CB2300
The past, the present, and the future of Leadership

Dr. You Jin (YJ) Kim
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The Nature of Leadership

Leadership

- The process by which a person exerts influence over others and inspires, motivates and directs their activities to achieve group or organizational goals.
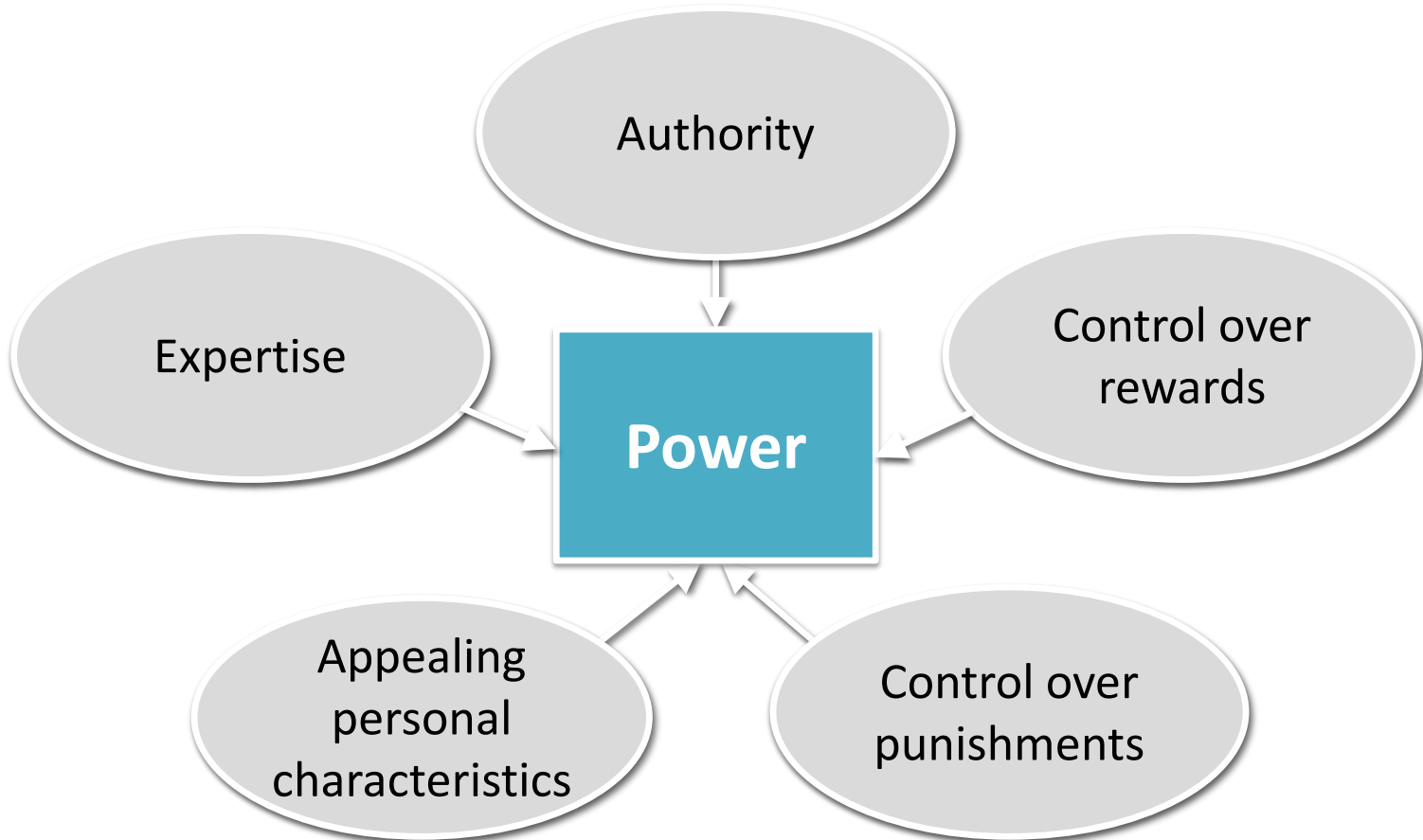

L E A D E R S H I P
The leader always sets the trail for others to follow.

What defines a good leader?

What is Power

Power is the capability to influence others

Sources of Power

Authority

Expertise

Power

Control over rewards

Appealing personal characteristics

Control over punishments

Power: The Key to Leadership

Legitimate Power

• The authority that a manager has by virtue of his or her position in the firm.

Power: The Key to Leadership

Reward Power
- The ability of a manager to give or withhold tangible and intangible rewards.

Coercive Power
- The ability of a manager to punish others
- Limited in effectiveness and application; can have serious negative side effects
- Examples: verbal reprimand, pay cuts, and dismissal

Reward and Coercive Power

Carrot and Stick

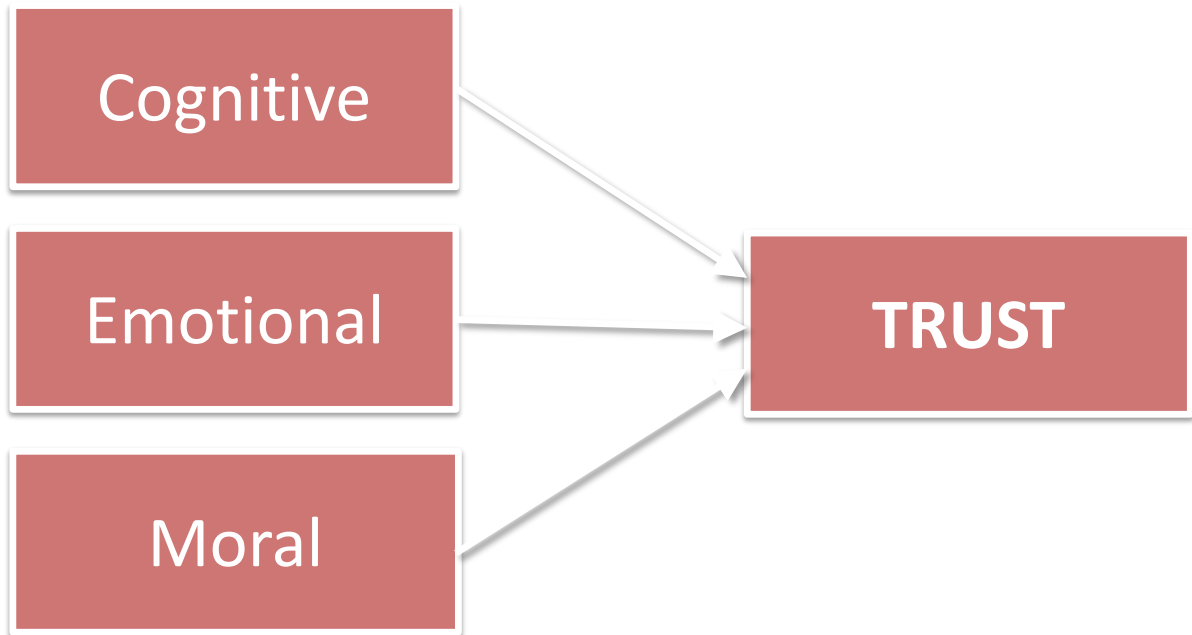# Power: The Key to Leadership

Expert Power
- Power that is based on special knowledge, skills, and expertise that the leader possesses.
- Tends to be used in a guiding or coaching manner

Referent power
- Power of a leader that arises because of a person's desirable resources or admired personal traits

Three Types of Trust in Leader

Cognitive Trust

- Cognitive trust refers to one's belief about peer reliability and dependability (McAllister, 1995).

- In this game, the challenge ahead for the chosen sailor is to sail the boat to the nearest shore for help. Cognitive trust refers to one's belief that the chosen sailor will be able to drive the boat and survive at the sea, both physical and mental toughness.

Emotional Trust

- Emotional trust refers to one's interpersonal care and concern (McAllister, 1995).

  –Good Intentions.

  –Put group goals ahead of individual goals.

Moral Trust

- Moral trust refers to one's belief that another person follows his or her principle (McFall, 1987).

- Whether a trustor regards a trustee to have morality, it is based on the consistency of the trustee's past actions, credible communications about him/ her from other parties, belief that the trustee has a strong sense of justice, and the extent to which the trustee's action are congruent with his/ her words.

Past:
Trait Approach

"The taller presidential candidate almost always wins" in the U.S.

2008:
- Obama: 187cm; McCain: 175cm

1992:
- Bill Clinton: 189cm, G.H.Bush: 188cm

1988:
- G.H.Bush: 188cm, Dukakis: 168cm

Trait Theory

- Focused on identifying personal characteristics that differentiated leaders from non-leaders. What are some personal characteristics?

Trait Theory

- Focused on identifying personal characteristics that differentiated leaders from non-leaders.

  –Drive – lots of energy, shows initiative

  –Desire to lead – desire to influence others

  –Honesty and integrity – build trusting relationships

  –Self-confidence

  –Intelligence

  –Job-relevant knowledge

  –Extraversion

Trait Perspective Limitations

- What are some issues?

Trait Perspective Limitations

- Some traits are subjective

- Implies a universal approach
  – But some traits/competencies might not be valuable in all situations

- Leadership potential, not performance
  – Still need to develop leader skills from these competencies/traits

- Ignore the interactions of leaders, subordinates, their groups and situations

Past:
Leader Behavioral Approach

Behavioral Approach

- Focused on identifying behaviors that differentiated leaders from non-leaders. What are some leader behaviors?

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Class Agenda

- Announcement

- Review

- Leadership, Org culture, & Cross-cultural management

Announcement

- **Quiz 4 (By April 8, 11:59PM)-**Unlimited attempts & No Time Limit
- Keep the highest score
- **No late submissions will be accepted**

Written report (15%)

- 15-20 pages
(double-line spacing, excluding references, figures, and tables)

- Submission: **Friday of Week 14, 5pm April 22, 2022** ~~(hard copy to the Department of Management assignment box)~~

- A soft copy should be uploaded on Canvas "turn-it-in" assignment folder. Please check the possibility of plagiarism using "turn-it-in" (not higher than 20%)

  ◉ Have ONE member upload only ONCE!

  ◉ Ask questions to tutors

Final examination

- The 2-hour, closed-book final examination will cover all content delivered and performed during the course.

- Mostly from **Lecture Slides**

- Will share more details once the department approves CB2300 exam questions

- The last tutorial (Exam Review)

How do you motivate a janitor?

What makes work meaningful?

- **Customers**
- **Colleagues**
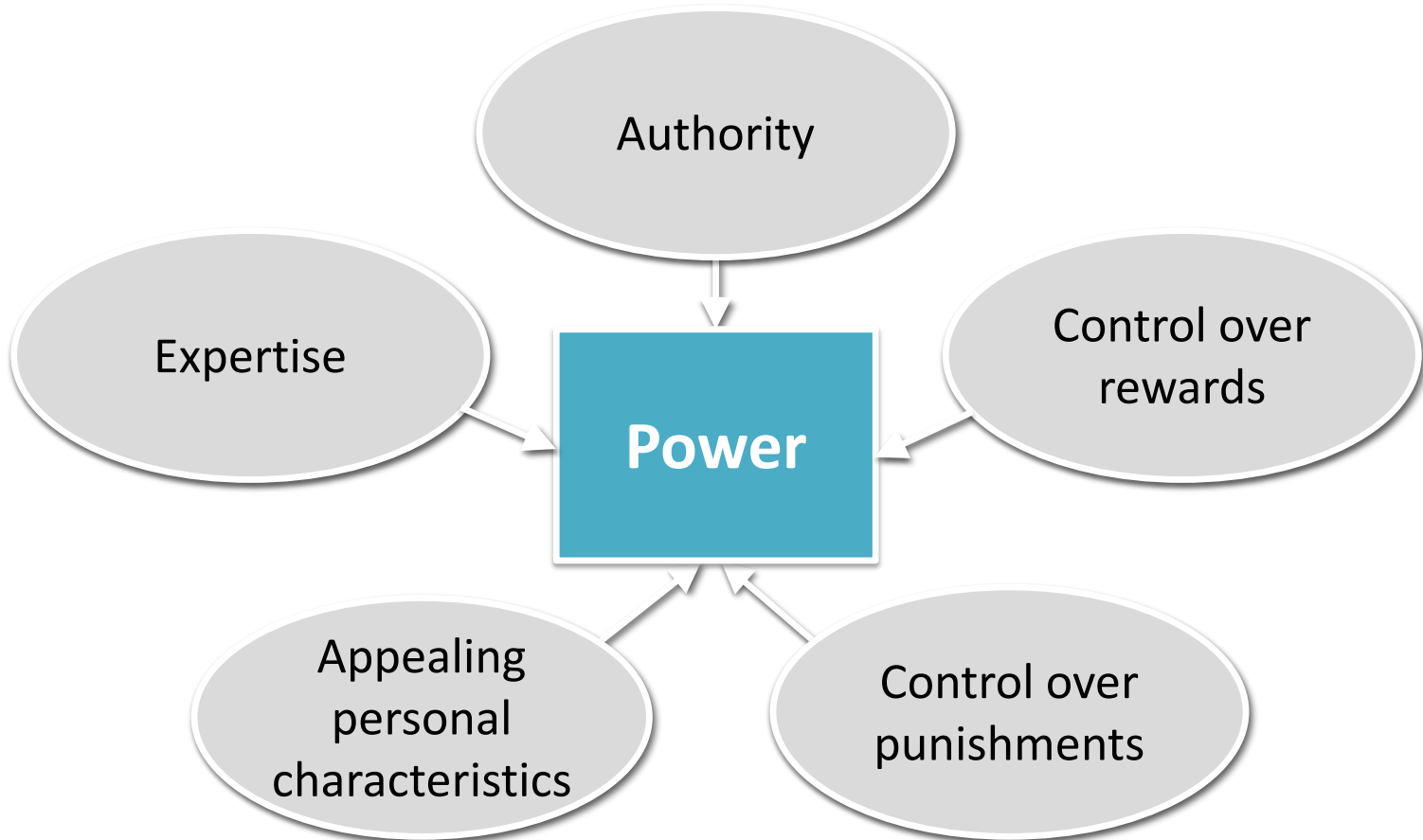- **Family**

All about relationships!!

The Nature of Leadership
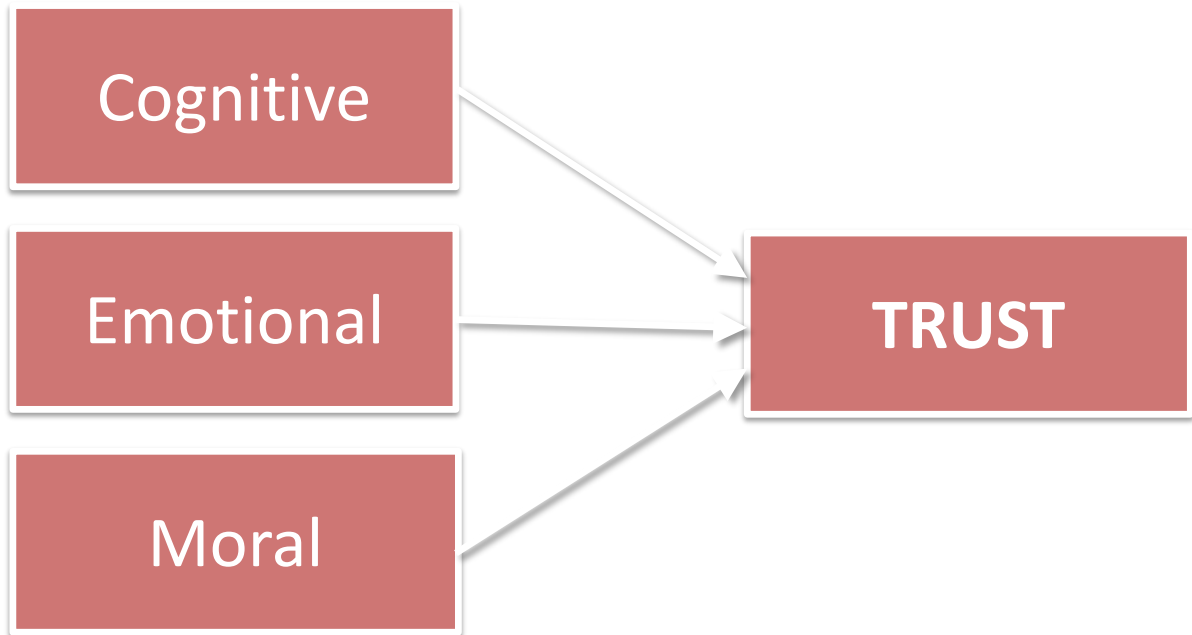
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Sources of Power

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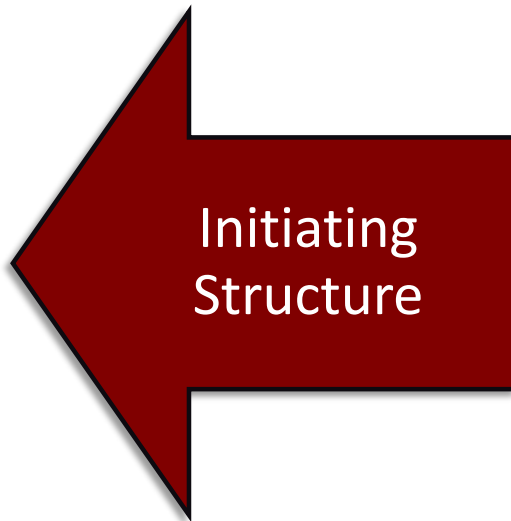
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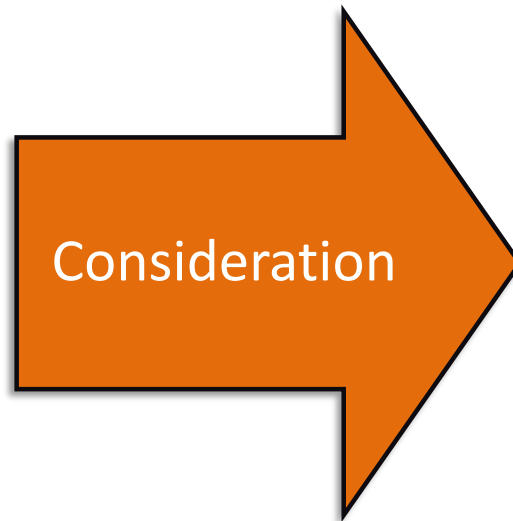
Behavioral Theories: Ohio State Studies

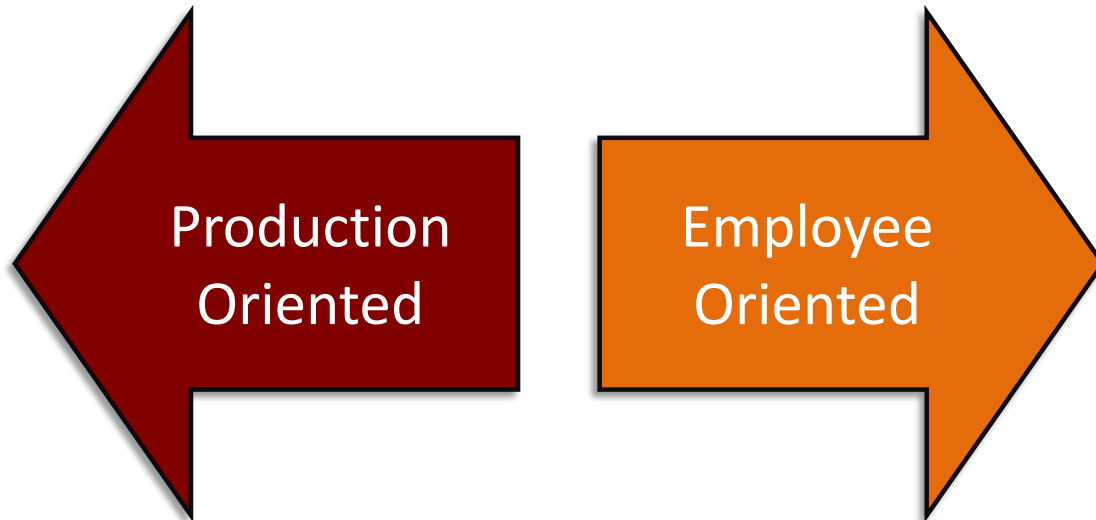Developed two categories of leadership behavior:

Initiating Structure

Consideration

Attempts to organize work, work relationships, and goals

Concern for followers' comfort, well-being, status, and satisfaction

Behavioral Theories:
University of Michigan Studies

Developed two dimensions of leadership behavior:

Production Oriented

Employee Oriented

Emphasize the technical or task aspects of the job: people are means to an end

Emphasize interpersonal relations and accept individual differences

Present:
Contingency Approach

Fiedler contingency model

A leadership theory proposing that effective group performance depends on the proper match between a leader's style and the degree to which the situation allows the leader to control and influence

Fiedler's Model: The Leader

- Leader: Style is Fixed (Task oriented vs. Relationship oriented)

- Considers Situational Favorableness for Leader

  - Leader-member relations

  - Task structure

  - Position power

➢ Key Assumption

  – Leader must fit situation; options to accomplish this:

    – Select leader to fit situation

    – Change situation to fit leader

Fiedler's Model: Defining the Situation

Leader-Member Relations

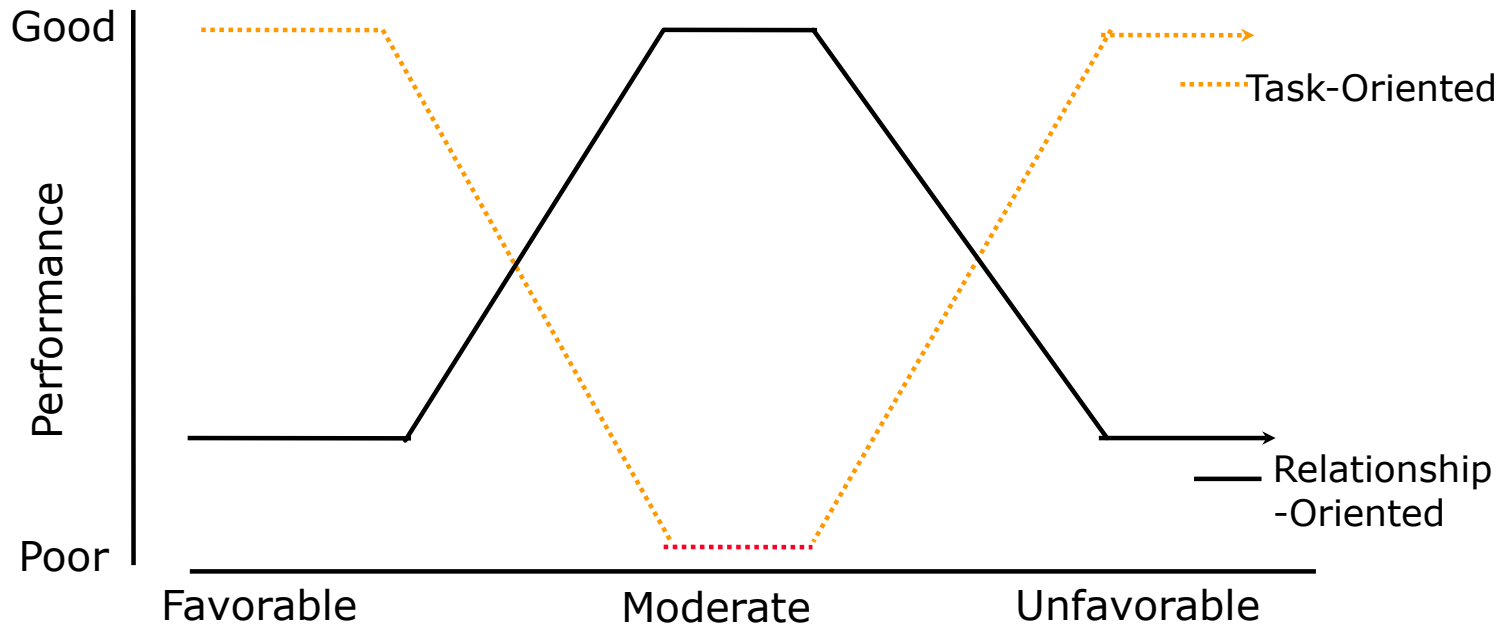The degree of confidence, trust, and respect subordinates have in their leader.

Task Structure

The degree to which the job assignments are procedurized.

Position Power

Influence derived from one's formal structural position in the organization; includes power to hire, fire, discipline, promote, and give salary increases.

Findings of the Fiedler Model

Performance: Good — Poor

Task-Oriented

Relationship-Oriented

Favorable — Moderate — Unfavorable

• Category • Leader-Member Relations • Task Structure • Position Power	I Good High Strong	II Good High Weak	III Good Low Strong	IV Good Low Weak	V Poor High Strong	VI Poor High Weak	VII Poor Low Strong	VIII Poor Low Weak

The Future:
Contemporary Approach

Leader-Member Exchange
LMX

- Do you have your most favorite leader or boss?

- Do you have your least favorite leader or boss?

Leader-Member Exchange
LMX

Leader

LMX

Member

Graen & Uhl-Bien, 1995. Relationship-based approach to leadership. *Leadership Quarterly, 6,* 2: 219-247.

Leader-Member Exchange
LMX

- In the process of developing LMX, leaders and members tend to test one another in the form of role-expectations

- Leaders create in-groups and out-groups and those in the in-group will have higher performance ratings, less turnover, and greater job satisfaction

- Positive reciprocal relationship – subordinates receive favors from the leaders will feel obligated to return favors
(e.g. increased performance)

High-Quality Exchange (ingroup)

Low-Quality Exchange (outgroup)
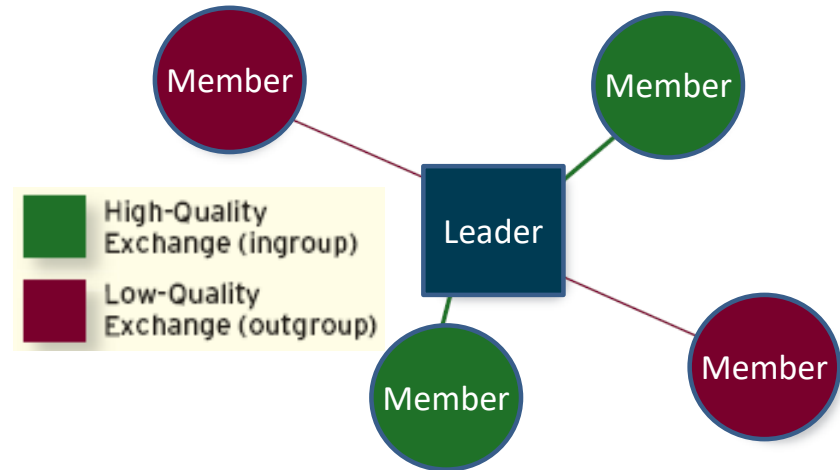
Leader-Member Exchange Theory
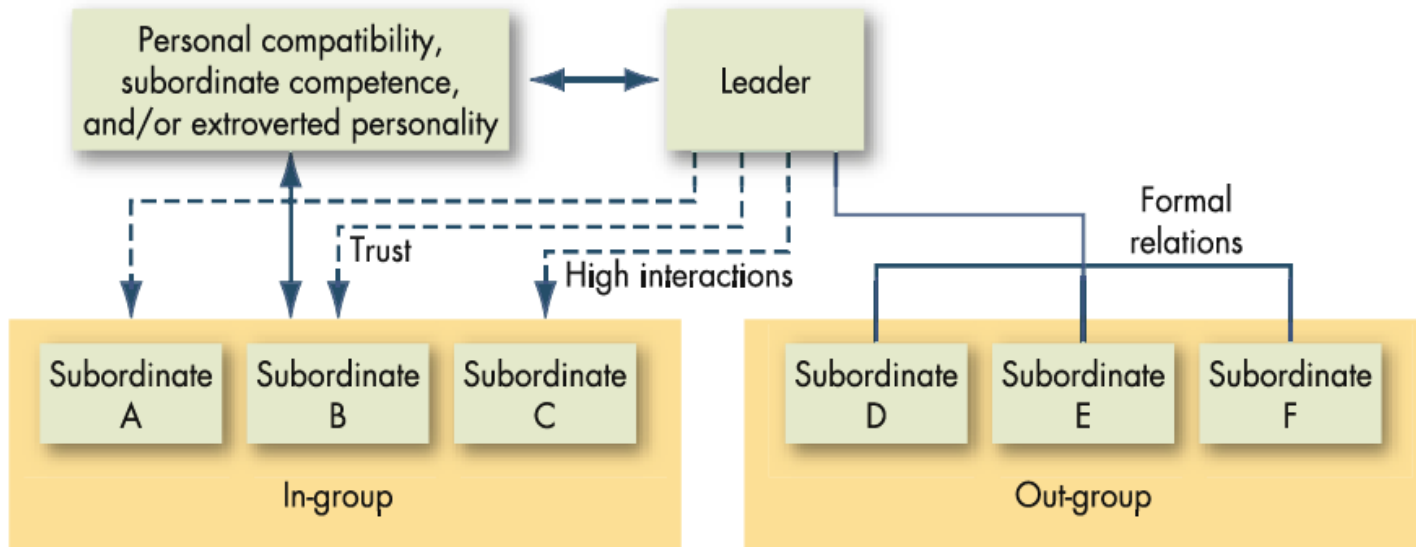
Transformational vs. Transactional Leaders

- **Transformational leaders**
  - Leading – changing the organization to fit environment
    - stimulate and inspire (transform) followers to achieve extraordinary outcomes
    - inspire followers to transcend their own self-interests
- Transactional leaders
  - Managing – achieving current objectives more efficiently
    - link job performance to rewards
    - ensure employees have necessary resources
    - lead primarily by transactions
    - exchange reward for productivity

Putting theories into practice

How does Herb Kelleher convey transformational leadership?

- ABC

- Don't treat himself as a boss

- Leads by example; low power distance

- Innovative

- Courageous to break rules to do things more innovatively

- servant leadership

Herb Kelleher

1. Shaking hands (and the occasional hug) with employees, casual chats, and plenty of personalized communication – individualized consideration

2. Inspire followers to transcend their own self-interests

3. Communicate high expectations – work hard and self-sacrifice

4. Vision and mission – treat customers and employees as kings and queens.

Transformational leadership

- An effective leadership style that can instil pride, respect, and trust; shifting motivation from self-interest to collective interest; inspire and motivate performance beyond expectations, inspire innovation and change.

- Motivational leadership

- Positive effects on individual and group outcomes

How to develop Transformational Leadership

- Identifying and Articulating a Vision
  - identifying new opportunities for his or her unit/ division/ company, and developing, articulating, and inspiring others with his or her vision of the future.

- Providing an Appropriate Model
  - sets an example for employees to follow that is consistent with the values the leader espouses.

- Fostering the Acceptance of Group Goals
  - promoting cooperation among employees and getting them to work together toward a common goal.

Podsakoff, MacKenzie, Moorman, & Fetter (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behavior. Leadership Quarterly, 1, 107-142.

How to develop Transformational Leadership

- High Performance Expectations
  - demonstrates the leader's expectations for excellence, quality, and/or high performance on the part of followers.

- Providing Individualized Support
  - respects followers and is concerned about their personal feelings and needs.

- Intellectual Stimulation
  - on the part of the leader that challenges followers to re-examine some of their assumptions about their work and rethink how it can be performed.

【港鐵地震】馬時亨四度提自己有責任感才留任 強調尊重問責精神

2018-08-07 19:12

馬時亨在記者會上，最少4次表示留低是因為「很有責任感」，並強調自己尊重問責精神。

港鐵沙中線工程醜聞發生多月，港鐵主席馬時亨曾兩次向政府提出請辭，但獲政府挽留；行政總裁梁國權已提出退休；工程總監黃唯銘亦已提出請辭。馬時亨在記者會上，最少4次表示留低是因為「很有責任感」，並強調自己尊重問責精神。

馬時亨表示，將成立遴選委員會，於全球招募新任行政總裁。被問到為何不會離職，他說，曾兩度向特首林鄭月娥請辭，第一次是在上月7日，並指請辭是因為立法會通過無約束力議案，自己體現問責精神。他又指當時不知道紅磡站缺少了

http://hd.stheadline.com/news/realtime/hk/1285464/   1/3

MTR video: 1:16 – 6:00

What is Responsible Leadership?

RESPONSIBLE leadership

- **What is responsible Leader?**

- **A**pologize

- No **B**lame

- **C**ompensate, **C**orrect, **C**ommunicate

Transformational vs. Transactional Leaders

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