Effective leaders, create and communicate a vision of what the organization should be

Communicate with and gain the support of multiple constituencies

Persist in the desired direction even under bad conditions

Create the appropriate culture and to obtain the desired results

Task oriented

Goal oriented

Leadership traits-

-Natural vs. nurturing

-6 key traits ( drive, leadership motivation; integrity; self confidence; cognitive ability; knowledge of the domain)

job centered leadership- leadership behavior style that emphasizes employee tasks and the methods used to accomplish them

employee centered leadership style- a leadership style that emphasizes employees’ personal needs and the development of interpersonal relationships

Contingency Theories of leadership

-Fiedler’s contingency theory of leadership effectiveness

-Leader effectiveness depends on the interaction of

-leader’s behavioral style

-favorableness of the leadership situation

**Leader Style-** measured by the LPC (least preferred coworker) scale

Low LPC score

* Negative adjective
* Task-oriented leader

High LPC score

* More positive adjectives
* Relationship oriented leader

Situation favorableness measured by three situational characteristics

-Leader-member relations

-amount of respect subordinates have for the leader

-Task structure

-degree to which tasks are simplified and easy for followers to understand

-Position power

-degree to which the leader can reward, punish, promote, or demote employees in the group

Leader effectiveness depends on the degree to which a leader can enhance the performance expectancies and valences of her subordinates by:

* Assigning individuals to tasks for which they have high valences
* Supporting employees’ efforts to achieve task goals (effort -> performance expectancy)
  + Encouragement
  + Training
  + Technical support
* Trying extrinsic rewards (pay raise, recognition, promotion) to accomplishment of task goals (performance -> reward instrumentality)

Transformation leaders

Motivate followers

* Do more than expected
* Continuously develop and grow
* Increase heir level of self-confidence
* Place the interests of the team or organization before their own

Display charisma

Intellectually stimulate their subordinates

Provide individual considerations of subordinates