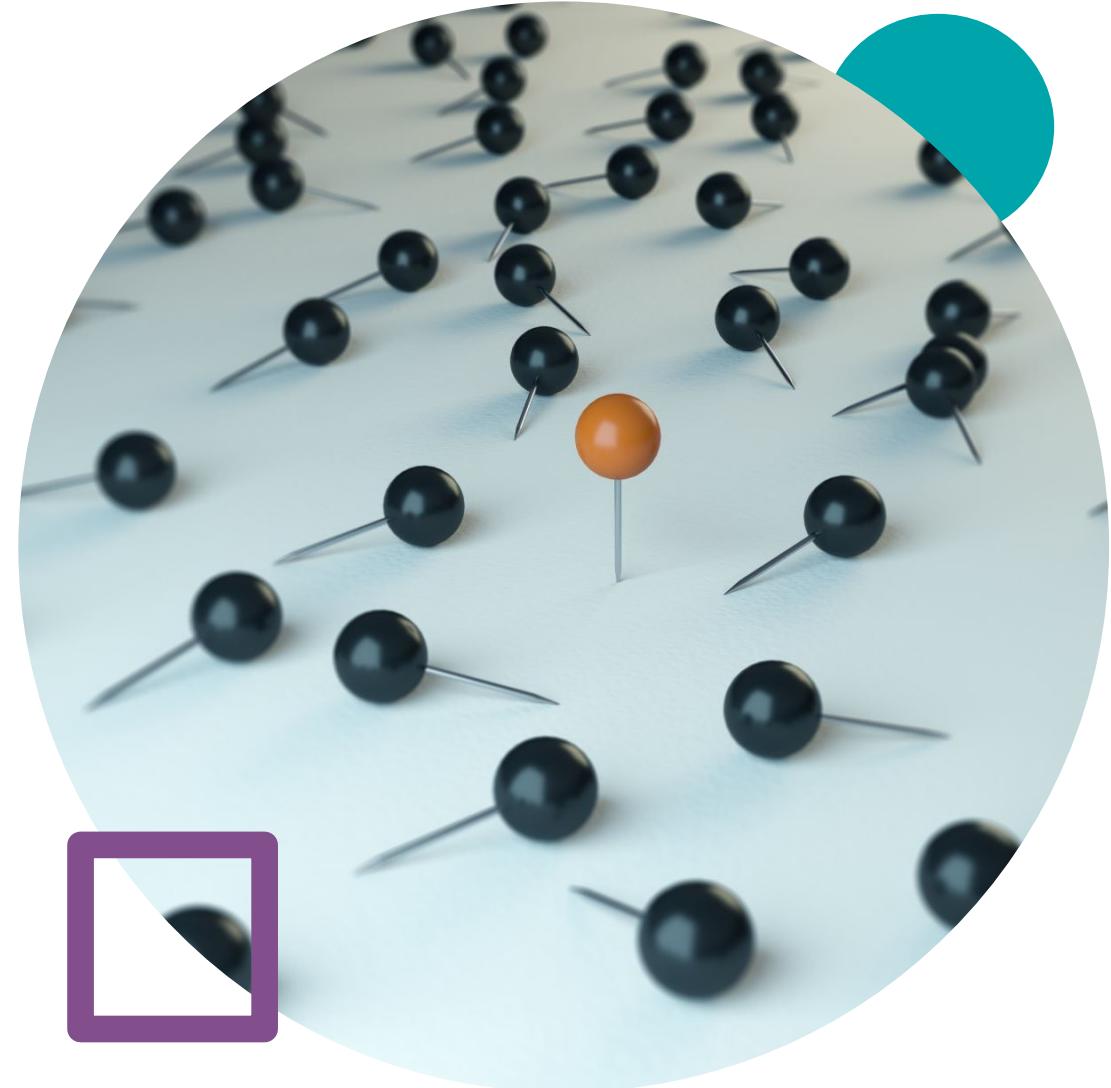




TOPIC 4: GROUP LEADERSHIP



CONTENT

This chapter will be covered in Slot 9-10

- 4.1 What is leadership?
- 4.2 Leadership and Power
- 4.3 Becoming a leader
- 4.4 Leadership theories
- 4.5 The 5M model of Leadership effectiveness
- 4.6 Diversity and leadership

What makes a good leader?



Martin Luther King JR



Jacinda Ardern

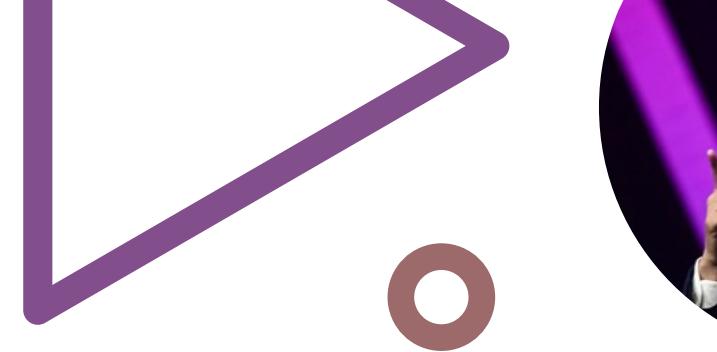


General Vo Nguyen Giap



Barack Obama

What kind of power is required for a leader?



Steve Job



Jack Ma



Elon Musk



Bill Gates

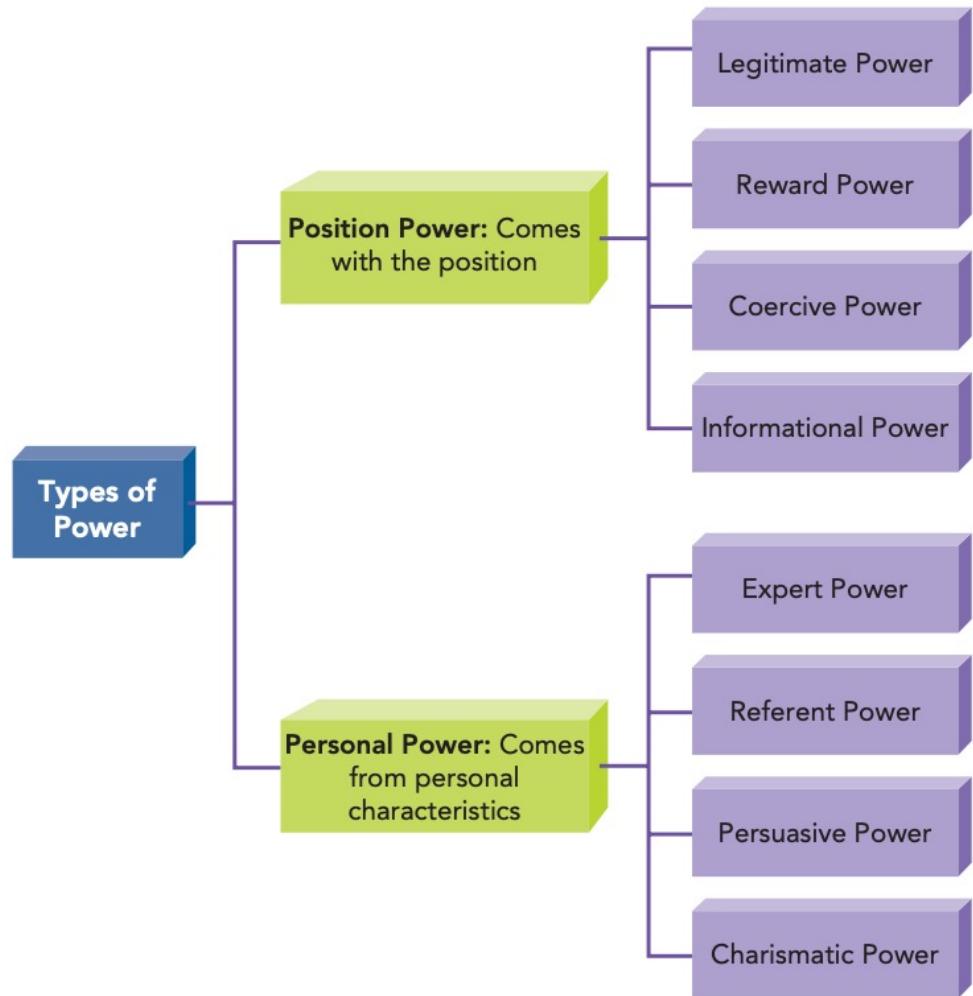
What is leadership?

Leadership:

The ability to make strategic decisions and use communication effectively to mobilize group members toward **achieving a common goal**

- A leader is a person.
- Leadership is a behavior.



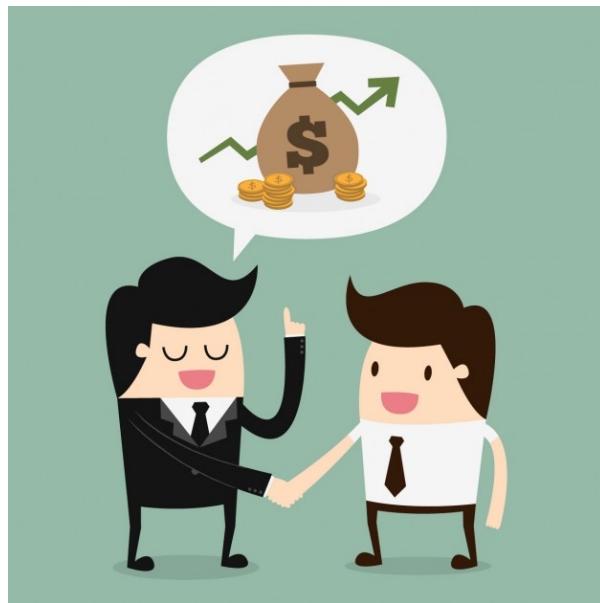


Leadership and Power

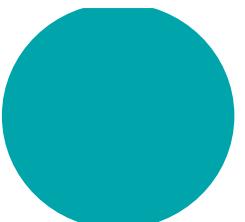
- Power is the **ability** and/or **authority** to influence members, shape decisions, and control resources through a variety of means.
- "Power is the quality without which leaders cannot lead".
Leadership Experts Warren Bennis and Burce Nanus.
- In the hands of a just and wise leader, power is a positive force but in the hand of unjust or foolish leader, power can be a destructive and corrupting force.

Position Power

An authority derived from a member's job responsibilities or official status within an organization.



Type	Description	Example
Legitimate Power	Relies on the authority of a job title or duty	"I have the authority to lead."
Reward Power	Relies on the ability to give out resources valued by members	"I can reward you."
Coercive Power	Relies on the ability to deal out sanctions and punishments	"I can punish you."
Informational Power	Relies on the control and transmission of needed information	"I have the information you need."



Personal Power

Type	Description	Example
Expert Power	Relies on expertise and credentials	"I have the knowledge and skills we need."
Referent Power	Relies on members' respect for and experience with the leader	"I've earned your respect and trust."
Persuasive Power	Relies on effective and strategic communication skills	"I know how to persuade and encourage others."
Charismatic Power	Relies on a leader's character, competence, and vitality	"I have the energy, will, and passion to make things happen."

Authority that stems from an individual's character, competence and earned status.



QUIZ



: 5 mins



At the end of every month, a sales manager awards a cash bonus to the most successful salesperson.

What type of power is this leader using?

- a) Referent power e) Expert power
- b) Coercive power f) Informational power
- c) Reward power g) Persuasive power
- d) Legitimate power h) Charismatic power

BECOMING A LEADER

- The path to a leadership can be easy as being in the right place at the right time, or being the only personal willing to take on a difficult job.
- Becoming a leader of a group usually occurs in one of the two ways: being chosen to lead or naturally emerging as a leader.
- BUT **anyone** can become a leader.



Oprah Winfrey

Designated vs Emergent Leaders

Designated Leaders

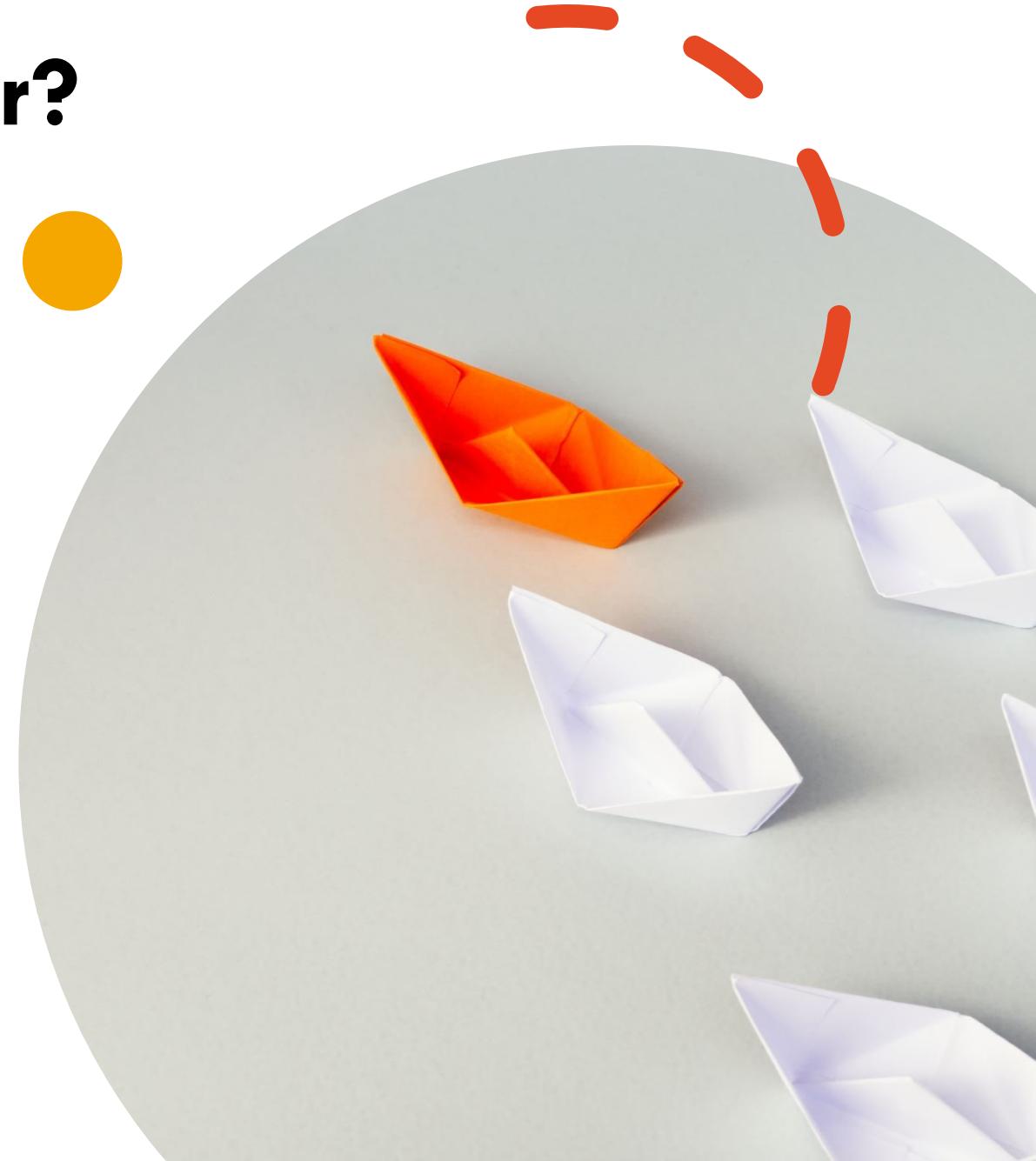
- Selected by group members or an outside authority
- Being designated leader is **no** guarantee of leadership ability unless the **leader's skills match the group's needs.**

Emergent Leaders

- Gradually achieve leadership by helping the group achieve its goals
- Emerging from within a group has the advantage of relying on expert or referent power.

How to Become a Leader?

- Talk early and often
(and _____).
- Know more (and
_____).
- Offer your opinion
(and _____).





Who is your favorite leaders?

Share on LMS

Describe your favorite leader by:

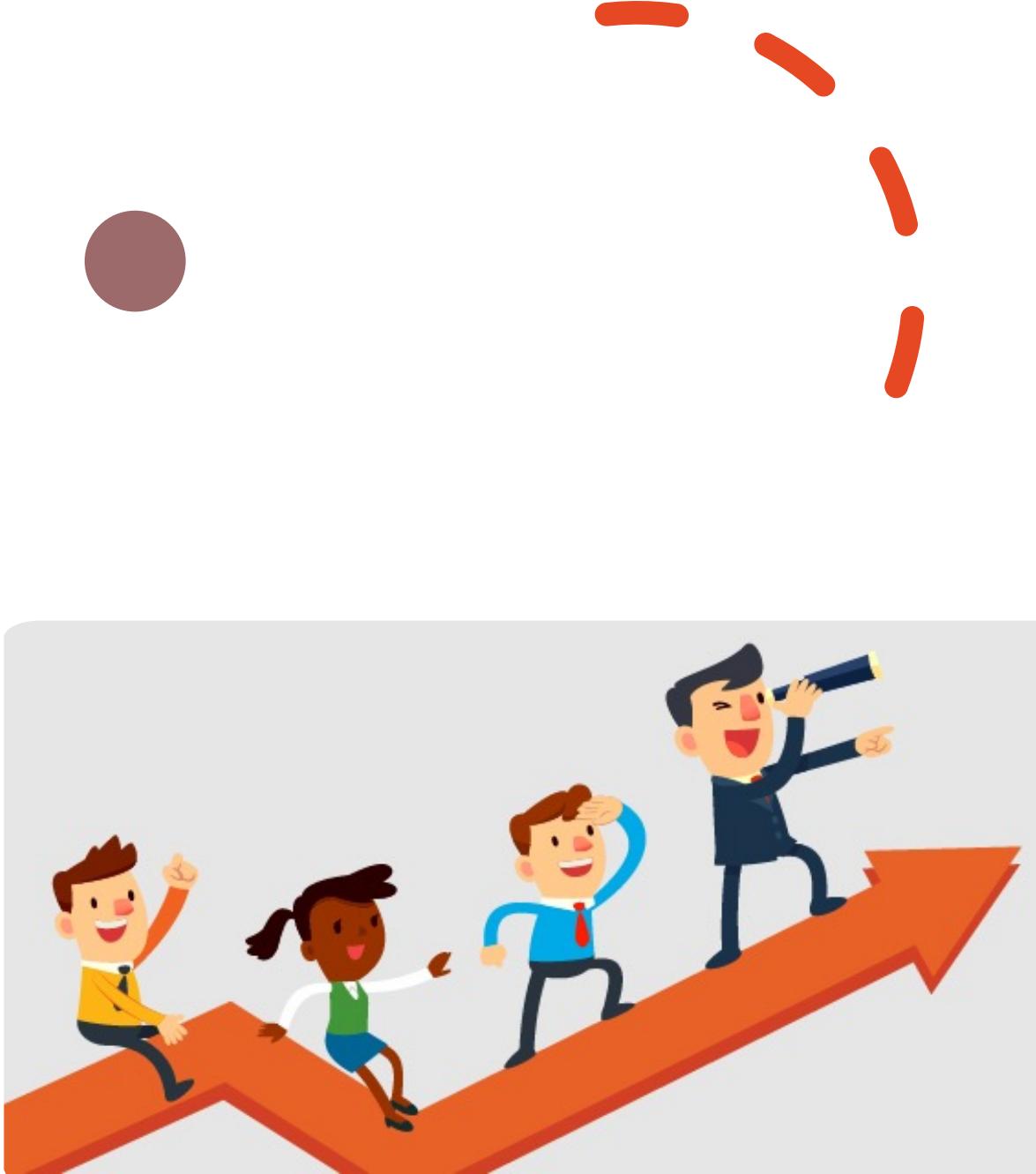
- Position power
- Personal power
- Designated/ Emergent Leader

Leadership Theories



Trait theory

- Leaders are *born*, not made.
- Identifies physical, behavioral, personality, competency and attitudinal trait that characterize successful leadership across a variety of situations.
- Leadership Traits:
 - Self-confidence
 - Humility
 - Trustworthiness
 - Tolerance of frustration
 - Warmth
 - Humor
 - Enthusiasm
 - Extroversion
 - Assertiveness
 - Open to new experience.
 - Etc



Styles Theory

Identifies three distinct leadership styles: autocratic, democratic and laissez-faire.

- **Autocratic leader** uses power and authority to strictly control the direction and outcome of group work. They are more effective in serious crisis.
- **Democratic leader** promotes the interests of the group members and practices social equality.
- **Laissez-faire leader** let the group take charge of most decisions and actions; may succeed in mature and highly productive group.



What type of leadership are they?



Situational Theory

- Effective leaders choose leadership strategies that appropriate match their group and the circumstances in which they work together.
- Leaders are *made*, not born.
- **Fiedler's Contingency Model of Leadership Effectiveness:** Effective leadership occurs only when there is an ideal match between the leader's style and the group's work situation.
- **Hersey-Blanchard's Situational Leadership Model:** Leadership style adapts to the level of member readiness.



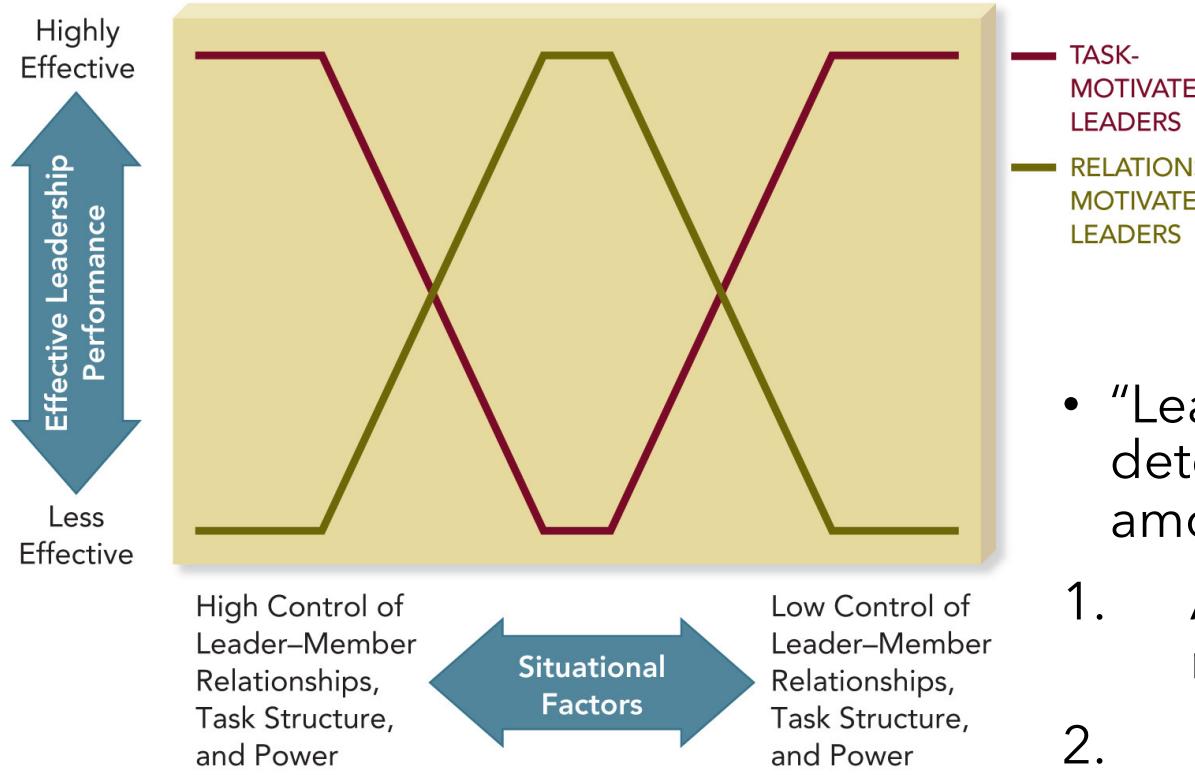
Fiedler's Contingency Model

What is Your Leadership Style?

- ✓ Are You Task Motivated? Do you want to get the **job done at whatever cost**.
- ✓ Are You Relationship Motivated? Do you gain satisfaction from **working well with other people** even if the group neglects or fails to complete the task.



Leadership Style	Leader Motivation	Leader Behavior
Task-Motivated Leaders	Want the job done even if it results in not getting along with other members	<ul style="list-style-type: none">• May appear efficient and strong• May ignore group morale• May confront disruptive members• May do the work of other members because of dissatisfaction with work quality or quantity
Relationship-Motivated Leaders	Want to get along with other members even if it results in not getting the job done	<ul style="list-style-type: none">• May ignore task requirements• May tolerate disruptive members• May appear inefficient and weak• May do the work of other members to avoid asking them to do more



Fiedler's Contingency Model

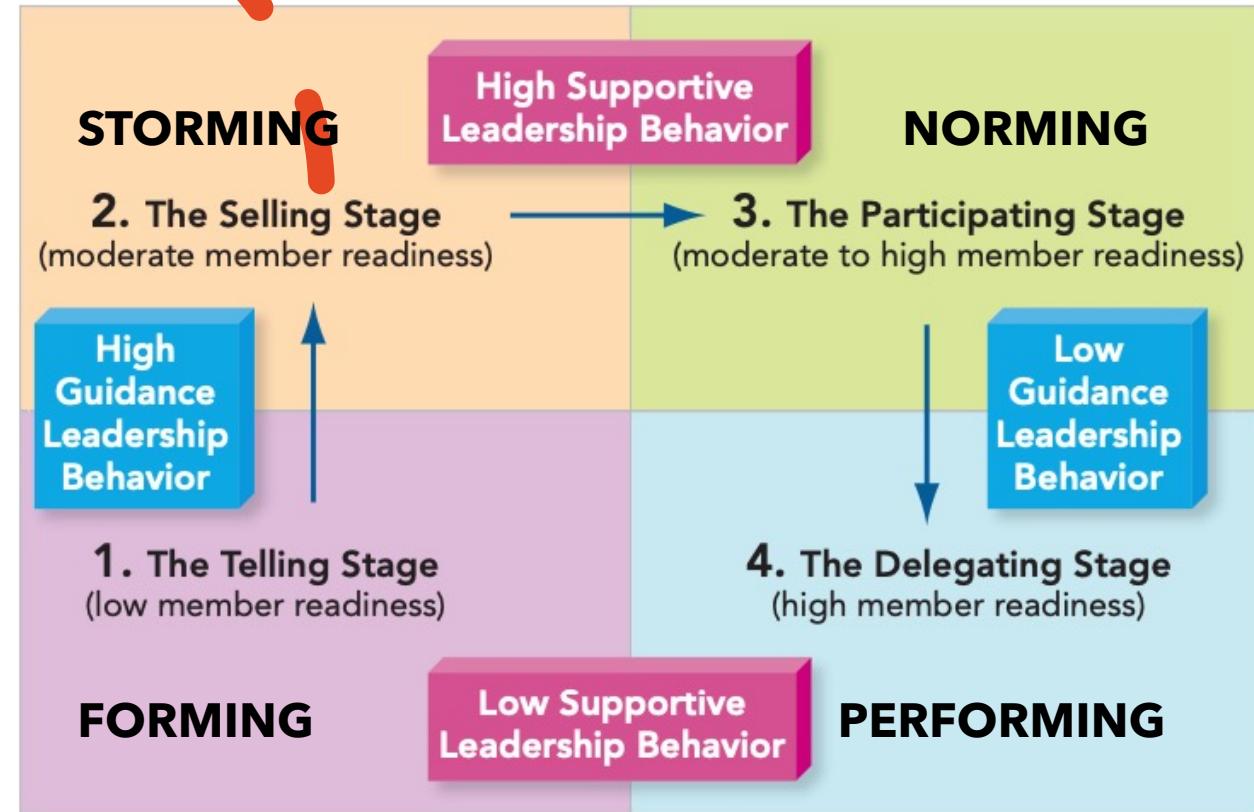
- “Leadership effectiveness in a given situation is determined by three primary factors that control the amount of influence a leader has over follower”.
1. Are **leader-member relations** positive, negative, or somewhere in between?
 2. Is the **task** highly structured, moderately structured, or unstructured?
 3. Does the leader have a lot of **power**, moderate power, or little power?

Implication: Change the situation to your leadership style, rather than changing your leadership style.

- You may need to gain group trust and support.
- You may need to modify the amount or type of power you have and the structure of the task.

Hersey-Blanchard's Situational Leadership Model

- Leaders **adapt** their leadership style to **the level of member readiness**.
 - Member Readiness: The extent to which group members are *willing* and *able* to work together to achieve a common goal.
 - As a group's readiness increases, leaders should rely more on relationship behavior than task behavior.
- 1. The Telling Stage:** Low Readiness
 - 2. The Selling Stage:** Moderate Readiness
 - 3. The Participating Stage:** Moderate to High Readiness
 - 4. Delegating Stage:** High Readiness

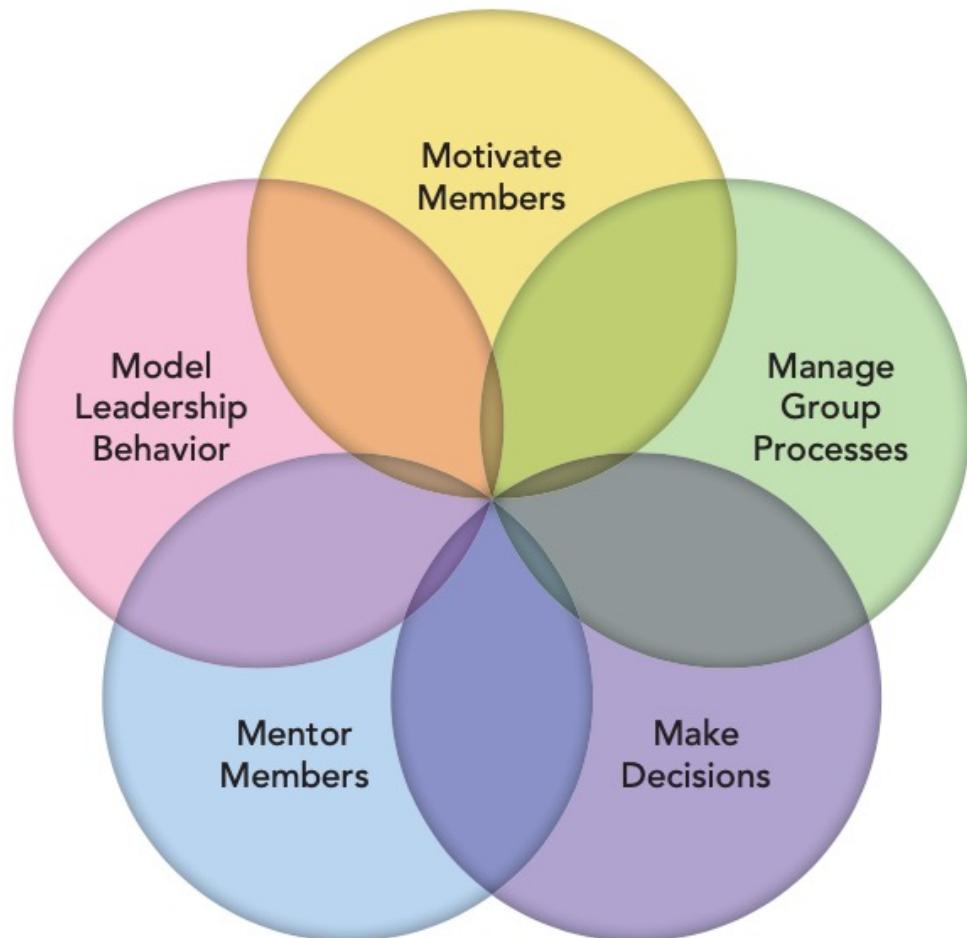


Transformation Theory

- Focus on how leader inspire group members, embrace change and achieve vision-based goal.
- Transformational leader actually drive transformation rather than just react to it.
- Transformational Leadership characteristics:
 - Charismatic
 - Visionary
 - Supportive
 - Empowering
 - Innovative
 - Modeling

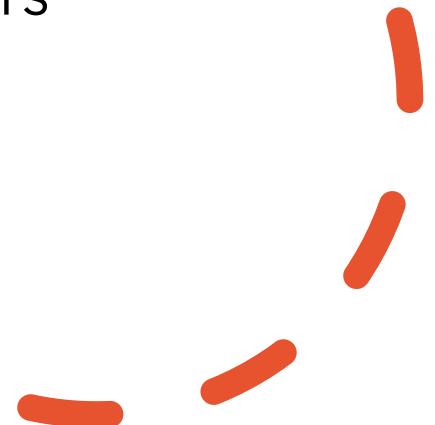


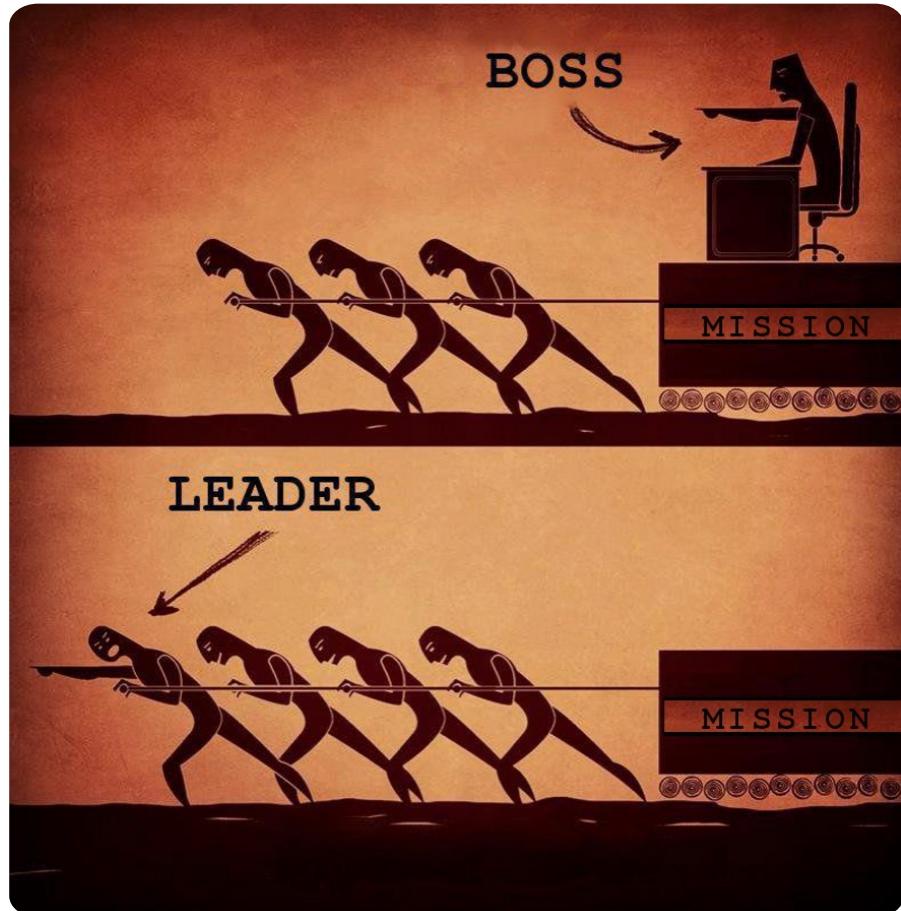
5-M Model of Leadership Effectiveness



Interdependent Leadership Functions:

- 1. Model leadership behavior**
- 2. Motivate members**
- 3. Manage group process**
- 4. Make decisions**
- 5. Mentor members**





1. Model leadership

- Effective leaders project an image of confidence, competence, trustworthiness and optimism.
- Lead by example

Strategies for modelling effective leadership:

- Champion your group.
- Speak and listen effectively.
- _____
- _____

2. Motivate Members

- Effective leaders tap into essential intrinsic motivators to promote a sense of meaningfulness, a sense of choice, a sense of competence, and a sense of progress.
- Motivating leaders guide, develop, support, defend, and inspire group members.
- Key skills to motivate member:
 - Secure member commitment to goals.
 - Appropriately reward the group and its members.
 - _____
 - _____



3. Manage group process

- Effective group should be organised, have sufficient information to solve problem and able to make important decisions.

- Skills that can enhance ability to manage group process:

- Be well-organized and prepared.

- Adapt to member strengths and weaknesses.

- _____

- _____



4. Make decision

- Effective leaders make appropriate, timely and responsible decisions.
- Strategies to determine when and how to intervene and make decision:
 - Make sure everyone gets the needed information to make a quality decision.
 - Discuss pending decisions and solicit feedback.
 - _____
 - _____





5. Mentor Member



- Effective mentors cultivate high quality leader-member relationships in which mentees develop a strong "commitment to the organisation, give it more energy and time, take on greater responsibility", and produce "positive outcomes such as strong teamwork and performance beyond job requirements".
- Strategies for leader to decide when and how to mentor group members:
 - Be ready and willing to mentor every group member.
 - Encourage and invite others to lead.
 - _____.

Diversity and Leadership

Gender and Leadership

- Effective leaders exhibit a balance of gender characteristics. They can be *both* demanding and nurturing; independent and collaborative; logically objective and emotionally intelligent.
- Effective leaders “narrow the gender gap by combining the talents traditionally thought of as masculine and feminine to create a well-balanced leadership style.”
- Rather than focusing on the differences between female leaders and male leaders, it is better to ask whether a leader is effective, regardless of gender.

Michelle Obama



Angela Merkel



Ang San Suu Kyi





Leading Multicultural Groups

- Include Underpresented Groups
Successful leaders—regardless of gender, culture, or socioeconomic status—must have “the skills and attitudes to relate effectively to and motivate people across race, gender, age, social attitudes, and lifestyle
- Consider Cultural Differences
- Promote Cultural Synergy
Cultural synergy is a leadership goal and approach that brings culturally diverse members together to create a more productive and supportive communication climate based on the combined strengths, perspectives, and skills of members.