

Chapter 4:

Group Leadership



Leaders and 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 quality without which leaders cannot lead.”
- Power is the ability or authority to influence and motivate others.

Warren Bennis and Bruce Nanus
Leaders: The Strategies for Taking Charge



Types of Position Power

- **Legitimate Power** – Relies on a job title or duty
- **Reward Power** – Controls and gives out valued resources
- **Coercive Power** – Controls and deals out sanctions and punishments
- **Informational Power** – Controls and transmits information and resources

What Type of Position Power?

- Buy me a coffee, I will pay for your coffee too. => Reward Power
- Buy me a coffee, I am your boss. => Legitimate Power
- Buy me a coffee or I will kick you. => Coercive Power
- Buy me a coffee, I will tell you about the company's new policy. => Information Power

Types of Personal Power

- **Expert Power** – Relies on expertise and credentials/dignity
- **Referent Power** – Relies on members' high opinion of and experiences with the leader- relationship
- **Persuasive Power** – Relies on effective communication skills
- **Charismatic Power** – Relies on leader's personal character, competence, & vitality



- **Expert Power** – Do you have the knowledge that others need? ***IQ***
- **Referent Power** – Do others respect you and want to be like you?

AQ – ability to get over difficulties

- **Persuasive Power** – Do you have perfect communication skills?

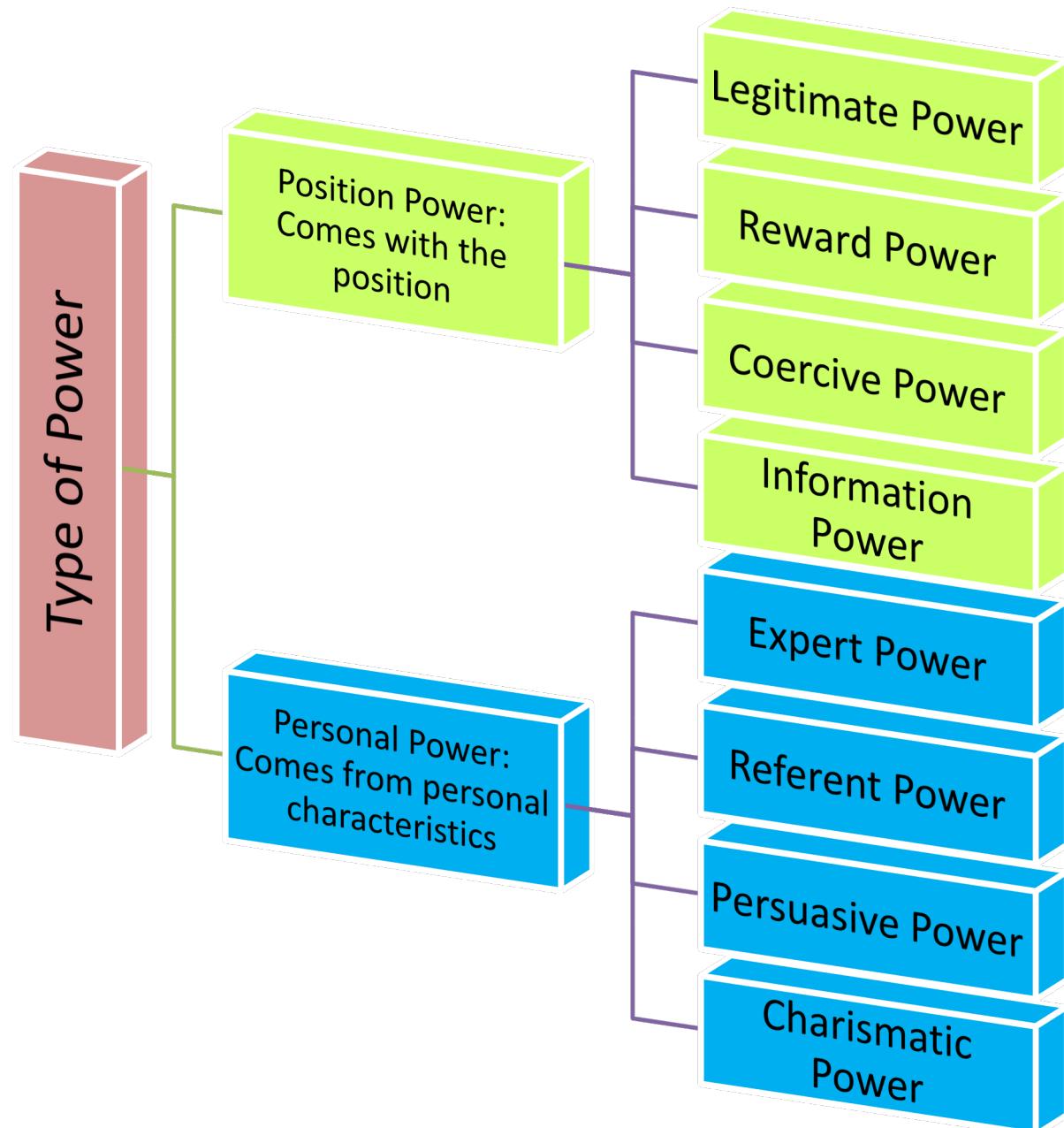
EQ – 5 senses

- **Charismatic Power** – Do you attract others by your character?

CIQ (Creative Intelligent Quotient)

Types of Personal Power





Position Power: Comes with the Position

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: Comes from Personal Characteristics

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."



Reward
Power
(Managers)

Legitimate Power
(Armed Forces)

/kəʊ'ɔ:rsv/
Coercive Power
(Adolf Hitler)

What kind of Position Power?

Stay hungry
Stay foolish

- Steve Jobs

What kind of Personal Power?

Charismatic Power

4



1

Expert Power

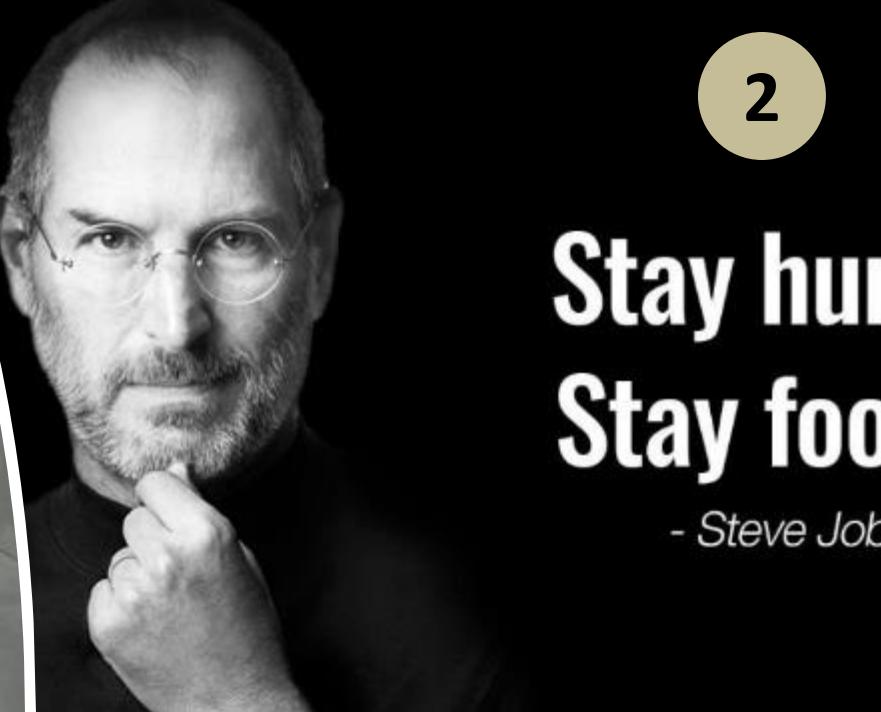
2



3

Referent Power

3



Persuasive Power

1



4

Mother Teresa

PowerPoint Quiz

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



/'dezɪgnɪətid/
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

Fill in the strategies for becoming a leader:

- Talk early and often (and listen to others.).
- Know more (and share what you know.).
- Offer your opinion (and welcome disagreements.).

Just because someone
has the title of
“president”
doesn’t mean they’re a
leader.



Jesse Lyn Stoner

Does a title make a
leader?

a **boss** has the **title**.
a **leader** has the **people**.

simon sinek



To submit to LMS
Describe your favorite leaders
with pictures

- 1 leader with any Position Power
- 1 leader with any Personal power
 - 1 designated leader
 - 1 emergent leader

Leadership Theories



Leadership Theories



Trait Theory

- Leaders are *born*, not made.
- Identifies characteristics and behaviors of effective leaders.
- Leadership Traits:
 - Self-confidence
 - Humility
 - Trustworthiness
 - Tolerance of frustration



Trait Theory

Leadership Theories





Styles Theory

- Democratic leaders are usually the best.
- ^{ɔ:tə'krætɪk/} Autocratic leaders may be more effective in a crisis or chaotic situation.
- Laissez-faire leaders may succeed in **mature** and **highly productive** groups.

A black and white portrait of Adolf Hitler, showing him from the chest up. He is wearing a dark suit jacket over a white collared shirt and a dark tie. His hair is slicked back, and he has his signature mustache. The background is dark and out of focus.

What Leader Style?

A



What Leader Style?

B



warren buffett

What Leader Style?

C

Barack Obama



Democratic Leader

Adolf Hitler



Autocratic Leader

Warren Buffett



Laissez-faire Leader

Autocratic Leader



Democratic Leader



Laissez-faire Leader



Which leadership style
fits you ☺?

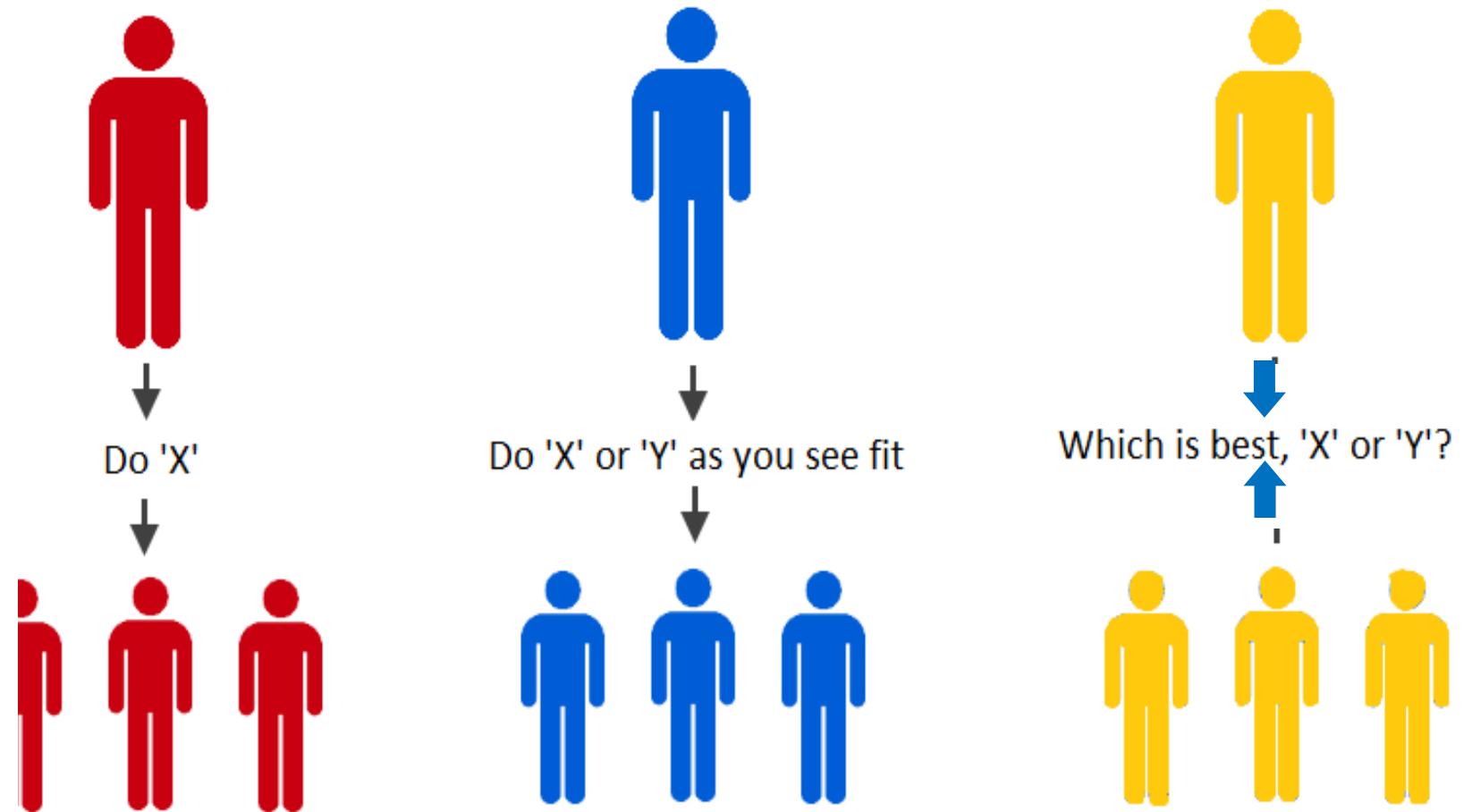
Let go. Let it be. This is what the term laissez-faire means when translated. Laissez-faire leadership is fairly self explanatory. Laissez-faire leaders have an attitude of **trust and reliance** on their employees. They don't micromanage or get too involved, they don't give too much instruction or guidance.

Instead laissez-faire leaders let their employees use their creativity, resources, and experience to help them meet their goals.

This kind of leadership is very hands-off —managers trust their employees and are confident in their abilities. They give guidance and take responsibility where needed, but this leadership style means that subordinates and team members have the real lead.



Styles Theory



Leadership Theories

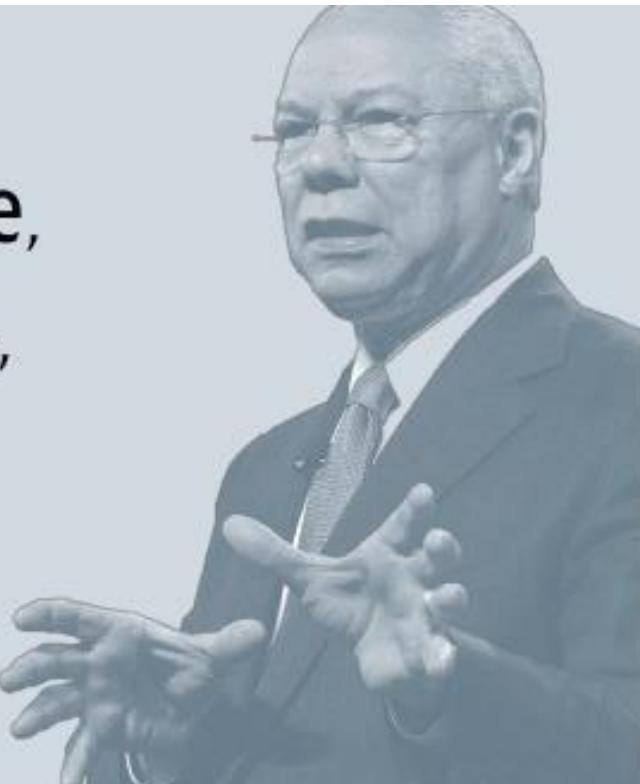


Situational Theory

“

Effective leaders are **made**,
not born.
They learn from trial and error,
and from experience.

Colin L. Powell
U.S. Army General (Retired)
Former Chairman of the Joint Chiefs of Staff
Former Secretary of State



- 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.

Contingency Model of Leadership (P.89)

What is Your Leadership Style?

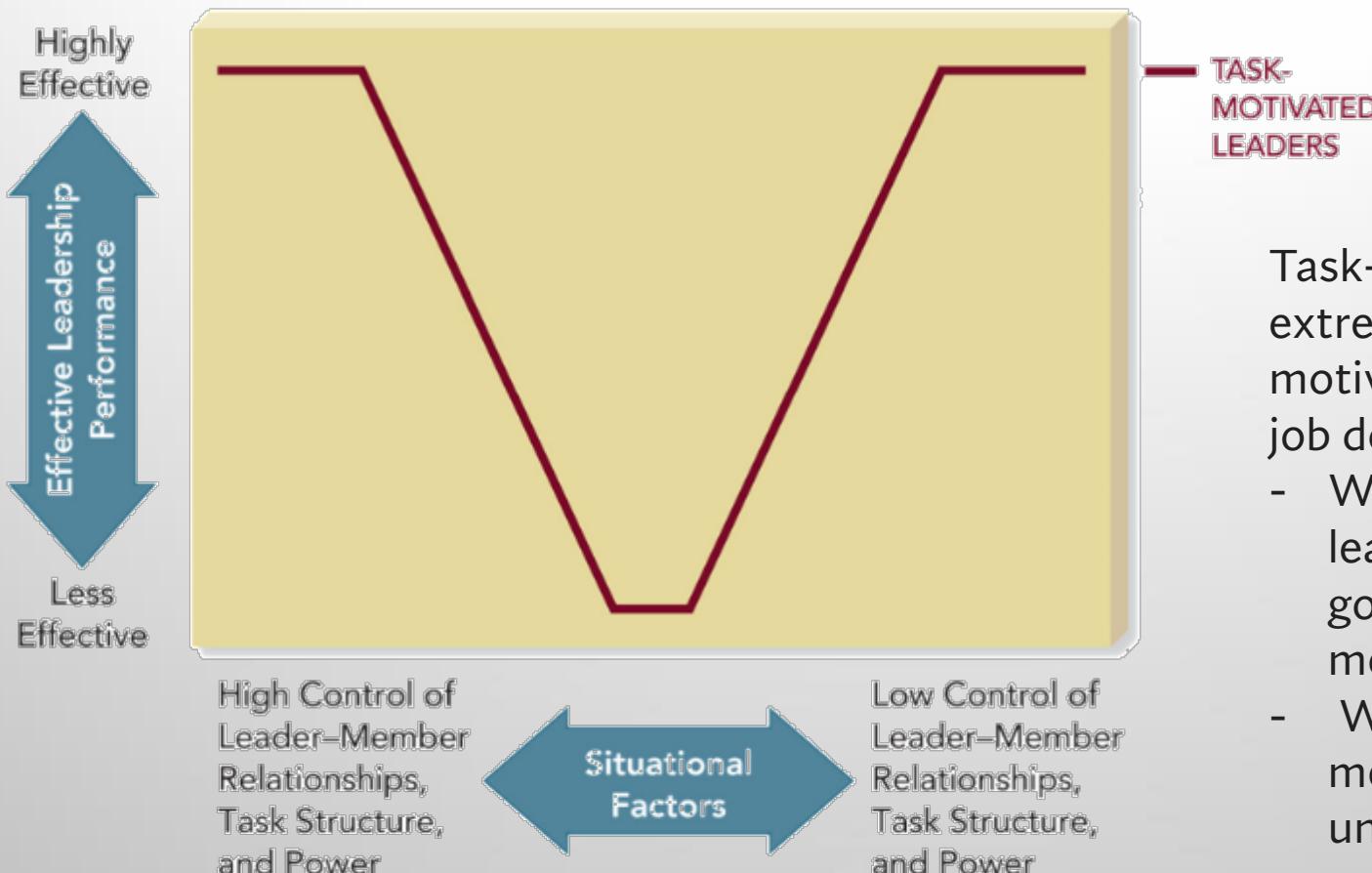
- ✓ Are You Task Motivated? Do you want to get the **job done at whatever cost**.
- ✓ Are You Relationship Motivated? Do you gain satisfaction from **working well with other people** even if the group neglects or fails to complete the task.

Contingency Model of Leadership (P.89)

What Is the Leadership Situation?

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?

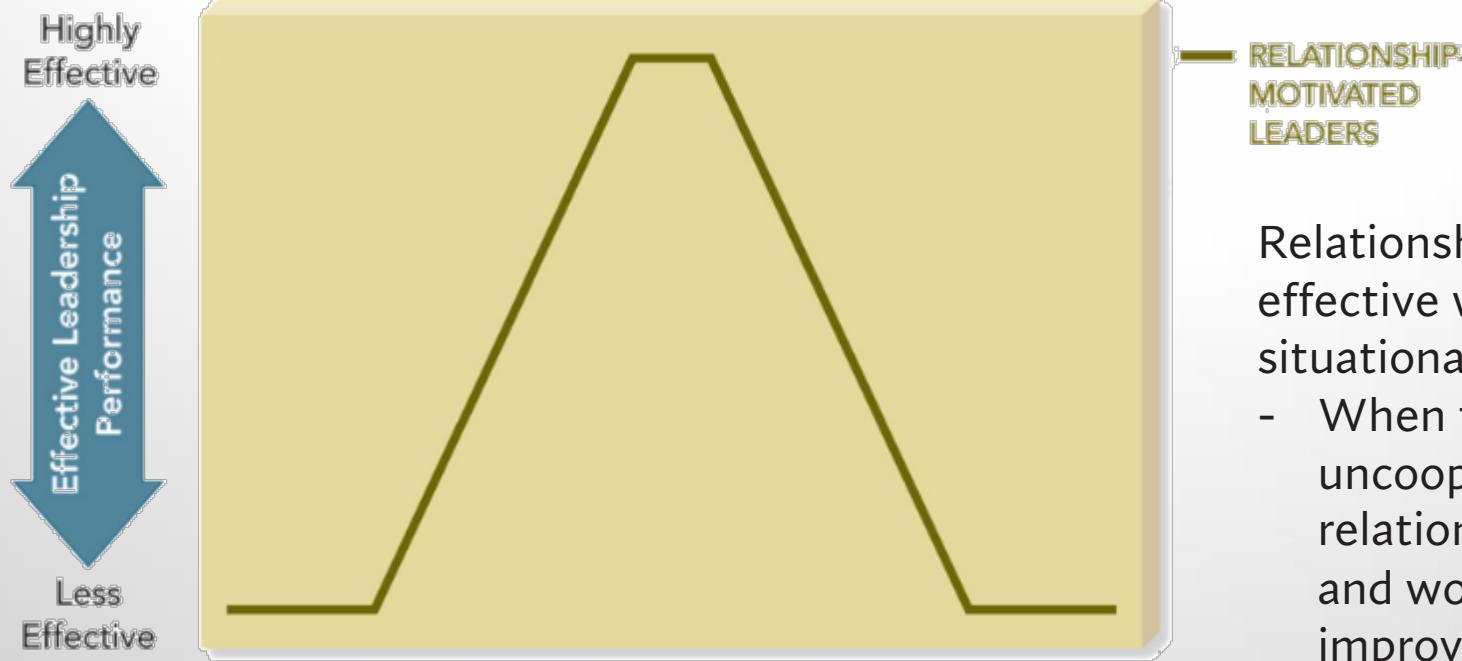
Contingency Model



Task-motivated leaders do well in extreme situations because their primary motivation is to take charge and get the job done.

- With a great deal of control, the leader can devote time to developing good relationships with group members.
- With little control, poor leader-member relationships, or an unstructured task → The leader performs well by being tough and commanding in order to complete the task at hand.

Contingency Model



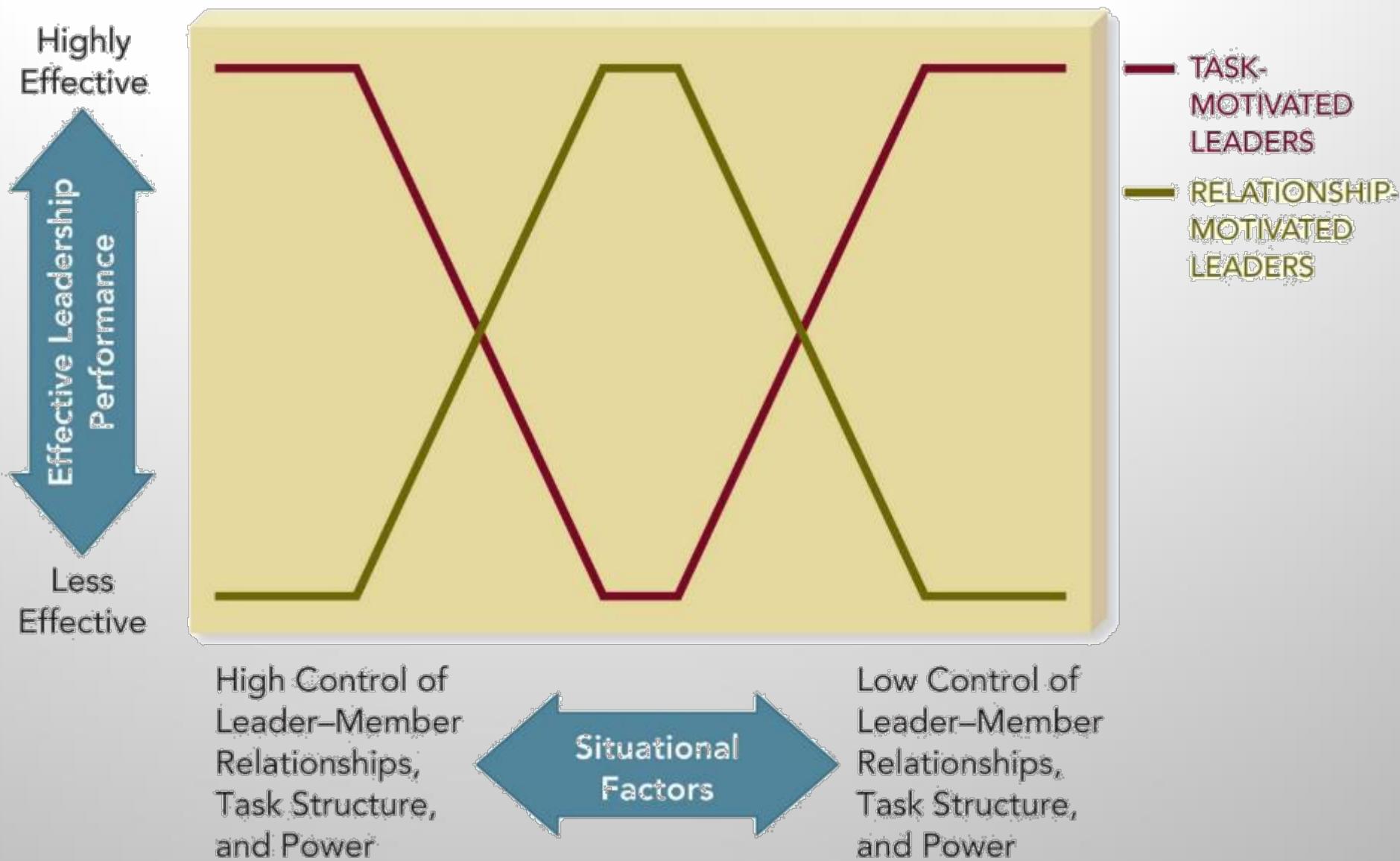
RELATIONSHIP-MOTIVATED LEADERS

Relationship-motivated leaders are most effective when there is a moderate level of situational factors.

- When facing highly structured tasks with uncooperative group of followers' relationship → the leaders use diplomacy and work with group members to improve leader-member relationships.
- With a good leader-member relationship but an unstructured task, the leader rely on the resources of the group to develop a rational plan of action.

The leaders depend on the group to help them adapt to situational factors. Rather than relying on a leader to take charge of or modify the situation, the group collaborates with its leader to find ways of adapting to situational factors.

Contingency Model





Implications of the Contingency Model

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 (p.91)

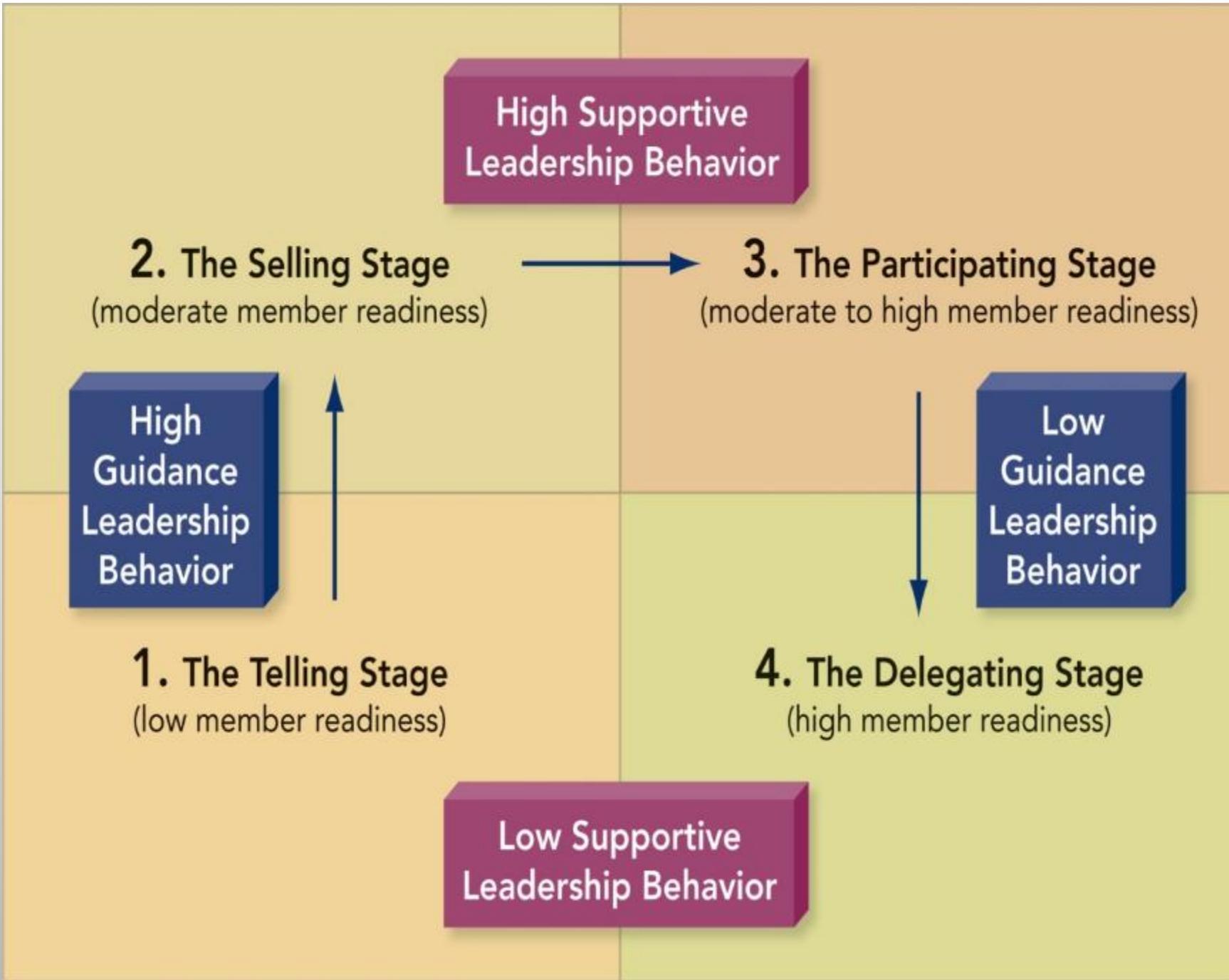
- Leaders **adapt** their leadership style to **the level of member readiness**.
- **Member Readiness:** The extent to which group members are *willing* and *able* to work together to achieve a common goal.

Hersey- Blanchard's Model

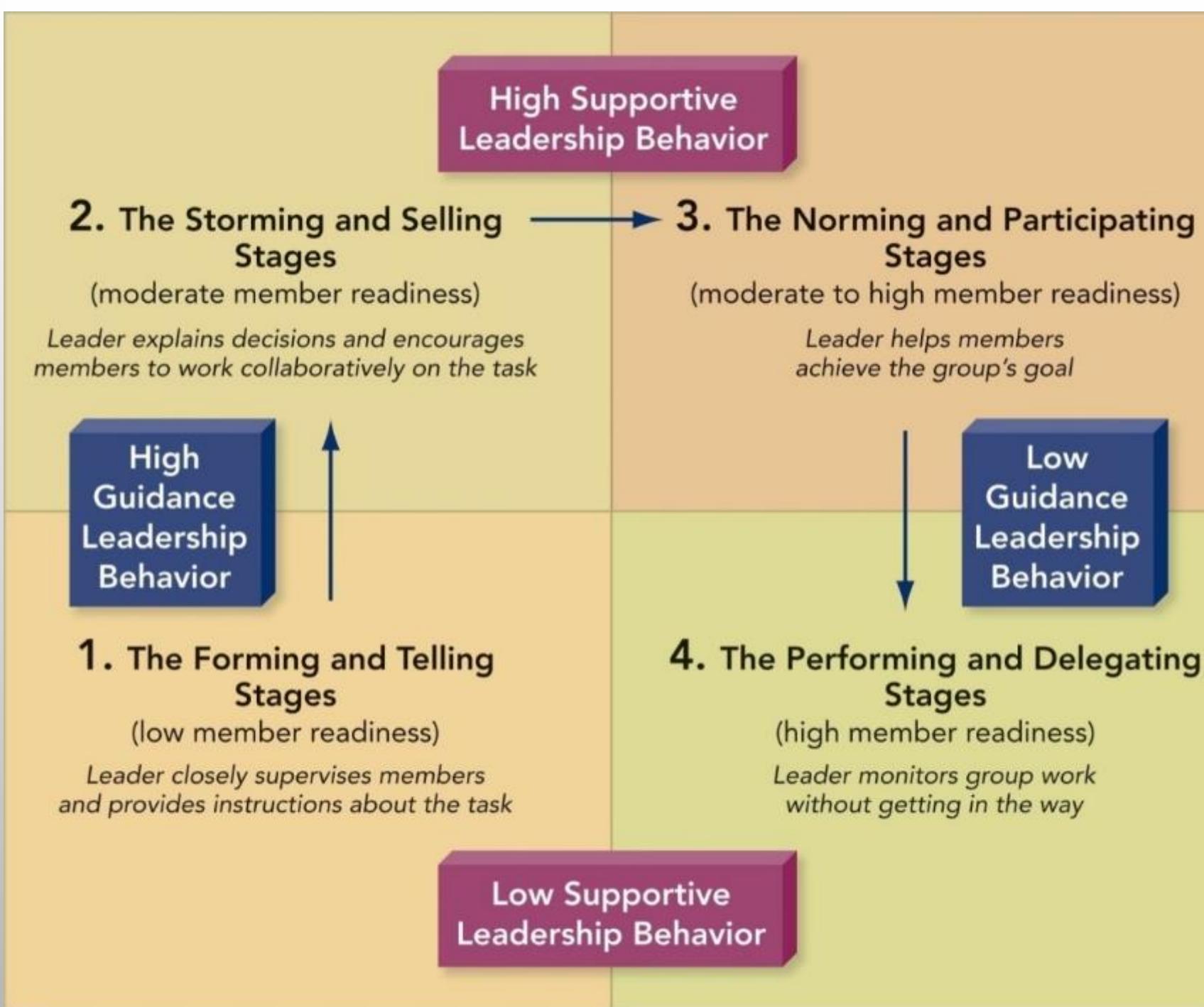
As a group's readiness increases, leaders should rely more on relationship behavior than task behavior.

- 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

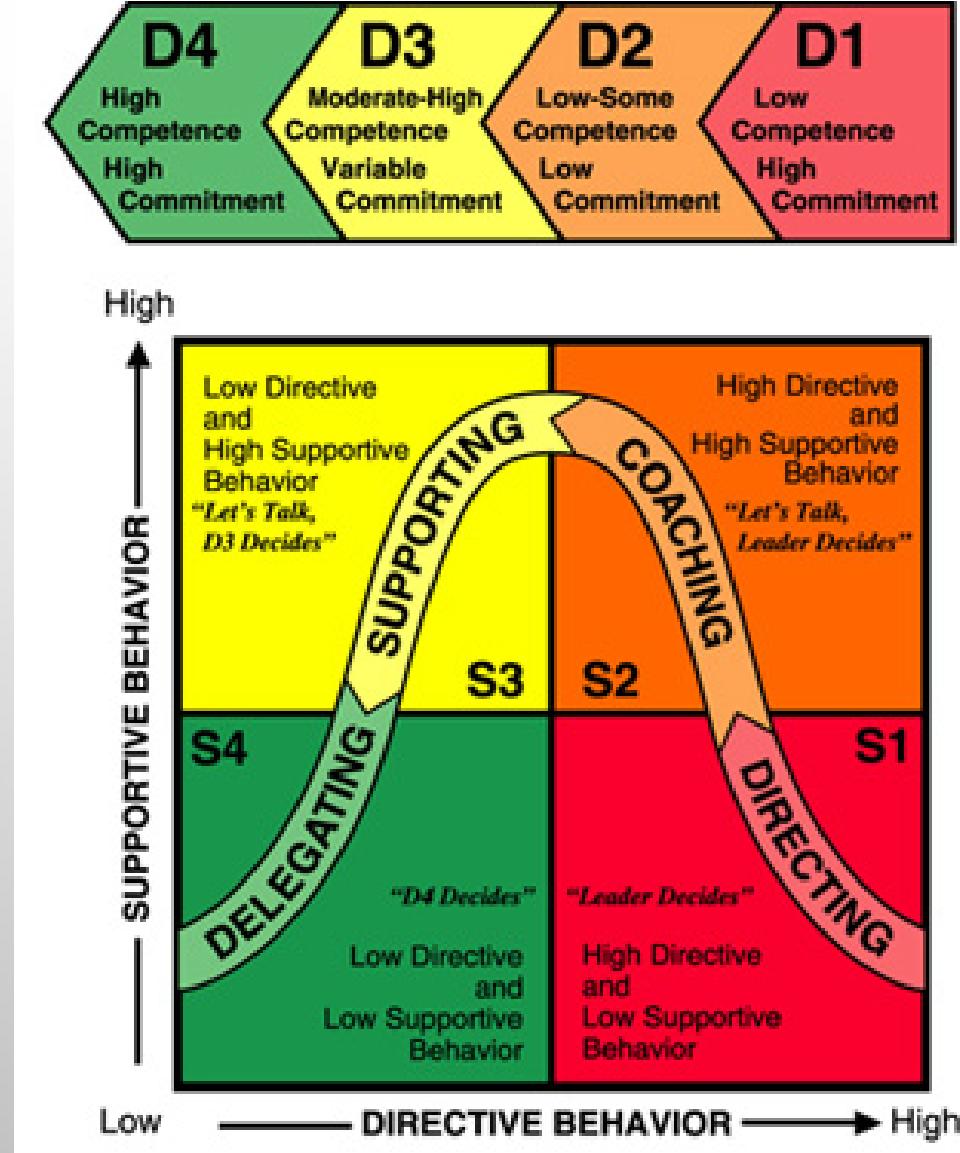
Hersey-Blanchard's Model



Hersey-Blanchard's Model



Hersey-Blanchard's Model



Know your
members

Leadership Theories





Transformational Theory

- Emphasizes **what leader accomplishes**, NOT their ~~personal characteristics~~ or ~~relationships with group members~~.
- Convert goals => action.



Transformational Leadership Characteristics

- Charismatic
- **Visionary**
- Supportive
 - Empowering
 - Innovative
 - Modeling

Transformational Theory

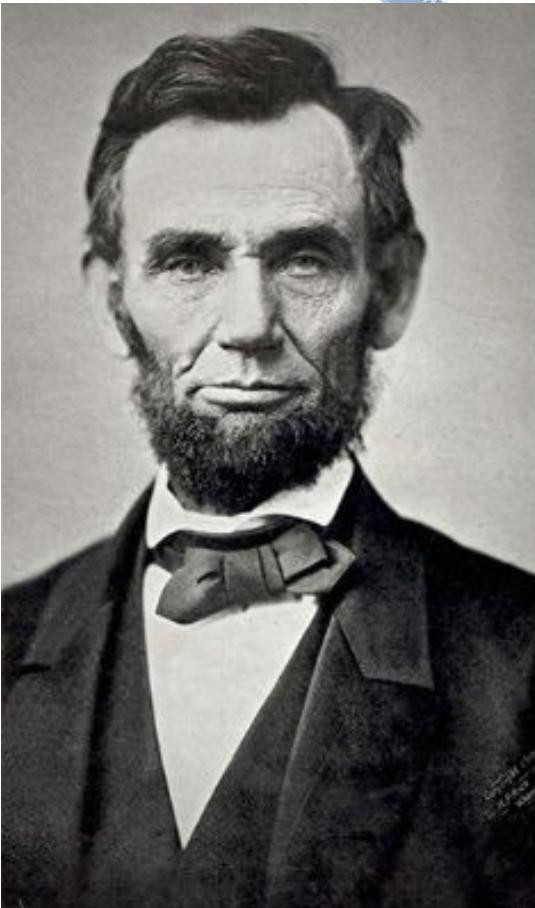
ANDREW LLOYD WEBBER'S **SCHOOL of ROCK**

THE MUSICAL

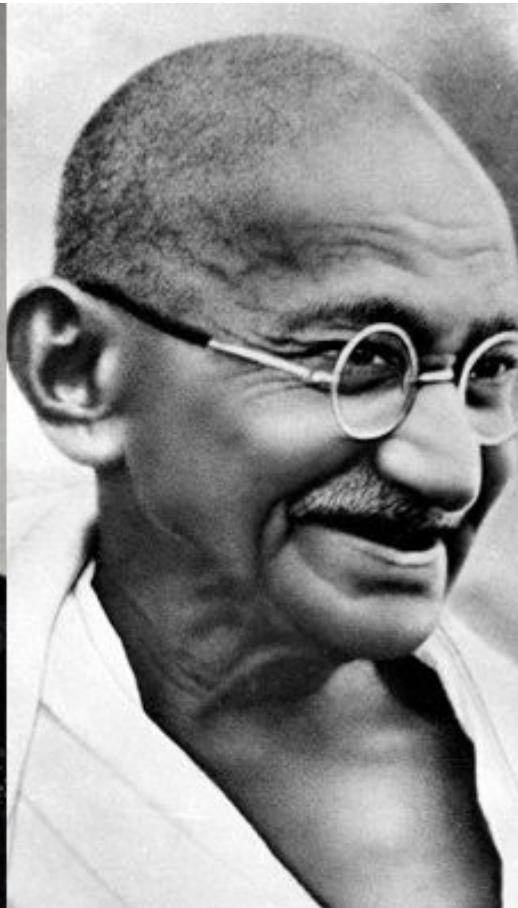


Jack Black as Dewey Finn

Transformational Leaders



Abraham Lincoln
(1809 – 1865)



Mahatma Gandhi
(1869 – 1948)



Nelson Mandela
(1918 – 2013)

5M Model of Leadership Effectiveness

Interdependent Leadership Functions:

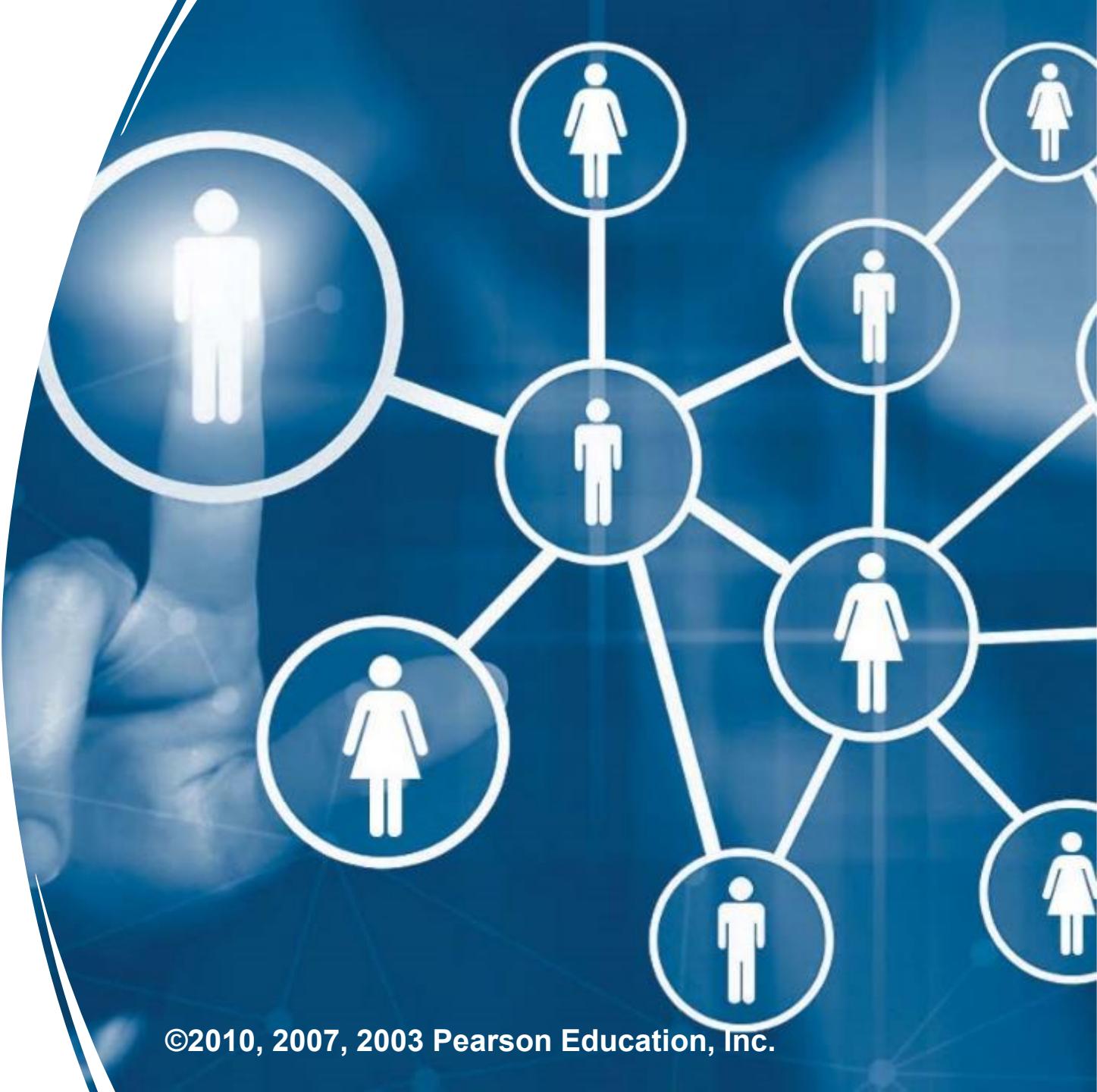
Model leadership behavior

Motivate members

Manage group process

Make decisions

Mentor members



5-M Model of Leadership Effectiveness

(p. 94)



MODEL LEADERSHIP BEHAVIOR

Strategies for modeling effective leadership:

- *Exhibit exemplary participant behavior.*
- *Publicly champion your group and its goals.*
- *Speak and listen effectively and confidently.*
- *Behave consistently, conscientiously, and assertively.*
- *Demonstrate competence and integrity.*



MOTIVATE MEMBERS

- *Seek members' commitment to the group's common goal.*
- *Appropriately reward the group and its members.*
- *Help solve interpersonal problems and conflicts.*
- *Adapt tasks and assignments to members' abilities and expectations.*



MANAGE GROUP PROCESS

- *Organize and fully prepare for group meetings and work sessions.*
- *Understand and adapt to members' strengths and weaknesses.*
- *Help solve task-related problems and procedural problems.*
- *Monitor group interaction and intervene to improve group performance.*



/ˌɪntər'veɪn/

MAKE DECISIONS

- *Make sure that everyone shares and comprehends the information needed to make quality decisions.*
- *If appropriate, discuss your pending decision and solicit feedback from members.*
- *Listen to members' opinions, arguments, and suggestions.*
- *Explain the rationale for an impending intended decision.*



MENTOR MEMBERS

- *Be ready and willing to mentor every group member.*
- *Encourage and invite others to lead.*
- *Inspire optimism.*



Quiz:

What is missing in 5M model leadership:
Mentor, Model, Motivate, Make decision,
.....?

- A. Mem mlem
- B. Moderate
- C. Manage
- D. Members

Fill in the Blanks

Model Leadership Behavior

- Champion your group.
- Speak and listen effectively.
- *Behave consistently, conscientiously, and assertively.*
- *Demonstrate competence and integrity.*

Motivate Members

- Secure members' commitment to goals.
- Appropriately reward the group and its members.
- *Help solve interpersonal problems and conflicts.*
- *Adapt tasks and assignments to members' abilities and expectations.*

Fill in the Blanks

Manage Group Process

- Be well-organized and prepared.
- Adapt to member strengths and weaknesses.
- *Help solve task-related problems and procedural problems.*
- *Monitor group interaction and intervene to improve group performance.*

Make Decisions

- Make sure everyone gets the needed information to make a quality decision.
- Discuss pending decisions and solicit feedback.
- *Listen to members' opinions, arguments, and suggestions.*
- *Explain the rationale for an impending intended decision.*

Fill in the Blanks

Mentor Members

- Be ready and willing to mentor every group member.
- Encourage and invite others to lead.
- *Inspire optimism.*

Gender and Leadership

- “Although male and female leaders may act the same, there is a tendency for women to be perceived more negatively or to have to act differently to gain leadership.”
- Instead of asking whether a female leader is different than a male leader, ask whether she is an *effective* leader.

Rodney Napier and Matti Gershenfeld

Groups: Theory and Experience

Are You Ready to Lead?

1. Do you like having people count on you?
2. Do you compliment others easily?
3. Do you cheer people up even when your own spirits are down?
4. Are your group's accomplishments more important than your own personal glory?
5. Would you enjoy representing your group at an outside gathering?

9' <https://www.youtube.com/watch?v=l0Q6SfGmZmk>

4' <https://www.youtube.com/watch?v=Bv16yctXaFM>

Homework for in-class sharing

- A Individual Report of 500 – 700 words
 - Introduction (what is the report for, why you choose that leader) 100 words
 - Introduce the leader – 100 words
 - Analyze the leadership styles –chap 4&5 (with reference) 200 words
 - How you apply his style to YOU – 100 words
 - Minimum 3 academic referencing (not count words)