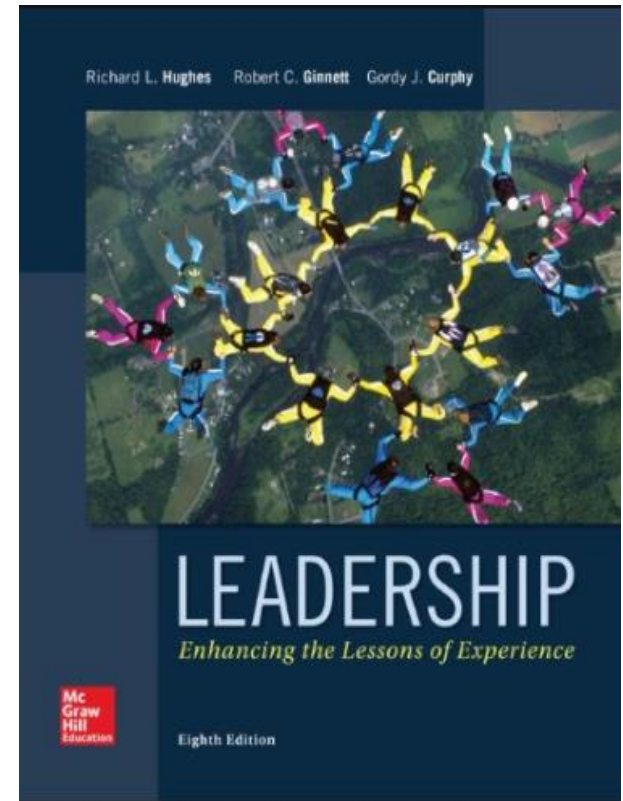


Image Source: <https://www.amazon.in/Leadership-Enhancing-Experience-Richard-Hughes/dp/0078112656/>

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- <https://vdocument.in/myths-and-facts-about-leadership.html>



THANK YOU

