Unit 4.1 – Alignment

Leadership:

SPEAKER: What do we mean when we say that someone is a good leader? What makes someone a good leader? If someone is a good leader in one situation, can we be certain they will be successful in a very different situation? For a given group of followers, how much does the leader matter? Are good leaders born or are good leaders developed and created? How do we determine what kind of leader is needed for a specific situation? And how do we create a good match between the needs of the situation and the capabilities and behavior of the leader?

These are all extremely important questions that we will explore as we discuss leadership.

Do Leaders Matter?

Let me answer one of the big questions. Do leaders matter? Research shows that leaders matter a great deal and can mean the difference between success and failure, between competitive advantage and mediocrity. But the answers to those specific questions about leadership are not simple and often they're not intuitive.

That is why we will use research findings from real work organizations to inform the content of this topic. We know that effective leaders assure that unit goals align with organizational goals. We know that effective leaders assure that followers understand their own goals and why they matter. We know that effective leaders assure that the path to success is clearly defined for followers and that success is supported, facilitated, and rewarded. We know that followers matter as much as leaders. But how do leaders make all of this happen effectively? That is what we will explore with this topic.

Enduring Ideas:

Let's look at our enduring ideas for leadership, things that we hope you will remember for the rest of your careers. First, effective leaders assure that unit goals are aligned with organizational goals. Secondly, effective leaders assure that followers understand their own goals, why they matter, and how they contribute to higher level of success. Effective leaders assure that the path to goal success is clearly defined for followers and that success is supported, facilitated, and rewarded.

Effective leaders help followers find and follow a good path to their personal goal success as well as organizational goal success. Effective leaders have followers who are engaged by the organization, who are committed to the success of the organization, who are satisfied with the leadership process and who proactively look for ways to contribute to the success of the organization.

Leadership in Context:

Let's look again at our organizing structure for the course. When we do this, you will see how much overriding importance there is to leadership in organizations.

Leadership informs and responds to strategy. Leadership informs and responds to structure. Leadership informs and responds to culture and all of the other organizational systems and processes that we will discuss throughout this course. Leadership is a key component of driving effective organizations and creating competitive advantage.

Overview & Frameworks:

SPEAKER: There are a lot of leadership theories, a lot of leadership models, a lot of beliefs about what creates effective leadership. We're going to explore some of those dominant theories and models. And to be honest, each of those brings value to our understanding of the meaning of leadership and the impact of leadership. Let's start by defining what we mean by leadership. First, it's very important for us to emphasize that leadership is a process. It's a process whereby one individual influences other individuals.

In the context of organizations when we talk about leadership, we're talking a process that helps the leader influence followers to achieve goals of the organization. Although you need a formal position to be called a manager, anyone in an organization can be a leader. Anyone who exerts influence on others is a leader.

This observation emphasizes the pervasiveness of and the importance of leadership in organizations. It also points out that organizations do not have complete control over who the leaders in the organization will be. Organizations can always choose their managers. Only sometimes can they choose the full set of leaders.

This also makes clear that since anyone can be a leader and since the role of leaders is to influence others to pursue goals, that a leader, depending on the goals on which he or she focuses, can facilitate the success of organizational goals or could actually hinder the success of organizational goals. For now, think of leadership as a process, think of the focus of that process as one in which one person influence the behavior of others to move them toward goal achievement.

Leading vs Managing:

Let me follow-up a bit on the difference between leaders and managers. I want to emphasize that one person can be a leader and a manager. However, the process of leading is different than the process of managing. Managers are chosen by organizations, they are appointed, they are assigned by organizations, and they're given responsibility. They're kind of higher-level responsibilities for planning, for investigating, for organizing, and controlling. Leaders can also be managers, but leaders can be anyone who emerges, who's able to influence the behavior of followers and influence them toward a set of goals.

Leaders tend to focus on interpersonal aspects of the job, whether it is a job assigned by the organization or leadership responsibility assumed by a person. Leaders often tend to focus on inspiring others, providing emotional support, getting employees to rally around a common goal because they want to. Leaders often play a key role in developing a vision, developing a strategic plan. But a very key role of making sure that working with followers, those plans are executed and that vision is achieved.

Managers tend to focus on functions. Planning, investigating, organizing, controlling, they concentrate on getting higher-level things done for the organization. They're charged with integration, they're charged with implementing vision, with implementing and executing strategic plans. Most organizations hope that in most situation their managers will also function as leaders. But it's important to remember that the management process and the leadership process can involve very different kinds of activity and behavior.

Integrated Model of Leadership:

Your text has a very helpful graphic that puts leadership into an integrated context in the organization. Let's take a look at this graphic. If we start at the far right of the model, you can see that leadership effectiveness is the outcome we're trying to explain in this topic. And note that effective leadership according to this model is influenced by four types of leadership behavior. Task-oriented, relationship-oriented, passive behavior, and transformational behavior.

We will also pay a little attention to other leader behaviors that some feel are particularly important, and that's behavior that's focused on achievement and behavior that's focused on participation. Also note in this figure how

demographic characteristics such as gender and age and task-oriented traits and interpersonal attributes can influence an individual's choice of leader behavior and how those characteristics of followers can impact the effectiveness of specific leader behaviors.

The final component, situational factors, may look fairly small in this graphic, but in reality its importance is quite large. We will pay a lot of attention to how situational factors will influence the behaviors that leaders choose to engage in. And we will pay a lot of attention to the degree to which those choices are appropriate for some situations, but not for others. And we will pay attention as we discuss leadership in how situational factors will influence the way followers choose to respond to the behavior of leaders.

For Discussion:

There are two major discussion points as people argue about leadership, as they argue about the best leadership model. The first point is the argument over whether good leaders are born or good leaders are created. As we discuss leadership, we will suggest that the research evidence shows that people are born with or acquire very early in their life; traits, characteristics, personality factors that can impact the likelihood that they will become good leaders. However, we will also argue that the tipping point on whether someone becomes an effective leader is whether they learn how to be an effective leader across organizational situations.

So the first argument is; are good leaders born or are good leaders created? Our position will be yes and yes. They're born with potential, but they must learn to capitalize on that and become effective leaders. Which means for some people, it'll be less difficult to learn to become an effective leader.

The second argument is whether there's one best kind of leader that fits every situation. And we'll look at some leadership models that argue this. The counter to that position is that the best, the most appropriate, the most effective leader will depend on the situation. The position we will take is that there are some leaders who can be effective in a very wide range of situations, but the way they become effective in a very wide range of situations is by adapting their behaviors to the needs of the situation.

So there may be one best kind of leader, but there's not one best kind of leader behavior that will perform well in every leadership situation.

Effective Leaders Influence Followers:

Keep in mind as we continue our discussion of leadership that our big focus is on the fact that effective leaders influence followers. They influence followers to achieve organizational goals. To achieve their personal goals, to become engaged in the organization, to development commitment to the organization, and to be satisfied with the leadership process.

Sample Criteria: Evaluating Leaders:

As organizations evaluate the effectiveness of their leaders, they often use a very wide range of dimensions on which they evaluate their leaders. We're going to take a more focused position on this later in the topic, but I think it's very useful to emphasize how complex the leader's job can be, to look at some of the criteria that organizations commonly consider important components of leader effectiveness.

First let's look at a category of interpersonal effectiveness. Often when organizations evaluate leaders, they'll ask how effective is this leader interpersonally in working with followers? How well do they structure the behavior of followers? How well do they motivate followers? How well do they communicate to and with followers? How well do they influence the behavior of followers and how appropriately? How well do they nurture the with development of followers? And how well do they support followers and create a sense that followers feel they're being supported?

Second category that organizations often look at is related to leaders driving change. Because environments are so dynamic today, both inside and outside of organizations, a very critical part of gaining competitive advantage is

managing change effectively. And as we will see near the end of the course when we talk about leading effective change, the role of leaders is absolutely critical in converting good ideas into good outcomes.

So one of the ways organizations often evaluate their leaders is to look at some change-related factors such as, is my leader a promoter of change, is my leader willing to change? Is my leader willing to change outside of the box, outside of the current status quo to find and follow paths to future success for the organization? Is my leader a person who's innovative, who generates new ideas, new solutions for existing problems and solutions for potential opportunities? Is my leader someone who's willing to take risk when risk is appropriate?

Personal Criteria:

Organizations often look at the leader as a person as well. And they'll ask questions about the characteristics of the person. Characteristics that organizations believe contribute to effective leadership and that organizations believe can impact how followers feel about and respond to the leader. We'll pay quite a bit of attention to this later as we care about charismatic leadership, for example.

But often organizations will ask to what extent is this leader reality-based. To what extent is this a forward-looking leader, an ethical leader, a socially responsible leader? Now notice that many of these characteristics that organizations look for in their leaders only gain importance when they are aligned with the culture of the organization; the values, norms, and beliefs that the organization has as a part of its culture and that the organization believes will facilitate success. They look at goal-oriented behavior, willingness to admit to mistakes so that learning can occur. The integrity of their leaders, the courage of their leaders, and the measured self-confidence of their leaders.

They also look at patience and and adaptability and ability to deal with pressure and decisiveness and ability to deliver on commitments. By now, you should figure out that being a leader is not easy, organizations expect a lot, followers expect a lot. Each of these characteristics we're looking at has the potential to help you be an effective leader. Each of these characteristics if not present has the potential to damage leadership effectiveness as well.

Strategy Criteria:

But wait, there are more. Organizations also often look at leaders from their ability to contribute to the strategic mission of the organization. And this is where leadership behavior gets very close to management behavior. But organizations often expect their leaders to contribute to the strategy of the organization, helping to set vision, helping to identify threats and opportunities, helping to identify and follow a long-term perspective, ability to execute against strategy, and very importantly, most organizations expect leaders to be researchers. How else can a leader determine the behaviors that are appropriate for a particular situation and a particular set of followers in the context of an organization's strategic objectives and culture and structure.

Unit 4.3 –Organizing Perspectives & Universal Traits

Organizing Perspective & Universal Traits:

SPEAKER: As I mentioned earlier, there are a lot of different models, a lot of different theories, a lot of different perspectives about leadership and what leads to effective leadership. This can make it really complicated for us to understand for ourselves how to be effective leaders. Because these perspectives are so complex, we're going to use an organizing model that helps us look at the four different categories of perspectives on leadership.

 I want to emphasize that I personally do not consider these four perspectives to always be in competition with one another. I think there's something we've learned from each of these perspectives that can inform us as we identify the best way to be effective as leaders in our own leadership situations in our own organizations.

This graphic shows the model that we will use to organize these four perspectives. We will split these out based on whether the model focuses on the traits of the leader and the followers, or whether the model focuses on the behavior of the leader. So, one split is traits versus behaviors.

The other split is whether the model is what we will call a universal model or a situation-contingent model. What this creates is four models: One that is focused on traits and argues that there's a universal set of traits associated with the most effective leader; one that's focused on behaviors that argues that there's a universal set of behaviors that should always be effective for leaders; and two, situation-contingent models: One that says traits are what really matter, but the particular traits that will drive effective leadership depends on the situation; and the model that we will focus on most heavily because the research and work organization suggests this might be the most informative model for us: A model that says it's the behavior of leaders that matters the most, but the particular set of behaviors will depend upon the situation and the followers.

Assumptions:

Let's start by looking at models that are known as universal trait models. The assumption for universal trait models is that it's possible to identify the person who has the right stuff to be a good leader in any situation. This launches a search for the people with the right personal characteristics to be capable of being effective leaders in almost any situation; therefore the title universal traits. A focus on traits and trying to find a universal set of traits that is believed to drive leader effectiveness.

Key Traits & Interpersonal Attributes:

Let's take a look at the graphic from your readings that addresses some of the positive-oriented traits of leaders, and some that can be positive or negative. Again, remember, initially, the universal trait perspective began by searching for traits that would be universally effective. The research has clearly shown that there are traits that make a significant difference in the effectiveness of leaders, but as we will see later, there's some question about whether we can find one universal set of traits that will always be appropriate for any leadership situation.

Positive task-oriented traits: Traits of the leader that tend to be associated with effective leadership; intelligence, conscientiousness, openness to experience, and emotional stability. We will explore later why these four trait might lead to effective leadership. One of the arguments is that leaders who have these traits inspire followers because they value having a leader with these traits. Another argument for why these traits matter is that leaders who have these traits do the work, do the research, choose the leader behavior and develop the leader behavior that will be effective. Originally, the pure universal trait models thought, all we need to do is find the traits, find the person with this right set of traits, make him a leader. Subsequent research, as I mentioned earlier suggest that having these traits can help someone learn how to become an effective leader. Our second column in this graphic looks at first, some factors that in certain circumstances turn out to have a positive contribution to leadership and in others a negative contribution or neutral contribution; and those include the degree to which the leader's extroverted, agreeable in interpersonal interactions, has good communication skills and high emotional intelligence. Again, we will discuss some of the tipping points on when these become most

critical for successful leadership, when they don't matter as much, and when they can actually be a problem for leaders.

Finally, we should look at a few clearly negative in most situations personal traits: Narcissism, Machiavellianism, and psychopathy.

"Dark Sided Traits":

Let's look at these dark side traits. First, narcissism is having a self-centered perspective. A person in a leadership position who is focused almost entirely on his or her own well-being and interest is very unlikely to engage in a leadership process that guides or inspires followers. The second is Machiavellianism, which is a personality characteristic that involves a cynical view and the use of manipulation to get what is wanted from others. Now, as we know, Machiavellianism can produce positive effects and very narrow situations, but we also know from the research and probably from your personal experience that someone who relies on manipulation, someone who has a cynical view is unlikely be to be able to inspire or become a successful leader long-term. And finally, psychopathy, not as psychopath, but characteristics of lack of certain characteristics: Lack of concern for the well-being of others, being impulsive lacking remorse, lacking guilt when actions harm others. If a leader has these characteristics, followers are not likely to be inspired; followers are not likely to want to follow that leader.

So, why are we looking at these dark side traits? Because we don't want to put narcissistic, Machiavellian psychopathic individuals into leadership positions, but, it's really important to look at these because every one of us can have each of these characteristics to some extent, without being at the extreme. It gets us classified as a narcissist or as totally Machiavellianism, or as a psychopath. It's important for us to think about the fact that self-centered perspective, manipulation, cynical view, lack of concern for others, being impulsive, not having guilt or remorse if others are hurt are characteristics that make it very difficult for any of us to be perceived as effective leaders and to inspire our followers.

Universal Behaviors:

PROFESSOR: The assumption with the Universal Leader Behavior Model is that it's possible to identify the behaviors, set of behaviors that are universally associated with effective leadership and almost any situation.

Two character characteristics. Focus on behavior of the leader and a belief that there's a single best way to behave to drive effectiveness.

As I mentioned earlier, we're going to move toward a situation contingent model of leadership, but everything from this model has been supported by research except for the universal concept. All the behaviors we will discuss turn out to be very important in determining the success of leadership.

In your book four primary categories of leader behaviors are identified for this model. First a set that are task-oriented. Then a set that are relationship-oriented, followed by a passive or laissez-faire model of leader behavior, and finally transformational leadership behavior.

We will look at each of these four sets of leader behavior and talk about what they are and how they can drive success for leaders.

Assumptions:

When we talk about task-oriented behavior, we're talking about the behavior of a leader that is primarily focused on ensuring that the people, the equipment, and the other resources are in place and are used in an effective manner to successfully execute tasks.

When we talk about task-oriented leader behavior, we will primarily talk about behavior that focuses on initiating structure for followers and transactional leadership behavior.

Let's take a look at each of those two to get a better sense of the two major components of task-oriented behavior of leaders. Keep in mind that effective leaders need to understand both of these, and as true for all the other behaviors we'll talk about, need to develop the skills to execute these leader behaviors.

Let's take a closer look at initiating structure and transactional leadership.

Task-Oriented Leader Behavior:

I'd like to show you a video of a leader who's engaging in behavior while she sits at a desk with one of her followers. Let's take a look at the video.

FOLLOWER: Thanks for taking some time to talk to me.

LEADER: Sure.

FOLLOWER: I've got a lot of things on my plate right now, and I'm really having a different time figuring out where to start. I mean, where should I begin?

LEADER: First thing I want you to do is call our new client, Jose.

FOLLOWER: Mm-hmm.

LEADER: And introduce yourself. Tell him you're going to be the point person on his project.

FOLLOWER: Okay.

LEADER: And ask him if he has any questions that you can answer at this point.

FOLLOWER: Sure.

LEADER: Sometimes that starts the ball rolling and gives you an idea of what's most important for him.

FOLLOWER: Okay.

LEADER: Okay? Then I need you to review the proposal that the team has put together because since you're going to be spearheading it, I want you to be comfortable with it, and also you may see some things that we missed with the team.

FOLLOWER: Okay.

LEADER: Then after you do that take a minute, organize all of that information that you've gotten, and then give me a call or stop back by the office and bring me up to speed and see if there's anything else that I can help you with.

FOLLOWER: Great, thanks.

LEADER: Okay?

Explanation:

PROFESSOR: After watching that video how would you describe the behavior that was exhibited by the leader? Just descriptively. To what extent would you say that the leader was attempting to initiate structure for her follower? To what extent was she doing so successfully?

Under what kinds of conditions do you think it would be appropriate and effective for a leader to show this much initiating structure to a follower? Do you think it was appropriate for this particular situation? If so, what made you believe that this high level of initiating structure was appropriate for this follower and this situation? Finally, what impact, positive or negative, do you believe this initiating structure behavior would have on and for this follower?

Transactional Leadership:

When we talk about task-oriented behavior, we also want to think about transactional leadership. Transactional leadership, to some people, means let's make a deal. I'll do this for you if the organization does this for me.

Let's zero in on what we mean by transactional leadership, and what a leader needs to do to engage in transactional leader behavior when it's appropriate.

First, transactional leadership begins by focusing on and clarifying the role and the task requirements to make sure the follower understands what is expected of him or her.

Secondly, a transactional leader will provide followers with positive and negative rewards that are dependent on the level of performance. In other words, the leader says you receiving rewards will be contingent on you delivering what we need from you.

Transactional leadership involves a pretty comprehensive set of activities that are sometimes considered part of a manager's job as well as part of a leader's job. For effective transactional leadership we have to set goals, we have to monitor progress towards goals, we have to reward or punish appropriately.

Transactional leadership is based on using rewards and punishment to drive motivation and performance. Many people think of this as a rational economic exchange model. The organization will exchange rewards for the valued inputs provided by the follower.

Relationship-Oriented Leader Behavior:

Let's talk about some relationship-oriented behaviors that can be a critical part of successful leadership. The primary purpose of relationship-oriented leader behavior is to help enhance the skills of followers to create positive work experiences and work relationships.

We're going to talk about three aspects of relationship-oriented behaviors: Consideration, empowerment, and what's typically labeled servant leadership. Let's take a look at each of those three relationship-oriented behaviors of leaders.

Three Important Commonalities:

As we look at these three components of relationship-oriented behavior, keep in mind there's a theme underlying all three of these. It's associated with creating mutual respect, mutual trust, and it's focused on the group members' needs and desires, as well as the needs of the organization.

Consideration Behavior:

Let's take a look at a video clip of someone who is showing the relationship-oriented behavior that we will typically refer to as consideration behavior.

Example:

FOLLOWER: You know I'm juggling an awful lot of projects right now, and I'm really feeling a lot of stress, and thought I better talk to you and see if I can get some help and guidance for you.

LEADER: That's great, because to tell you the truth, I was going to call you to check in. I'm looking at all of the schedules, and yours heavier than most of them right now. I was a little concerned because I know if I had this schedule I'd be feeling a lot of pressure and stress right now.

I think what we need to do is you need to tell me where you are, let's go over a couple of major projects, and see if there's anything I can help you with and maybe ease some of that load for you.

FOLLOWER: Great.

Explanation:

PROFESSOR: This video clip was intended to show a fairly high level of consideration behavior from the leader. Consideration behavior is the degree to which a leader pays attention to the welfare, the comfort, the needs, the satisfaction of his or her followers.

From that clip, how would you describe the behavior of this leader? Did you see consideration behavior in there? Under what conditions in general would this kind of consideration be appropriate to show to a follower? In this particular situation, do you feel this consideration behavior is appropriate? If so, what impact do you think this leader's consideration behavior is likely to have on the subsequent behavior, feelings, and motivation of this follower?

Empowering Behavior:

Let's look another aspect of relationship-oriented behavior. Let's look at empowering. This is the degree to which a follower believes that he or she has been empowered by the leader to independently make decisions and independently execute work tasks. This reflects an employee's belief that he or she has control over the work experience.

Empowering followers, for most followers, will have a positive impact on intrinsic motivation. Intrinsic motivation being an inside desire to perform successfully. It will not only have an impact on intrinsic motivation, but can also have a positive impact on creativity. If I'm empowered to make decisions and I'm empowered to execute work effectively, I can be creative in finding ways to do that. It has a direct impact on performance. The likelihood that a follower will achieve goals.

One caveat. This works when followers have the ability to effectively execute on that empowerment and have the interest in doing so. The Universal Model of Leader Behavior would something that empowering followers is

always a good idea. As we will discuss later, it is often a good idea. It is almost always a good idea when the follower wants it and is capable of acting on it.

Servant Leadership:

Now let's look at the relationship-oriented leader behavior commonly known as servant leadership behavior. This is really popular in a lot of organizations today. It's really popular because of emerging evidence and a lot of personal experiences that suggest that leaders who engage in servant leadership behavior can not only direct followers effectively, but inspire them.

Let's take a look at what we mean by servant leadership behavior, and then we'll look at how this can work particularly well in combination with some of the other relationship-oriented behaviors.

Servant leadership behavior is characterized by a focus on increased service to others rather than a focus on one's self. Which means a leader who engages in servant leadership behavior is thinking primarily about how he or she can serve the ability of the follower to succeed. How he or she can serve the needs of his or her followers.

Servant leadership behavior is expected to promote leader effectiveness because it focuses on providing the support and growth opportunities to followers that they need to succeed. When followers feel that their leader is there to help them succeed, they generally reciprocate with increased effort, with increased focus on goals, and increased positive feelings about their leaders.

Characteristics of Servant Leaders:

Here's a graphic from the book that identifies some of the specific behavioral characteristics of servant leaders.

According to the research, people who are identified as effective servant leaders are leaders who, when interacting with their followers, listen, exhibit empathy, help followers heal when they make an organizational mistake, or if they ask, have a challenge in their personal life, who are aware of their followers' needs and values in situations.

Who are good at persuasion, who have good conceptual thinking, and can explain and discuss with followers, at a conceptual level what we are doing, and why we're doing it. Who have foresight to anticipate the needs of followers and be ready to serve followers when that time comes.

Who are good stewards of their organization, of their organization's goal and exhibit good stewardship for the well-being of their followers. They show a commitment to the growth of their followers and they're effective at building community among their followers and their peers.

Servant Leadership Behavior:

I'd like to show you a video of a Japanese CEO who I believe is exhibiting a combination of consideration behavior, empowering behavior, and servant leadership behavior. Let's take a look at this video.

Vignette:

NARRATOR: A private jet is an American CEO's perk. But not the CEO of Japan Airlines. He comes to work on the city bus. Haruka Nishimatsu knocked down his office walls so anyone can walk in. He buys his suits at a discount store, because a boss who wears Armani puts himself at arm's length from his people.

HARUKA NISHIMATSU: [SPEAKING JAPANESE]

NARRATOR: If management is distant up in the clouds, people just wait for orders, he told us. I my people to think for themselves. Meeting his people means popping into planes, chatting with flight attendants, even sorting the newspapers.

HARUKA NISHIMATSU: I like to just find what is going on.

NARRATOR: What's going on.

HARUKA NISHIMATSU: At the front line.

NARRATOR: All CEOs say that service is important, but Nishimatsu goes a step beyond. He says that if you're having a bad experience, don't get angry with the people you're with dealing with, blame the person in charge.

The person in charge here walks the walk. Look up and there's the boss. Got an idea? Catch him at lunch in the company cafeteria. His salary for running the world's tenth largest airline, not millions, but one year as low as $90,000 when he was forced to cut salaries for everyone else, he also cut his own.

HARUKA NISHIMATSU: [SPEAKING JAPANESE]

NARRATOR: My wife said what? To him, a leader shares the economic pain.

AKIKO ISOBE: [SPEAKING JAPANESE]

NARRATOR: I feel close to him, says flight attendant Akiko Isobe. It's encouraging.

These days all airlines are struggling, even at reliably profitable southwest it's time to tighten belts.

SPEAKER: It will not work if leaders treat themselves one way and their employees another way.

NARRATOR: Nishimatsu says a CEO doesn't motivate by how many millions he makes, but by convincing employees you're all together in the same boat, a spirit that could help survive the current economic storm.

Explanation:

PROFESSOR: This video looked at the CEO of a big, complex organization. Most of you will probably not have the job as a CEO of a large, complex organization in the immediate future. However, most of you are likely to have either an informal or a formally assigned leadership position now or very soon. Most of you will be able to focus on using servant leadership and other relationship-oriented behaviors to enhance the success of your followers.

Our CEO is in a unique position where he can not only use his servant leadership behavior to help drive the success of his immediate followers, but he's also in a position where he can impact the culture of the organization and create a culture that is one where servant leadership becomes the norm driving servant leadership downward throughout the organization.

He is also in a situation where he can contribute to the development of an organizational structure that is well-aligned with that sort of culture and that sort of leadership behavior. For now, for you, keep in mind, servant leadership behavior and the associated relationship-oriented behaviors can have a big impact on the degree to which your followers are likely to be successful and likely to feel good about their successful follower experience.

Passive Leadership:

SPEAKER: Let's look at a style of leader behavior that's very passive. This style is often called a laissez-faire approach to leadership. Some leaders convince themselves that being passive as a leader allows followers to succeed independently. Others feel that a passive approach to leadership represents a general failure to take responsibility for the leadership position.

A leader who's passive spends very little time with direct interaction with followers. They tend to avoid conflict. They tend to avoid coaching or goal setting or feedback or controlling. Now, in some rare situations, a leader who engages in this passive laissez-faire behavior might have a follower who is effective.

But the research is pretty clear on this. We don't find situations where passive laissez-faire behavior causes effectiveness for followers. It happens despite the passiveness of the leader. In fact, the research shows that in almost any situation even otherwise successful followers will be more successful with an active, appropriately active, leader.

Now, you might ask why would a leader choose to engage in this passive laissez-faire approach to leadership? We found two primary explanations. One is the responsibility of the organization. The second is the responsibility of the leader him or herself. First, sometimes leaders are passive and use the laissez-faire approach because their organization does not provide them the time to be active leaders. That might happen because a leader has way too many followers, too much of what we previously called span of control, or the leader has too many other non leadership responsibilities. This one is really on the organization's shoulders by not providing the leader with sufficient time to engage in active and effective leader behavior.

The second explanation for this passive laissez-faire behavior is a choice by the leader him or herself. A leader may choose to engage in passive laissez-faire behavior because he or she lacks the confidence to engage in active leadership behavior, because he or she lacks the skills or the experience in being an active leader. They avoid and become passive leaders because they fear or know that they're not likely to be effective as active leaders.

Sometimes individuals become passive leaders because they're lazy, because they don't want to invest the time and energy that it takes to be an active leader. That's the situation where they often justify by saying I want to enable my followers.

Transformational Leadership:

Let's take a look at another set of leader behaviors that have the potential to drive success for followers. Let's talk about transformational leadership. Transformational leadership has a focus on the development of trust, the creation of confidence, the development of admiration for the leader, loyalty to the leader, and commitment to the leader. Transformational leadership in certain situations can be incredibly powerful. In almost any situation, transformational leadership has the potential to provide at least an incremental benefit to the success of followers.

How Leaders Transform:

Let's think about how transformational leaders actually accomplish success through transformational behavior. First, let's think about inspirational motivation. Remember that motivation is the desire to achieve a goal successfully. With inspirational motivation from a transformational leader, the leader uses charisma to engage the follower, to make the vision of the future attractive to the follower, and to motivate the follower to want to succeed because they want their inspirational, charismatic leader to be a successful leader.

Transformational leaders can have an idealized influence where they instill pride, they instill respect, and create trust. A sense of both leader and follower sacrificing for the good of the team, being a role model where the leader is a role model showing, for example, high ethical standards. For a follower who admires and respects his

or her leader and sees that leader as a good role model exhibiting high ethical standards, that follower wants to be like their leader and therefore is more likely to follow the role exhibited by the leader, hopefully a positive role model example from the leader.

Transformational leaders also often show individualized consideration to individual followers creating the feel for a follower that I'm special. I matter to my leader. My leader knows who I am, knows what matters to me, knows what my needs are, and pays attention to me as a person, not just a slot in the organization. With this individualized consideration, a leader pays special attention to the individualized needs of followers and emphasizes helping followers on an individual basis to develop capabilities to succeed.

A transformational leader can also create stimulation -- intellectual stimulation as well as physical excitement -- encouraging creativity, encouraging innovation, encouraging tackling problems to solve them rather than avoiding problems. Transformational leaders can drive success for followers in a lot of different ways. Keep in mind that this is success that's not driven by transactions. If I do this, I'll get this reward from the organization. This kind of transformational leader guides, inspires, and drives success for followers because of the way they feel about their leader and the way their leader appears to feel about them and the way their leader treats them.

Examples:

Let's look at a couple of clips of some leaders who have been broadly identified as transformational or charismatic leaders. Let's listen to John Kennedy and Martin Luther King, Junior. As you listen to them, ask yourself to what extent is this exhibited behavior characteristic of a transformational charismatic leader? Is it showing high self-confidence? Is it articulating a vision? Is it assuming personal risk to pursue a vision? Is it a willingness to use unconventional strategies? Is it projecting an image of a change agent for the organization?

JOHN F. KENNEDY: Ask not what your country can do for you. Ask what you can do for your country.

MARTIN LUTHER KING, JR.: I have a dream that one day this nation will rise up and live out the true meaning of its creed.

Other Examples:

SPEAKER: I would encourage you to look around. Think about your own work experiences, think about your experiences in student organizations, think about the leaders you've observed as you read the media, watch the media, as you interact with people from organizations where you're a customer. Have you seen transformational charismatic leaders?

We can come up with lots of examples of people who are considered transformational and charismatic by their followers. I challenge you to do the same and think about the degree to which that charismatic transformational behavior was not only behavior but was behavior that drove organizational success and follower success.

Herb Kelleher – Southwest:

We've looked at two globally well-known leaders. Now I would like to look at a leader of a for-profit corporation, a leader who has been identified as a transformational charismatic leader who drove organizational success in large part through transformational charismatic behavior of his own and through creating a culture in his organization that encouraged the same type of leadership and the same type of followership throughout the organization.

Let's take a look at Herb Kelleher who is a founder of Southwest Airlines, long time former CEO of Southwest Airlines. Let's look at a somewhat unique clip of Herb Kelleher embodying his own style of charismatic transformational leadership. Again look for self-confidence, vision, risk, unconventional strategies, and change.

PILOT: [HIP HOP MUSIC] Today Amarillo.

PILOT: Tomorrow L.A.

PILOTS TOGETHER: Let us do the flying. We're on our way. We fly so smooth into the clouds above. The reason we're singing is 'cause we do it for love. Yeow! [CHORUS OF BOPPING]

HERB KELLEHER: My name is Herb, Big Daddy-o. You all know me. I run this show. But without your help, there would be no love. On the ground below or in the air above, you're truly my source of strength and pride. And I sure am glad you're on my side.

DEEP VOICE: Yeah.

AS A CHORUS: What a team! What a family! From the top to the bottom, we're a fun factory. The Southwest Shuffle is a circle and a rhyme. That's how we feel all the time. We surely work hard. But when all is said and done, Southwest Airlines is just plain fun. Triple fun, triple triple fun, triple fun fun. Triple fun fun, triple just plain fun. Triple fun, triple triple fun, triple fun fun. Triple fun fun, triple just plain fun. Fun fun fun fun fun fun fun fun. Southwest Airlines is just plain fun!

Explanation:

SPEAKER: I can't help but smile every time I watch that video clip. I'm not an employee of Southwest Airlines nor have I ever been. But I do know how successful Southwest Airlines has been as an airline and as a business. I do know that Southwest Airlines has been a leader in the airline industry and a leader in profitability in the airline industry. I do believe that Herb Kelleher's transformational charismatic leadership behavior and the culture and structure he created to be compatible with that played a major role in driving the success of Southwest Airlines.

I also know that that particular style of transformational leadership behavior would not work in most organizations, which raises a very important point. Transformational leader behavior only works when it connects with a particular set of followers -- their values, their beliefs -- and not only connects but drives them.

One last note on charismatic transformational behavior. I truly believe that the success of Southwest Airlines was driven to a very large extent by the transformational charismatic leadership of Herb Kelleher, was driven to a very large extent by the culture that served that and permeated the Southwest organization, was driven to a large extent by the organizational structure created by Kelleher to be compatible with that culture, and to be served well by transformational charismatic leadership.

But I also know that the behavior considered charismatic by one person might be considered obnoxious or insincere by another. What explains this distinction? The interpretation of the follower. The degree to which the specific behavior of that transformational charismatic leader connects with the values, the norms, and beliefs of the followers.

What this emphasizes is the importance that if you want to use transformational charismatic behavior as a leader to be successful, it has to be behavior that's perceived by your followers as sincere, as meaningful, and as a good match with which they are comfortable. It's not about the charismatic leader. It's about the followers of the charismatic leaders.

Additional Categories of Behavior:

Although not addressed explicitly in your readings, some researchers and practitioners also emphasize the potential importance of two additional categories of leader behavior -- achievement oriented behavior and participative oriented behavior. Now, some theorists, some leadership models incorporate these two into other leader behavior categories. But the research suggests these are independently important enough that it's important for you to know what we mean when we talk about achievement oriented leader behavior and participative oriented leader behavior. Let's take a look.

Achievement-Oriented Behavior:

Achievement oriented behavior is the degree to which a leader defines and presents challenges to followers and opportunities for success. Achievement oriented behavior can have a positive impact by helping followers

understand what the goals are, inspire them to pursue those goals, and feel good about themselves and their contributions if they achieve those goals.

Participative-Oriented Behavior:

Participative oriented leader behavior is the degree to which a leader involves followers in problem solving and decision making. A leader who engages in participative oriented behavior basically says to followers I want you to participate in the process of figuring out how to deal with our existing problems, how to capitalize on our opportunities, and to be involved in making decisions about the best ways for you to do your work in order to achieve success and contribute to the success of the organization.

Unit 4.6 –Situation-Contingent Traits

Situation-Contingent Traits:

PROFESSOR: Let's look at one more leader who I personally feel is a charismatic transformational leader. Let's take a look at Mary Barra, who is the CEO of General Motors. What could be a situation that is more in need of a transformational leader than one of a major corporation coming out of bankruptcy, attempting to become an industry leader in an extremely competitive industry?

As you listen to Mary make comments about her leadership as CEO and her prior leadership as Director of Human Resources for GM, pay particular attention to the importance that she places on making sure that leadership, culture, and organizational structure are well aligned. Also, pay attention to her comments that suggest that she perceives herself as a servant leader whose role is to provide the structure and the culture and the leadership that will empower followers. Let's take a look.

Mary Barra Interview:

INTERVIEWER: You know, I mentioned that you were NHR, but you were not the typical HR manager. When you got to HR I think you slashed something like 80% in the policy manual. You cut significantly the number of HR reports that have to be filled out, and I just wonder why you took that approach? Were you trying to break the culture at GM?

MARY BARRA: It was right as we were coming out of the bankruptcy. We very much wanted to drive a new culture and make sure that we were really engaging people, empowering them, and getting rid of that bureaucracy that can kind of creep into a company that is 100 years old.

You have to use opportunities, and even though as difficult as it was to go through the bankruptcy, one of the positive things was really you had the emotion and the attention of everybody that we got to do things differently.

It was really looking at what made sense and what didn't. It was a rare opportunity.

INTERVIEWER: Was there a role model that you looked to in that or was there a game plan that you had coming into it? I mean, that's incredibly different than just about any HR manager I can ever think of.

MARY BARRA: Through my whole career I'd always been really dedicated to, if we win the hearts and minds of employees, we're going to have better business success. They're going to be happier employees, we'll have better results, better vehicles, etc.

I went into it saying what makes sense for the employee. How do we best serve the employee, and recognizing from an HR perspective we had to do things that supported the business? If we had the best HR system, but it didn't advance the business, it wasn't necessarily going to be best for the company. That was my general plan going into it.

I found, you know, I had worked with a great team of HR professionals and they really responded, and we were able to make some sustainable change.

Situation-Contingent Trait Model:

PROFESSOR: Let's go back our organizing perspectives for theories and models of leadership. This time let's focus on what's known as the situation contingent trait model of leadership. A model that focuses on traits, but argues that there's no one set of traits that will be entirely appropriate across any leadership situation.

Assumptions:

The situation contingent leadership trait model assumes that it's possible to create a match between the situation and the traits of the leader.

The goal here is to understand the situation well enough that we can put the right leader into that situation, have a good match, and therefore have effective leadership.

Favorability of the Situation:

The leading model of situation contingent trait theory in leadership is one that focuses on the favorableness of the situation and a particular set of leader traits. When this model talks about the favorability of the situation, they're basically arguing that the particular type of leader that is needed for a situation, the particular type of leader who will be most effective, will depend on how favorable the situation is to a leader.

This model helps us understand what creates a situation that is favorable for a leader. This model looks at three primary factors to assess and establish the favorability of a leadership situation. First, it looks at the quality of leader-/member relations. In a situation where there's a history and a current situation where leaders are accepted by followers, this is more favorable than a situation where there are bad leader-member relations.

Second factor is the degree of task structure. The model argues that the situation is more favorable for a leader if the situation is well and appropriately structured giving guidance to followers that will not necessarily have to come from a leader. This model argues that highly structured situations are more favorable for a leader.

And finally, the third factor involves the position power of the leader. When organizations appoint people to leadership positions, they sometimes will be very clear about the authority that the leader has over decision making, over the use of resources and so forth.

This model argues that the situation is more favorable for a leader when there's strong position power assigned to a leader and that that strong position power is recognized by followers.

Three Favorability Factors:

This graphic gives you an idea of how these three favorability factors combine to create the most favorable through the least favorable situations for a leader.

According to this model, when we look at the quality of leader-member relations, the amount of task structure and the amount of leader position power, the most favorable situation for a leader is one where there are good leader-member relations, high task structure, and strong leader position power.

The least favorable situation on the far side of this graphic is one where there are poor leader-member relations as the leader enters the situation, where there is low task structure, and where there is weak leader position power.

We have a continuum from very favorable through very unfavorable situations. This model argues that there's no one best type of leader who's most likely to succeed in any one of these situations, which leads to the question, what type of leader is most appropriate for each of these favorability situations.

A Key Leader Trait:

This model of leadership, when it focuses on the type of person who might be a leader, focuses on the degree to which, by nature, as a trait, a person is more task-oriented or more relationship-oriented. This model argues that either of these types of people can be effective as a leader, but only in appropriate situations.

Let's think about the kinds of people we might place into a leadership situation and keep in mind that some of those people, as they enter a leadership situation, are going to think more about the task and what needs to be done, those task-oriented trait people. While others are going to think about and focus more on the relationships in the leadership situation.

Situation/ Trait Matches:

This model says that a task-oriented leader can be quite effective in some, but not all situations. It says that relationship-oriented leaders can be effective in some, but not all situations.

Research was done to determine where the best matches are. What is the best match for a task-oriented leader? What is the best match for a relationship-oriented leader? Or we can flip that and ask that question a different way.

What is the most appropriate leader for a situation that is highly favorable, medium in favorability, and low in favorability. This graphic shows some of the matches.

In situations that are highly favorable to a leader, as we described previously, a task-oriented leader turns out to be more effective. This model doesn't explain why that is the case. The data demonstrate that that is the case.

The data demonstrate that in highly favorable situations task-oriented leaders tend to be more effective than relationship-oriented leaders. We think that the reason for that is that in highly favorable situations followers are very receptive to task-oriented leaders who focus on, let's do this, this is what we need to do. This is how we need to do it.

I'm going to jump to the bottom of this graphic and point out that in situations that are unfavorable to leaders, the data suggest that task-oriented leaders are again more effective than relationship-oriented leaders. Again, the model doesn't explain why. The data demonstrates that it is true.

We believe that the reason that task-oriented leaders tend to be more effective than relationship-oriented leaders in low favorability situations is that there is so much unfavorability, so much uncertainty in that type of environment that a leader who focuses on creating structure, who focuses on the task at hand, is more likely to get work moving along and to help followers succeed.

In that big middle range of medium favorability, the data clearly shows that relationship-oriented leaders tend to be more effective. We believe that is at least in part due to the fact that relationship-oriented leaders are more sensitive to the factors that make these mid-range favorability situations favorable and unfavorable, that this relationship-oriented leader is focused on the needs and interests of the followers as well as the needs and interests of the organization and that that combination of attention to the followers in an ambiguous situation sometimes, produces the best leadership results.

The key takeaway from this model is that it's important for an organization to carefully assess the favorableness of each of the relationship situations. When looking at the people who are candidates for leadership, to look at the traits of those leaders and determine the extent to which each of those people is task-oriented versus relationship-oriented, and then produce the right match. Put the task-oriented leaders into the most favorable and least favorable leadership situations, and put the relationship-oriented leaders into those mid-range, mixed favorability leadership situations.

Situation-Contingent Behaviors:

Let's go back to our organizing framework for our models, and let's take a look at our last perspective on leadership. Let's look at the situation contingent leader behavior model. This is the model that says it's the behaviors that matter most, but the behaviors that will be effective are contingent upon the characteristics of the situation and the followers.

Assumptions:

The assumption behind this model is that it's possible for to us identify and create a good match between the needs of the situation and the followers and the behaviors of the leader.

Recap: Key Leader Behaviors:

When this model talks about the behavior of leaders, let's recall the range of key leader behaviors that were introduced during the universal leadership behavior model. Remember, when we looked at that universal model we identified a key set of leader behaviors, and the research clearly showed that they are important and that they have an impact, but the research also clearly showed that there's no one best mix of behaviors for every situation.

With this model of leadership that we're talking about now, we're going to revisit those key leader behaviors and then talk about the situations in which these behaviors are most appropriate and most effective.

Keep in mind that some of those key behaviors are the degree to which a leader engages in behavior that focuses on the task. The degree to which the leader engages in behavior that focuses on relationships. The degree to which a leader sometimes engages in relatively passive laissez-faire behavior, transformational behavior, achievement-oriented behavior, and participative behavior. We will look at that full set of behaviors as kind of the toolkit of behaviors available to leaders as they and their organizations attempt to provide the mix of behaviors best matched to particular leadership situations.

Research Findings:

SPEAKER: Let's look at the results of some of the leadership research that's been done in real organizations to help us sort out which leader behaviors tend to work best in which leadership situations.

It's important to note that although the behaviors that were identified by the universal leader behavior models turn out to be very important, the research shows that the very same behaviors can in some situations produce positive effects but in other situations negative effects and in other situations seem to have no impact at all on followers.

Let's see if we can sort this out by looking at some of the research findings from those real organizations and talking a bit about not only what the findings are but why the findings revealed those kinds of patterns.

Impacts

Task-Oriented Behavior:

First, let's look at some of the research findings on task oriented leader behavior, the degree to which the leader engages in behavior that's focused on what to do, when to do it, how to do it, where to do it. Let's look at two sets of research results. First, let's look at the result on kind of the soft side of follower responses, the satisfaction and other attitudes of followers. And then we will look at the impact on the performance of followers.

First, looking at the impact of task oriented leader behavior on satisfaction and other attitudes, we find that in some leadership situations when leaders engage in a significant amount of task oriented behavior, followers respond quite positively with satisfaction. In other situations, they sometimes respond negatively.

Now, is that helpful? Well, it's helpful if we think about the context in which that task oriented behavior is shown. We believe that in situations where followers need structure, need help, they're not sure how to do their jobs well, when the leader delivers structure, followers respond positively because the leader is giving them what they need. They need structure, and they get it. They're satisfied. They're more engaged. They're more committed to the leader and to the organization.

The research also looks at the impact of leaders providing task oriented structure on performance. The research shows that sometimes there is a positive effect. Sometimes there is no effect. What can explain why in some situations as a leader showing a lot of task oriented behavior enhances performance but not in other situations? We believe the explanation for this is that we produce a positive effect when leaders are providing what the followers need. If followers are not sure how to do their job, if they're not sure what their priorities are, if they're not sure about sequencing of work, and the leader provides that task oriented structure, it actually facilitates the success of performance.

However, when followers already know how to do their work, they know what to do, how to do it, when to do it, and in what order to do it and a leader spends a lot of time telling them what to do, how to do it, when to do it, where to do it, followers actually not only might react with dissatisfaction because their time is being wasted but that structure has no value added.

This sounds almost too easy. When should a leader engage in a lot of task oriented behavior? The answer is when followers need it, and the research in real organizations supports that strongly. Now, some might react to that statement by saying duh, of course. Well, I agree. However, what we know from the research is that because of personal preferences or because of distractions, leaders don't always make the matches that effectively. The key here: pay attention to the research findings. Systematically manage your leadership behavior.

It's not about you as a leader. It's about your followers and the context in which they are working. If they need task oriented behavior and you give it to them, they'll be satisfied, engaged. They'll be motivated, and they will

perform at a higher level. If they don't need it and you give it, you're wasting their time. You're going to make them unhappy and without helping their effectiveness.

Relationship-Oriented Behavior:

The next research projects looking at leadership in organizations focused on the impact of relationship oriented behavior from the leader. When this research asked the question does it matter if a leader shows a small amount or a large amount of relationship oriented behavior, the answers can be complex at times. Where they're not complicated is when we look at the impact of relationship oriented behavior on satisfaction and other soft responses like engagement and commitment.

Almost always leaders who engage in relationship oriented behavior have followers who are more satisfied. They basically value being valued by their leader, and they respond in a positive way. The only exception to this might be a situation where followers absolutely hate their leader as a person. If that leader engages them repeatedly, that's likely to just be irritating and drive satisfaction down.

A tricky question is whether relationship oriented behavior can enhance performance. The research shows that sometimes it does; sometimes it does not. That leads to the question: When will a leader's investment in relationship oriented behavior be likely to lead to positive performance outcomes?

We believe that we yield positive impact on performance from relationship oriented behavior when that relationship oriented behavior contributes to a situation where the follower believes that he or she matters to the organization, is important to the organization, and the leader cares about the follower. What that does is to create an environment in which followers want to be proactive in looking for ways to contribute to the success of the organization.

What relationship oriented behavior does in this case is to motivate followers to want to perform and then act on their capability and existing structure. Sometimes we see virtually no impact of relationship oriented behavior on the performance of followers. That can be explained by a variety of factors. Sometimes leaders don't actually do a good job of relating to followers. That does not enhance performance. Sometimes followers are so busy that they don't have time for the interaction with their leaders. Sometimes followers are so competent and motivated by other factors that they will perform whether or not their leader provides relationship oriented behavior.

Passive Behavior:

One of the leader behaviors we looked at, because it's often exhibited by leaders, is passive leadership behavior, kind of a laissez-faire approach to leadership. Now, the research on this looks at this sort of behavior not because organizations necessarily want it but because it occurs on a regular basis in many organizations and from many leaders. Let's ask the same questions. If a leader is passive, is not engaged with followers, what impact does that have on the soft and hard side responses? Let's start with the soft responses -- the satisfaction, engagement, commitment, caring about the organization.

Research shows that there are very occasional situations where followers actually show a positive effective response to the passive leader. That situation seems to be the one where the follower is fully engaged in their work, cares about his or her work, perhaps has a work team that is really the primary definition of the organization for the follower. The follower says, I appreciate that my leader leaves me alone to do my job well. In that rare situation, followers sometimes respond positively to this passive leadership.

But in the vast majority of situations, passive leadership is associated with negative follower responses. The reason for that is that if followers need direction, if followers want to believe that they matter, if followers care about interacting with their leader and they get none of that, they feel they've been abandoned by their leader, they feel their leader does not care about them, and their response can be quite negative with low satisfaction, low engagement, and low commitment -- lack of caring -- for the leader and the success of the organization.

What about the impact of passive leader behavior on the hard side responses like performance? In a very small set of situations, we find that passive leadership can actually be associated with a high level of follower performance. That tends to be in the situation where the follower knows how to do his or her job really well, is independent by nature, and perhaps has a team that is supportive of the work and supportive of relationships as well. In that situation, we can see high performance associated with passive leader behavior where the follower says, I appreciate that my leader leaves me alone to use my expertise, to rely on my team, to perform effectively.

But in the majority of situations, passive leadership is associated with lower performance than could be had with more active leadership. We know why. We know that if followers need guidance, if followers need coordination, if followers need to believe that they're important to the organization, to get followers to buy into the goals of the organization, they need to feel engaged by their leader. They need to feel supported by their leader. It's not surprising that passive leaders typically have lower performing followers. The leader has failed to help the followers be more effective.

Transformational Behavior:

Let's look at that transformational charismatic leadership. As we do, let's keep in mind that in today's organizational environment, transformation is not an occasional event. It's a regular event. Today organizations are reinventing themselves, finding new ways to succeed on a regular basis.

As we discussed in the last topic for this course, the only thing that's constant today in organizations is change. We think that's one of the factors that makes this transformational charismatic leader behavior so powerful in some situations. Let's first look at the question: Do transformational charismatic leaders have followers that are more satisfied, more engaged, and more committed to their organization?

Research shows that usually that's the case. In the vast majority of situations, leaders who show an appropriate amount of charismatic transformational behavior have followers who respond favorably. They're satisfied with that type of leader. They're engaged with that type of leader. This occurs when the values, beliefs, and charismatic style being put forth by the leader matches the values and beliefs of the follower.

A good leader makes sure that when he or she shows that transformational charismatic behavior it is well aligned with the culture of the organization, with the values, and beliefs of followers. Most of the time we get some degree of positive boost on satisfaction, engagement, and commitment to the organization from that charismatic transformational leadership.

Sometimes, however, there is a neutral impact. This is the case where followers are too busy to pay enough attention to the leader, to appreciate the charismatic behavior of the leader. It's also the case where the follower just doesn't feel a good connection to the values and beliefs that are being espoused charismatically by that leader.

Occasionally this charismatic transformational leadership behavior produces negative follower responses. That tends to happen primarily when the values and beliefs that are being espoused by the leader are inconsistent with those of the followers. I hear you. I see you're passionate. I don't buy into your passion on those issues. I am dissatisfied that you're pushing that on me.

What about the impact of charismatic transformational leader behavior on the hard side, the performance, of followers? Usually we see a positive effect. One of the primary reasons that we get a positive boost from this charismatic transformational leader behavior is in a situation where the follower connects with the leader at a personal level and connects with the message of the leader.

The boost on performance seems to come from the follower wanting to do what the leader wants the follower to do. My leader inspires me. I respect my leader. I trust my leader. I want to do what my leader asks me to do, and I want to perform at a level that will make this leader look good in the organization. Why wouldn't I want to make my leader look good if I'm inspired by my leader, if I trust my leader, and I respect my leader?

The situations where charismatic transformational leader has kind of a neutral impact on followers is either that situation where the follower is already performing so well there is no space for additional improvement or the follower is performing so badly that they need the leader to focus solely on task oriented behavior and this charismatic behavior doesn't give the follower what he or she needs.

That occasional situation where charismatic transformational leadership tends to push performance down is the situation where that mismatch occurs, where the follower doesn't like the message, doesn't like the leader, doesn't respect the leader, doesn't trust the leader. In other words, we see followers having performance decline not only because of a lack of inspiration in that situation but the fact that they often don't want their leader to look good in the organization. If I perform at a very high level, I make this person look good. And it's a person I don't respect, I don't trust, I'm not inspired by.

Achievement-Oriented Behavior:

We also talked about leaders engaging in achievement oriented behavior where there is a focus on defining goals, tracking progress toward goals, and engaging the follower in those goals and the progress toward those goals with an eye on success. This achievement oriented behavior tends to have a positive effect, most of the time on followers, because most followers want to know what's expected of them. Most of us like to have goals. Most of us like goals that are challenging, but that are specific. Most of us like difficult, challenging, specific goals that we can achieve.

When a leader helps us work towards goals of that type, we tend to be satisfied with the work experience. I'm much happier when I know what my goals are, when my leader is helping me track my progress towards those goals than when I'm kind of working without definition.

We occasionally see a negative impact of this achievement oriented behavior, and that's usually in situations where the follower is dissatisfied because the leader is pushing too hard or too far with the goals or where the leader is creating too big of a mix of goals. The follower might even say, although I'm a goal oriented person, I can't handle this array of perhaps challenging but impossible goals.

The other instance where there is a negative or neutral impact on satisfaction is with people who simply are not goal oriented at work and who don't care about a leader defining goals, defining paths to goals, and helping followers track their progress toward the goal.

This achievement oriented behavior can have a particularly strong impact on the performance of followers. In fact, sometimes we see a positive impact of this achievement oriented behavior on the performance of followers. The most positive impact on performance tends to occur when followers have a strong need for achievement, a strong desire to succeed against challenges, where goals are framed appropriately, where rewards are connected to achieving goals.

In effect, these situations where achievement oriented behavior from a leader enhanced performance of followers is where the leader helps the follower understand the goals, the path to the goals, and understand that rewards will follow if achievement occurs and is particularly powerful for driving performance when the follower has a strong need for achievement, meaning I love it when I achieve a goal. It really matters to me to achieve my goals.

We seldom see a negative effect of achievement oriented behavior from leaders, but occasionally it's pretty much a neutral effect. That's usually in the situation where the person has low need for achievement, they don't care about whether they succeed or not. Or it's in a situation where the follower already understands what the goals are, what the path to success is. The leader showing achievement oriented behavior is simply redundant.

Participative-Oriented Behavior:

Another one of our important leader behaviors is the degree to which the leader asks followers to participate, to participate in decision making, to participate in the development of strategy, to participate in the definition of the

path to success. Let's look at the research that asked does participative behavior by leaders enhance satisfaction and performance?

The results show that participative behavior by leaders usually produces a positive effective response -- higher satisfaction, engagement, and commitment to the success of the organization. We believe this is the case because followers believe they have value to add to the organization. When the leader asks them to add that value, they feel good about that. They value being able to contribute.

We also think that this can drive positive effective responses because it's a signal from leaders that they don't know everything and that they need to be part of a leader/follower relationship in order to find the best decisions, to find the best paths to success. Usually we see a positive effect for followers when the leader provides participatory opportunities for followers.

Occasionally it's negative. Those are situations where the follower is simply too busy to participate at a higher level. For example, you're already on five committees. Your leader asks you to serve on five more committees. You're overwhelmed. That's dissatisfying to be asked to participate too much.

Another situation where we can get negative responses when asked to participate is when the follower feels that he or she does not have value to bring to that particular issue. They may not have the knowledge. They may not have the broad perspective that would enable them to contribute. When a follower is asked to help make a decision for example when they don't know how to make that decision well, that's a dissatisfying experience.

Participative behavior from a leader quite often can enhance the performance of followers. There are really two primary ways that that happens. First, when followers value being asked to participate, that enhances their satisfaction, their engagement, their commitment to the organization. In short, it creates a follower who wants to help the organization succeed and who has a sense of ownership in the success of the organization.

One way we drive increased performance from participative behavior is by creating people who are followers who want to help drive high performance. The second way that we drive higher performance from participative behavior from the leader is that when he or she engages followers who are knowledgeable, who have skills, who have experience, who are closer to the work that's being done, closer to the decisions that are being made, we get better decisions -- better decisions about what to do, better definition of path to success, more appropriate definition of goals.

We enhance performance two ways -- by creating followers who want to find ways to succeed and by defining, with the help of followers, better ways to succeed and better decisions about how to achieve success.

Occasionally participative behavior can reduce performance. That is usually in situations where we have a combination of the follower does not value participating. The follower feels too busy and another request to participate distracts him or her from his or her primary work and is frustrating. And/or the follower simply doesn't have the knowledge, skills, the expertise, and experience to successfully contribute to the participation and decision making, planning and execution.

Review:

Let's look at some of the important situational characteristics we need to think about in this situation contingent leader behavior model. Let's look at the important situational characteristics and the resulting combinations of situations and leader behavior that can be particularly good matches.

Remember the challenge here is to be systematic. To be honest, much of what I've just described sounds intuitive after the fact. Much of what I just described when leaders look at their past behavior and the positive and negative outcomes leads to an ah, I get that. I see why that happened.

But the key here is to be systematic. Instead of just acting on impulse, instead of just acting on your preferred style, the challenge here is to be systematic, diagnose the key situation characteristics, identify the best leader

matches for these characteristics, and make sure that we as leaders deliver the behaviors that are best matched to that situation with the highest probability of producing positive soft and hard side responses. Let's continue our discussion of this and see if we can sort this out a little more precisely.

Situational Characteristics:

Let's take a look at some of the most important situational characteristics that we need to diagnose to inform ourselves as leaders of the behaviors that are most likely to produce positive results. First let's think about some of the characteristics of the followers themselves. Let's think about personality factors such as the authoritarianism of a follower.

Someone who is highly authoritarian by nature believes that it's appropriate for a small number of people to be given a high level of authority and that that should be nested in the hands of leaders. Someone who is highly authoritarian believes that the wishes of a leader should be respected and followed when appropriate. Someone who is low in authoritarianism is not necessarily anti-leader but simply isn't that impressed by a leader.

Think about the impact this can have on the degree to which someone is receptive of task oriented behavior from a leader. The highly authoritarian person is going to be much more receptive of task oriented behavior from a leader than someone who is low in authoritarianism. Why? Because the highly authoritarian individual believes that's the right thing to do, and they're delighted when they get it from a leader.

Let's think about the locus of control of a follower. Someone who has high internal locus of control believes that their success and their failure in the organization is determined to a significant extent by themselves, by internal factors, by their knowledge, their skills, their experience, by how hard they work. Someone who has a high external locus of control believes that their success will be determined to a significant extent by the degree to which external factors support them. External factors like the leader, like the organization, like resources being assigned.

We need to evaluate the degree to which someone has high or low internal and high or low external locus of control to help us understand the degree to which they're likely to respond quickly and favorably to certain leader behaviors or be disappointed if they don't receive them.

Let's think about the degree to which followers have an active social need at the workplace and interest in social interactions at the workplace. For that follower who is a social person, who highly values social interactions, those relationship oriented behaviors from a leader can be particularly important and particularly positive experiences assuming, of course, that they're appropriate relationship oriented behaviors.

A follower who has a high level of task ability doesn't need as much task direction. Someone who has low task ability needs more. A follower who has high need for achievement thrives on challenges, loves to have goals, loves the challenges presented by those goals, and by nature when successfully achieving a goal even if nobody else knows feels great about achieving that goal. Someone who is low in need for achievement is less likely to be intrinsically motivated by goals and more likely to need to be motivated by rewards that are associated with success.

Let's also make sure that we carefully evaluate the environment, the context in which our followers are doing their work, before we decide what mix of behaviors are most appropriate for us to exhibit as leaders. First let's think about the work itself, the tasks that are followers are doing. Is it already well structured? Do our followers already understand how to do their work successfully? If so, we don't need to do a lot of task directed behavior. If not, we need to engage in that task directed behavior.

What about the feel of the work to followers? Is it rewarding? Is it intrinsically satisfying to do this work? If so, we can reinforce that as a leader; but we might need to pay a little less attention to connection of success to organizational rewards. Simply making sure they're appropriate.

If the work is not rewarding in and of itself, if it's not interesting work, leader needs to find behavior that will compensate for that. What about the degree to which the organization has created a structure and a culture that defines the authority of leaders?

In some organizations, followers are very clear on what the authority is of their leaders. When that clarity is there and it's reinforced by the structure and the culture of the organization, followers are more likely to respond when leaders engage in more authoritative behavior, providing direction. When that authority is not clear, leaders need to engage in behavior that's more focused on how this behavior from the leader is facilitating the success of the follower.

Let's also think about the degree to which our followers are working independently or as part of a work group or a team. Most work in organizations today is done by groups and by teams. If a person is a follower who is working in a team that provides structure to its members, leaders don't need to provide as much of that structure. If a follower is working in a team where teammates provide social recognition and reinforcement of success, then the leader may not need to spend as much time recognizing success.

What's really critical for us before we as leaders decide the best way to behave with our followers is to do a careful diagnosis of the situation and the followers who are working in that situation and ask what behavior from me as a leader will best facilitate an experience for followers that is satisfying, engaging, that will create commitment to the success of the organization? And what behavior from me as a leader will best facilitate effective performance for my followers in that context?

Appropriate Matches:

Clearly the key is matching. Now, leaders to be effective need to have good skills at diagnosing the situation and the context in which their followers are working. Leaders also need to have the knowledge of the range of behaviors from a leader that might produce positive results. Leaders need to have the skills to exhibit those behaviors in appropriate situations. Let's look at just a few good matches of situation and leader behavior.

First let's consider a situation where our followers have an external locus of control. They believe that the degree to which they succeed will be heavily influenced by external factors. They have low task ability, not sure how to do their work successfully. Or they're working in very ambiguous tasks where they may have the skills but they're not sure how to apply them. This is clearly a situation where a leader should choose to show a lot of task oriented behavior to assure the follower that the external support is there, to help the follower succeed despite low task ability, and to help the follower understand and make sense of priorities in an ambiguous situation.

Let's look at another situation. Let's look at a situation where followers are working on stressful, frustrating, dissatisfying tasks where their work experience based on the work itself is negative. This is a situation where a leader showing relationship oriented behavior has the potential to say to followers, I understand your situation. I appreciate your situation. I care about your situation. I want to work with you to try to create a situation that's good for you because I care about you.

As we discussed earlier, there are not very many situations where a passive laissez-faire approach to leadership yields positive effects either on the soft side of satisfaction, engagement, commitment or the hard performance side.

However, there is one situation where a less active form of leadership can still yield positive results. That's the situation where followers are fully competent, fully experienced, and fully confident and independent minded, where followers know how to do their work, feel good about knowing how to do their work, and feel comfortable successfully doing their work independently. In this situation, a somewhat less active leadership style can be a good match for that individual.

Favorability of Situation

Suppose you're a leader in a situation where your followers are very much relationship oriented. They care about relationships at the workplace, and you're in a situation where your followers respect you as a leader. This is a great situation for you to recognize the transformational charismatic behavior can be very productive and very effective both in terms of the soft and hard side responses of your followers.

These are people who care about relationships, who respect you, and this creates a great opening for you to engage in that charismatic transformational behavior with great positive effects. Don't miss that opportunity.

Suppose you have a group of followers who have a high need for achievement. They're working on ambiguous tasks. They're non repetitive tasks perhaps. As a leader, reinforcing that achievement orientation, reinforcing the setting of goals, reinforcing the path to success can be particularly effective because you've already got followers who care about achievement. We're in a context where some definition is needed. In this situation showing achievement oriented behavior, particularly if matched with task oriented behavior because of the ambiguity, can be particularly effective.

Finally, let's think about a situation where our followers have a strong internal locus of control. They believe that their success or failure will be heavily influenced by how well prepared they are and how hard they work and perhaps their very ego involved in their work and the work requires some thinking. It's ambiguous. It's not highly structured, routine task.

This is a situation where participative behavior can be particularly effective. Going to people who believe they can make a difference and asking them to make a difference can produce a very positive effective response. Going to people who are believers that they can make a difference, who also have the knowledge and skills to enable them to make a difference will also be likely to enhance performance when you go to them and say I value you, I value your input, I value your expertise. Let's work together to find the best path to success. This can produce strong positive effective and performance responses from followers.

By the way, that sort of behavior can also enhance the ability of a leader to engage in transformational charismatic behavior successfully.

Optional Exercise:

To bring all of the leadership ideas to a very personal situation, to make them real, let's ask you to think about yourself. Let's ask you to think about yourself as a current or future leader. Let's ask you to work through a little exercise.

First, think about your preferred natural style of leadership. How would you best like to behave if everything else was equal? Would you like to show a lot of task oriented behavior? Is that the kind of person you are? Or are you more a relationship oriented person? Or are you more passive as a leader? Or do you like to be more of a transformational charismatic leader? Or do you have a big achievement orientation as a leader? Or perhaps a preference for participative behavior?

In short, I'd like you to think about the degree to which you, by nature, are likely to engage in each of these potential types of leader behavior. That creates your preference, and it creates your bias as a leader.

Then I'd like you to think about a leadership situation that would be a great natural match for your preferred style, your natural, normal style. Think about your followers. Would your preferred style, your natural style as a leader, work best with high, medium, or low authoritarian followers? Would it work best with followers who have a high internal locus of control or low internal locus? Followers who are high in external locus or low? Will it work better with followers who are very high on task related ability, who know their stuff? Or would it work better with lower ability followers? Would your style work best with followers who have a strong need for achievement, who value having goals to work towards, who feel internally rewarded when they receive a goal? Or would your style work better with someone who has less, maybe even low need for achievement?

Think about the environmental conditions. Would your style work best in an environment where tasks are highly structured or less structured? Where tasks are interesting and rewarding or less so?

What about authority? Would your style work best in an environment where an organization has created a structure and a culture that clearly defines the authority of leaders and defines it at a high level or a medium level or a low level?

Finally, what about the work group, the teams where your followers will spend their time? Would your normal preferred style as a leader work better with followers who are part of a team that's cohesive, that helps to structure the work, that reinforces, and supports one another? Or would your natural leadership style work better in a context where people are working independently and do not have a team that will facilitate their success?

Basically what I'm asking you to do here is think about yourself and think about if we could take you and your preferred leadership style and put it into a situation where you'd have maximum success, what would that situation be? Do that. Then recognize that you've just identified the only great match for your preferred leadership style and context. The possibilities are that your style might match a situation great, your style might be a mismatch and you'll have low effectiveness as a leader, or your preferred style might be a mismatch and you can choose to change your behavior away from your preferred styles in the direction of what your followers need.

Remember the behavior of a leader is not for the leader. It is to facilitate the success of followers. To do that, you have to start by diagnosing the leader needs of the situation and the followers and choosing the right mix of behaviors and being able to effectively deliver those appropriate behaviors.

Unit 4.8 –Leadership Theory Implications

Selection & Training Implications:

SPEAKER: For all four of our leadership models and theories, the goals for leadership include; followers contribute to organizational goals, followers achieve personal goals, followers become engaged in the organization and committed to the success of the organization, followers are satisfied with the leadership process. Let's look at how each of the four leadership models would suggest we pursue those objectives through selection and training, through deciding who will be our leaders and deciding how to train them once we put them into leadership positions.

Universal Trait Model Implications:

The universal trait model of leadership identifies a method that organizations can use to create a leadership situation that's likely to drive success. The recommendations from this model are that an organization should identify those critical traits of people that are often associated with effective leadership. In other words, the organization needs to become aware of the critical traits. Then the organization through its human resource practices, needs to find people with these traits and appoint them to leadership positions.

In other words, the organization needs to act on the traits that they have recognized that's important for their leaders and find people who already have those traits. Then once you've identified those people and made them leaders, you need to cultivate those positive traits that those leaders have. Remind them of the important traits, encourage them to act on those traits.

And don't forget, we talked about some dark side traits like Machiavellianism and narcissism, we need to make sure that our leaders are aware that those dark side traits seldom, if ever, produce positive leadership effects and that our followers need to be sensitive to avoiding those kinds of traits as they interact with their followers. And finally, we need to encourage our leaders to exhibit those key traits that are associated with success. This model we should of as the right stuff model. Identify what the right stuff is, find the people who have the right stuff, make those people who have the right stuff are leaders, and once they are leaders, encourage them to act on that right stuff.

Universal Behavior Model:

The universal behavior model of leaderships says we have a couple of choices for creating an appropriate and effective leadership situation. First, remember this model focuses not on the traits of leaders, but the exhibited behavior of leaders. Our first choice is to find people who tend to engage in desirable behaviors as a preference, as a natural style, and appoint them leaders. In other words, find people who behave the right way and turn them into leaders.

Or we can place individuals into a leadership position and make them aware of what the desired behaviors are, encourage them to engage in the desired behaviors, and train them to deliver those behaviors effectively. Think of this model as the one right style model.

Situation-Contingent Trait Model:

The situation-contingent trait model builds on the universal trait model but says there's no one right set of traits that will work everywhere. We need to match the traits of the leader to the characteristics of the situation. This model says we have two ways to create a good leader situation.

Our first choice is to start out by assessing those critical situation characteristics. So we understand the context in which someone will be a leader, and then assess the traits of the people who we are considering for the leadership position in that situation. And select the person who is the best match to the traits that are appropriate for that situation. Make them the leader, encourage them to exhibit those traits.

Our second choice is to reengineer the situation so that we change the favorableness of the situation so that the situation becomes a better match for the leader who is in place. So, for example, if a situation is a mismatch to the person who is the leader because tasks are not structured sufficiently, we might reengineer the situation to build in more structure and make the situation more favorable for the leader. Or if the situation has insufficient authority for the leader and that's creating a mismatch, we might reengineer the situation to formally assign more authority to the leader, creating a more favorable situation for that leader who is already in place.

So the two options; assess the situation, find the person who would be a good match for the situation, put them in as leader, and encourage them to act on their traits. Or we've got our leader, we know our leader's traits, let's fix the situation so it's a better match to that leader. Organizations engage in both of these kinds of matching behaviors. Think of this approach as the right stuff for the right situation.

Situation-Contingent Behavior Model:

Let's look at the practical applications if we are to adopt the situation-contingent behavior model of leadership. And I should point out that this is the most popular, most widely used of leadership models and organizations today. And also the most broadly supported by research. All of the other models have added value, this is today's more popular model and more supported model. This model, this situation-contingent behavior model, provides us several ways to create a positive effective leadership situation.

First, we can assess the characteristics of our followers so we understand the nature of the followers someone needs to lead. and assess the characteristics of the environment. For example, the amount of existing structure, the degree to which the work is interesting and rewarding, the current authority, the current group or team situation. So assess, assess. Assess the followers, assess the situation, and then appoint a leader who is likely to behave appropriately for that situation.

So we can look at all of our candidates and ask who tends to behavior in a manner that would be consistent with the needs of the situation, let's appoint them. A second alternative is to teach a leader how to behave appropriately for a given situation. This also requires us to assess the followers, to assess the characteristics of the environment, and then determine the type of behavior that would be most appropriate.

But with this alternative, instead of finding someone who is going to naturally behave that way, we take a person who may actually already be in the leadership position and we make them aware of the behaviors that would be appropriate, we motivate them to engage in those behaviors, and we teach them how to engage in those behaviors appropriately and effectively.

Finally, we have the option of changing the situation to match the behavior of the leader. We've diagnosed the situation, we've diagnosed the followers, we've looked at the behavioral leadership style of the leader, we've concluded there's a mismatch. Instead of changing the leader, we change the situation to become a better match for some leader who behaves that way.

And although it's not on this graphic, we do have another option, and that is to change both the situation and the leader behavior. And that is actually a common approach organizations use. We don't have a good match, let's tweak the situation and tweak the leader a little so that we get the best match. This can be thought of as the right style for the right situation model.

Special Considerations: Neutralizers & Substitutes:

SPEAKER: We've talked about ways to create an effective leadership situation. But I'd like to talk about two special considerations. One that can make it difficult for a leader to drive success, even if he or she seems to be doing the right things. And another that can help a leader drive success by managing the environment a bit.

Potential Neutralizers / Substitutes:

Let's begin our consideration of neutralizers of leadership by listening to Hector Abrahamson who I interviewed at Cargill and I was chatting with him about leadership. We were chatting about some of the challenges of being an effective leader. Listen to his comments and pay particular attention to the potential neutralizing effect of the great physical distance between him and some of his followers. And think about how this physical, geographic distance could neutralize his efforts to be an effective leader. And think about what he might be able to do to avoid this great geographic distance from neutralizing his best efforts as a leader.

SPEAKER: Are there special challenges when your people are so widely dispersed? You have 40 people, 5 different countries, you don't see them face to face all the time.

HECTOR: No, you don't.

SPEAKER: How do you manage those people?

HECTOR: We are having this conversation here and I'm having a conversation with almost 40 persons in 5 countries that must be working at this point, and I am not controlling them, this is not what I do. I don't control. Or I don't control all the time. People need to understand that they have power to do what they have to do, so this is part of what the managers, the leader have to do.

Potential Leader Neutralizers:

SPEAKER: We've got a little taste of how environmental factors or follower factors can neutralize the best efforts of leaders. There's been some research that's identified some of the specific factors that are most likely to neutralize the efforts of a leader. For example, if followers are indifferent towards rewards that the organization offers or the leader has no control over rewards, that can really limit the leader's ability to be effective and can neutralize his or her best efforts.

If the leader has low position power, particularly if followers are high in authoritarianism, that can threaten the appropriateness of the leader directing the behavior of followers. If we have created an environment that's inflexible, that has too rigid of rules, too rigid of procedures, this can neutralize the efforts of a leader to engage in the right behaviors. And remember how much we emphasize the importance of an organization's structure and culture being aligned with leadership and the strategy of the organization.

These misalignments can make it harder for a leader to be effective, even if engaging in the so-called right behaviors. Having limited interaction with followers can neutralize the effectiveness of a leader. If you don't interact much with your followers, it's certainly very difficult to have an impact through charismatic transformational leadership and followers would never see your charisma. But it can also be difficult for you to be task-oriented. It can be difficult for you to develop relationships at all. It can difficult to set goals and help track progress towards goals.

So this limited interaction that might be due to physical separation or having too many followers or being too busy with non-leadership activities can neutralize the efforts of a leader to be effective. Sometimes the effectiveness of a leader is neutralized by the behavior of other people. Perhaps someone who has assumed an informal leadership role, who has as much or more influence over followers as the formal leader does. Or perhaps someone outside of organization who has more impact on your followers than you do. Leaders need to be aware of the risk of these neutralizers and we face a new challenge, how to manage these potential neutralizers.

Potential Leader Substitutes:

While neutralizers can make it difficult and often frustrating for a leader to be effective, we've also identified a set of potential substitutes for leader behavior. These are factors that a leader can actually systematically use to enhance his or her effectiveness as a leader. Sometimes while reducing the amount of time and energy the leader has to devote to particular components of the leadership task. Let's take a look at a few of those.

First, if a follower has a high level of ability, a high level of training, a high level of experience, this can substitute for the need of a leader to provide a lot of task-oriented direction and allow the leader to concentrate on other important behaviors. If a follower has a professional orientation, that professional orientation usually brings with it a set of standards for doing the work, a set of ethical standards to abide by while doing the work, and usually, a professional perspective includes a desire to do the work well.

In that situation, this can substitute for the need for the leader to engage in behavior that would accomplish those same outcomes. Sometimes a task is structured in such a way that's it's very straightforward, it's routine, it's unambiguous, there can be a very short training time. In that situation, the structure of the task, the automatic nature of the task can substitute for the need of a leader to, on a regular ongoing basis, monitor and direct the behavior of followers.

Some task, inform the follower how well they're doing their job. But doing the work, the follower can tell if he or she is doing well. That's called internal feedback or task-oriented feedback. When that is the case, when the work itself or a measurement system allows the follower to self-detect progress towards goals, the leader does not need to engage in as much behavior that's focused on assessing performance, guiding performance, tracking progress towards goals.

Some work tasks are enjoyable, they're fun. When we do them, we feel good about doing them, they're rewarding, in and of themselves. In that situation, the leader does not need to attend as much to creating a positive work experience for the follower because the work itself creates that positive work experience.

In some situations we have a work group or a team that helps each member succeed, that reinforces the success of each member, that guides the work of each member, that socially rewards each member. In those situations we often have what we call self-managing work teams. If a team is self-managing, then leaders do not need to spend as much of their behavior focused on those components of the needs of the follower.

Some organizations are very formal, when we talked about organizational structure, we talked about some organizations as being very formal, some as less formal. And overall, we talked about how many people do not like overly formal organizations. However, there is an advantage to a formal organization. If the organization formalizes its plans, its goals, the responsibilities of its followers, that is less of that sort of behavior that the leader needs to engage in.

This new opportunity is for us to be aware of these potential leader substitutes. Make sure that our behavior as leaders is not redundant. And when we can, systematically use these substitutes to free our time as leaders, to focus on the leader behaviors that are most important, that go beyond those things that can be done by these substitutes.

The Model:

Quick reminder where leadership stands in organizations. We started this course by talking about strategy. Talked about structure. Talked about culture. Leadership is kind of laid over these and all the other topics that we discuss in this course. Leadership needs to be designed and executed in a manner that is consistent with and supportive of strategy, structure, culture, human resource practices, just as much as each of those factors we've addressed in the course needs to be designed to be compatible with the leadership style that is dominant in the organization. Leadership can magnify the positive impact of every other topic from this course or leadership can damage the potential positive impact of every other factor in this course.

Enduring Ideas:

Effective leaders assure that unit goals align with organizational goals. Effective leaders assure that followers understand their goals and why they matter. Effective leaders assure that the path to goal success is clearly defined for followers and that success is supported, facilitated, and rewarded. Effective leaders help followers find and follow the path to their personal goal success. Effective leaders have followers who are engaged by the organization, committed to its success, and satisfied with the leadership process. Effective leaders bring value to their organizations and help them gain competitive advantage.