

Sample Student

ORGB 511

**Leading in Dynamic Environments:
A Personal, Relational, and Strategic
Approach**

Full-Time MBA



Unit 4

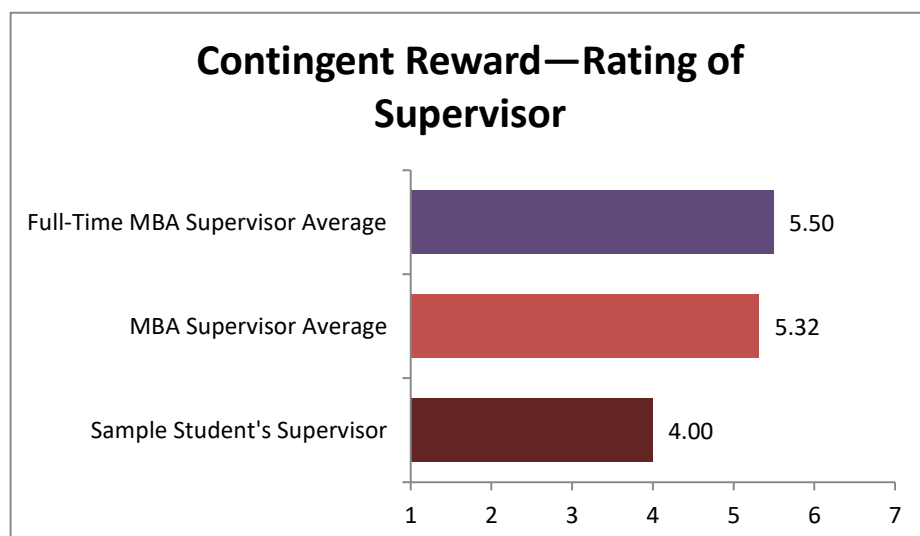
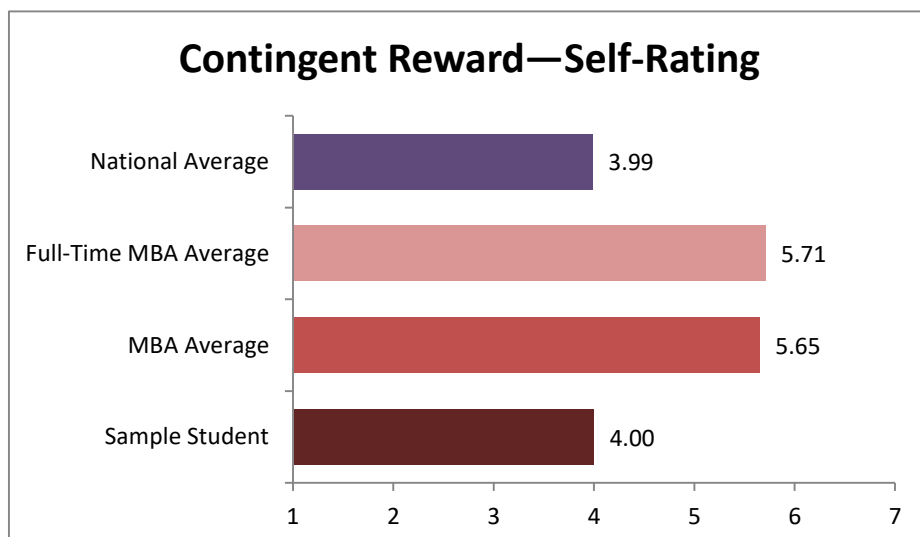
Leadership and Motivation - Values, Vision and Empowerment

Contingent Reward

A leadership style where leaders work with followers to establish agreements that incorporate what each will do to achieve stated objectives and the material or intrinsic rewards to be earned for successful completion. This type of leadership provides clarity about what needs to be done, how it should be done, and makes rewards contingent on achieving expected levels of performance.

Sample items:

1. I provide others with assistance in exchange for their efforts.
2. I make clear what one can expect to receive when performance goals are achieved.
3. I express satisfaction when others meet expectations.

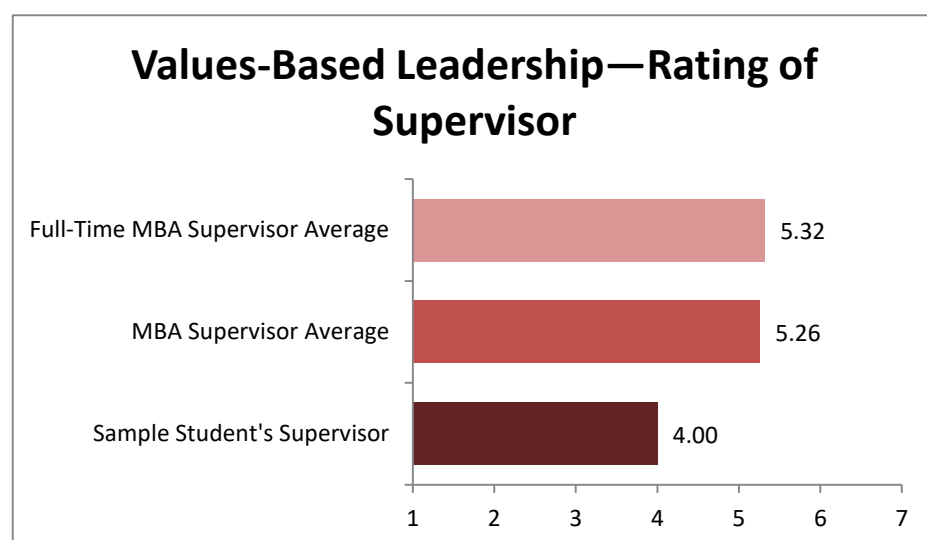
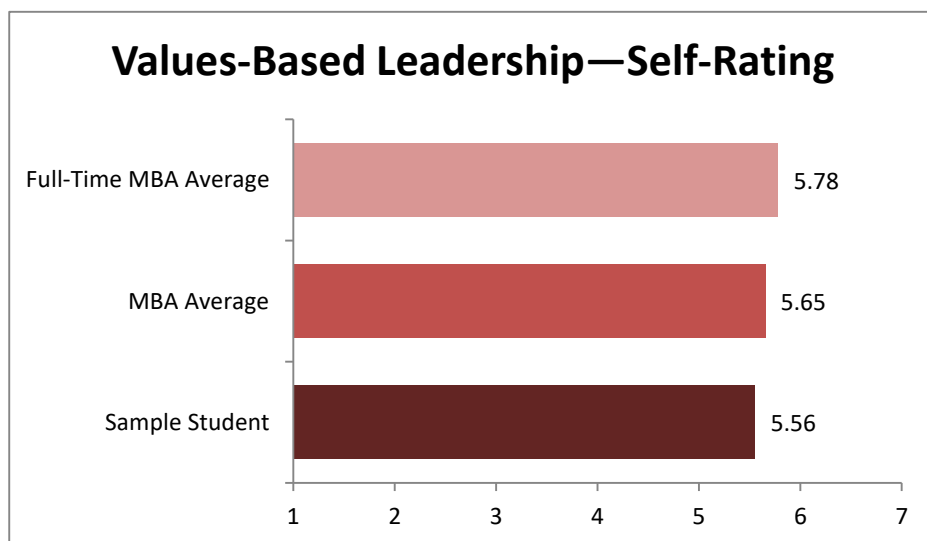


Values-Based Leadership

Values-based leadership aims to build a shared, value-based sense of purpose.

Sample items:

1. Talks about the values that underlie our work objectives.
2. Tries to create a shared sense of purpose.
3. Discusses why what we do is valuable.

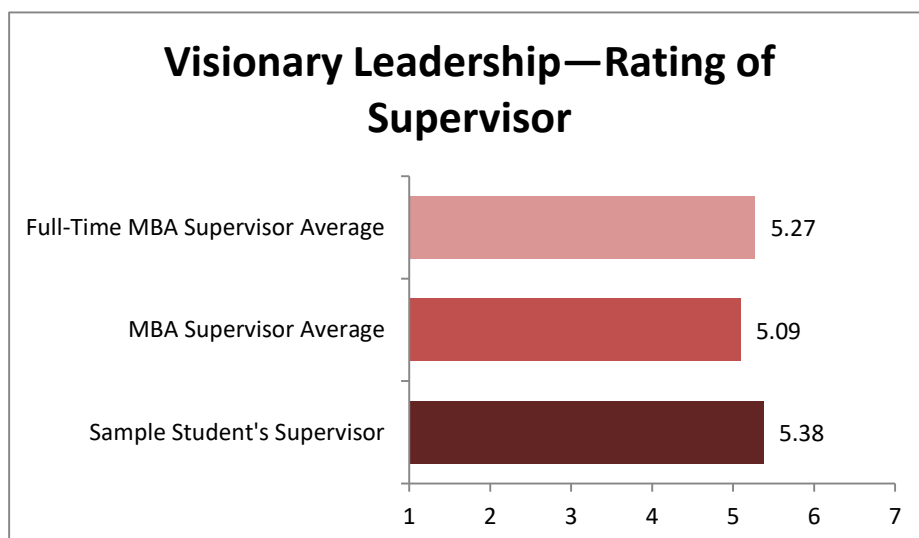
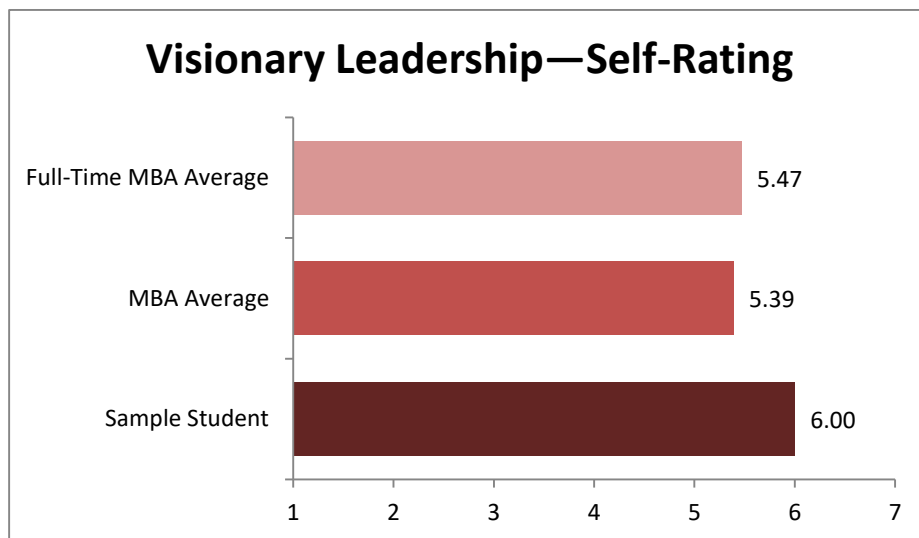


Visionary Leadership

Forming a clear vision of the future and communicating it in a compelling manner.

Sample items:

1. Has a vision of the future of the team.
2. Discusses how we can realize his/her vision for the team.
3. Conveys what the team would ideally become in the future.

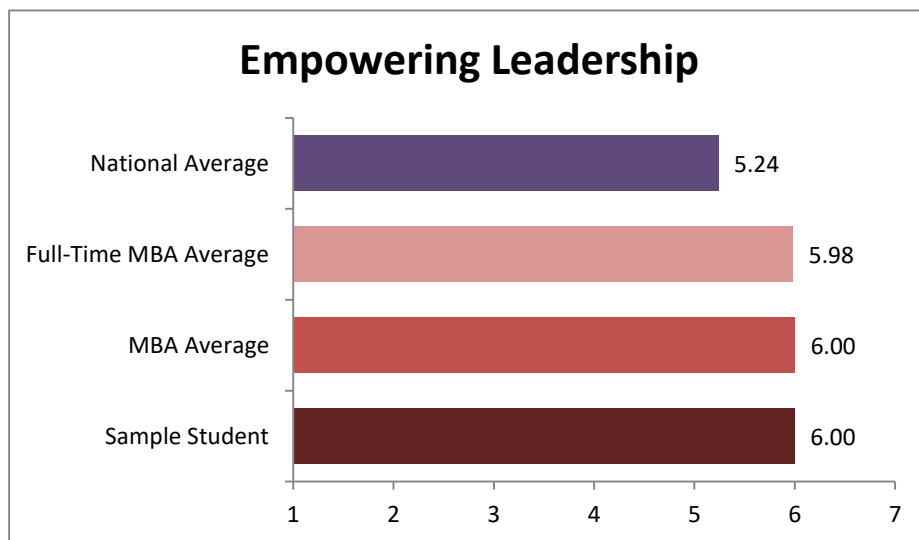


Empowering Leadership

A manner of leading in which the leader shares power with employees to enhance employee motivation and engagement in their work.

Sample items:

1. I support the efforts of my team.
2. I show interest in team members' success.
3. I patiently discuss team members' concerns.

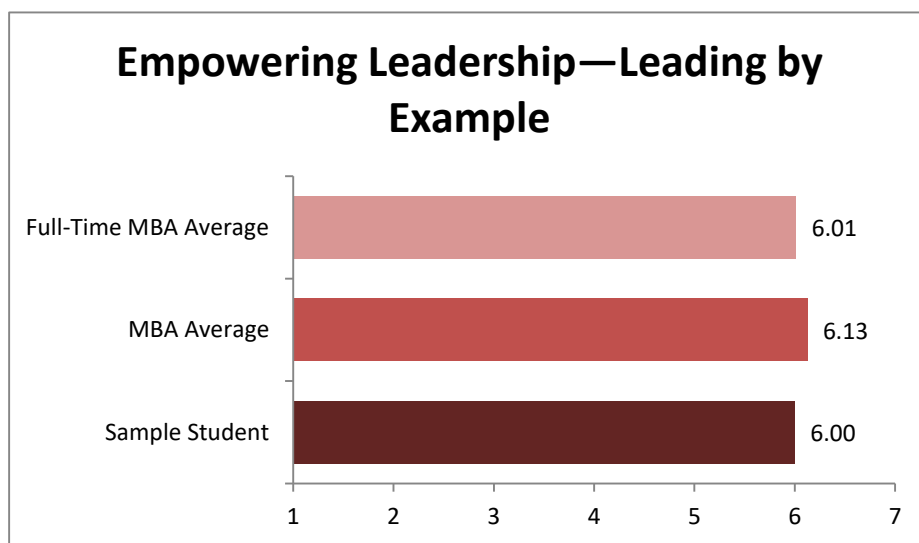


Empowering Leadership—Leading by Example

Leading by example refers to a set of behaviors that show the leader's commitment to his or her own work as well as the work of his/her team members.

Sample items:

1. I set high standards for performance by my own behavior.
2. I lead by example.
3. I set a good example by the way I behave.

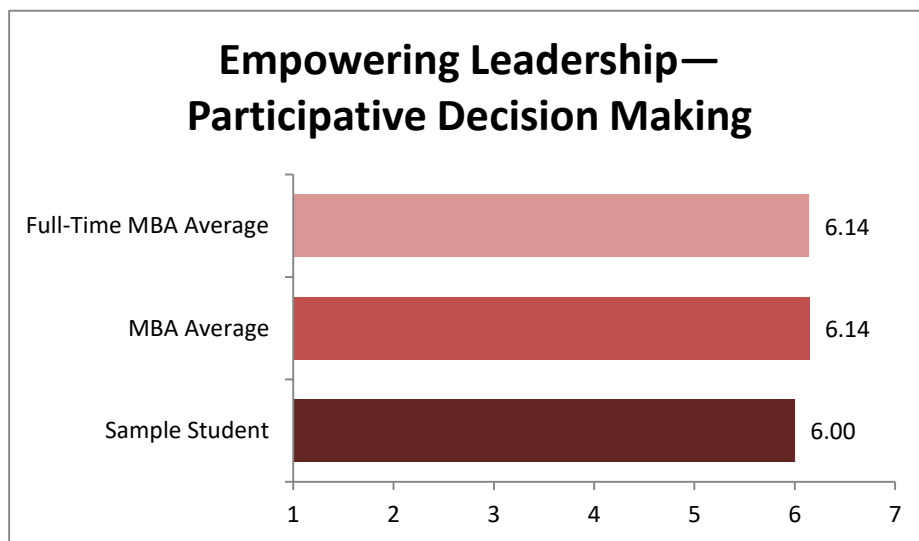


Empowering Leadership—Participative Decision Making

Participative decision making refers to a leader's use of team members' information and input in making decisions.

Sample items:

1. I give all team members a chance to voice their opinions.
2. I encourage team members to express ideas/suggestions.
3. I use team member suggestions to make decisions that affect us.

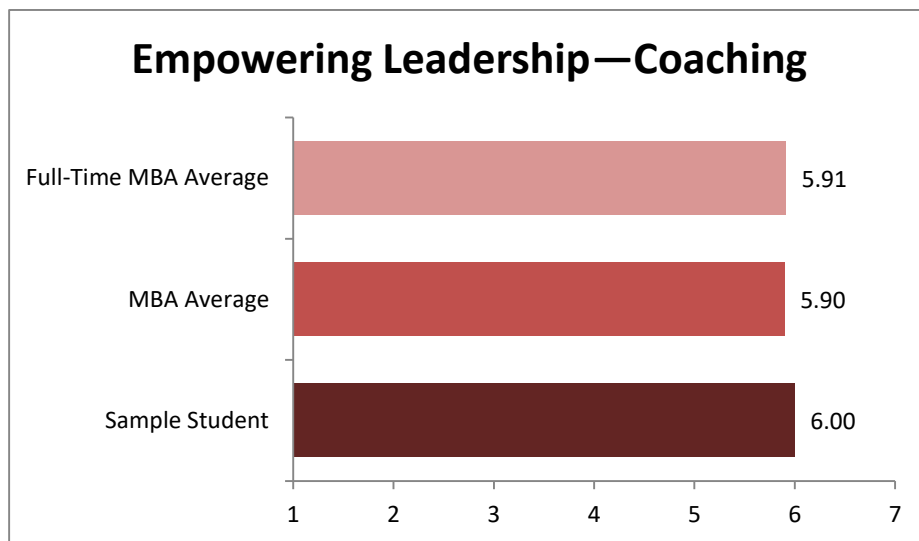


Empowering Leadership—Coaching

Coaching refers to a set of behaviors that educate team members and help them to become self-reliant.

Sample items:

1. I help team members identify areas where they need more training.
2. I teach team members how to solve problems on their own.
3. I support the efforts of my team.

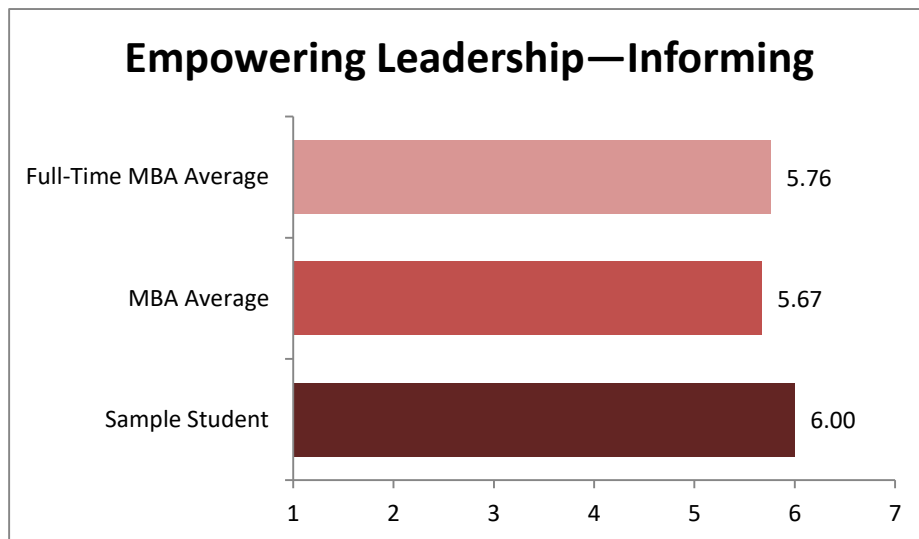


Empowering Leadership—Informing

Informing refers to the leader's dissemination of company wide information such as mission and philosophy as well as other important information.

Sample items:

1. I explain company goals to team members.
2. I explain the rules and expectations to team members.
3. I explain the purpose of the company's policies to team members.

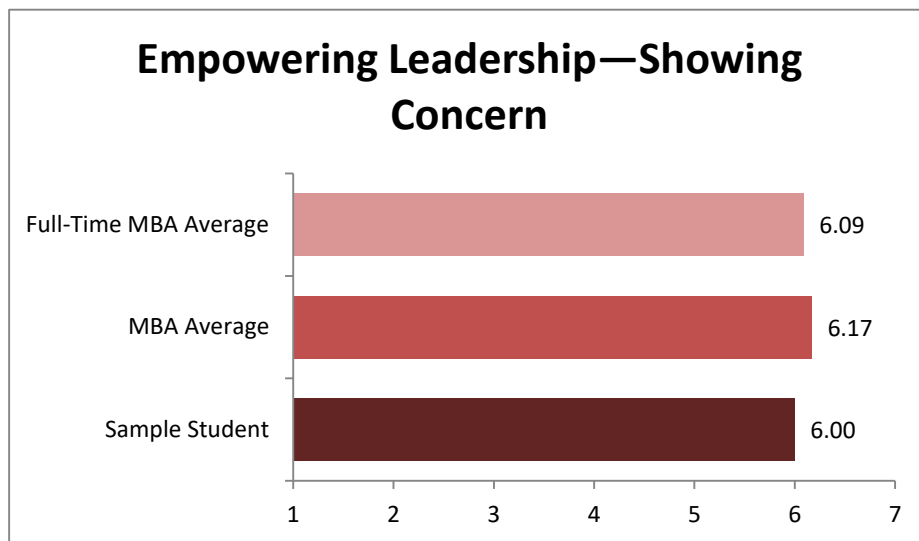


Empowering Leadership—Showing Concern

Showing concern is a collection of behaviors that demonstrate a general regard for team members' well-being.

Sample items:

1. I show concern for team members' well-being.
2. I patiently discuss team members' concerns.
3. I show interest in team members' concerns.

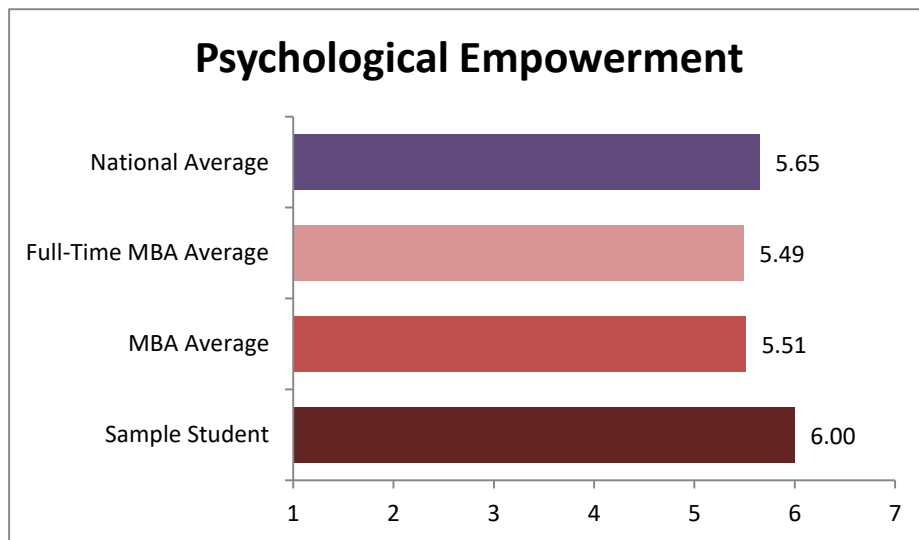


Psychological Empowerment

An intrinsic form of motivation that encompasses a sense of meaning, competence, self-determination and impact.

Sample items:

1. The work I do is very important to me.
2. I am confident about my ability to do my job.
3. My impact on what happens in my department is large.

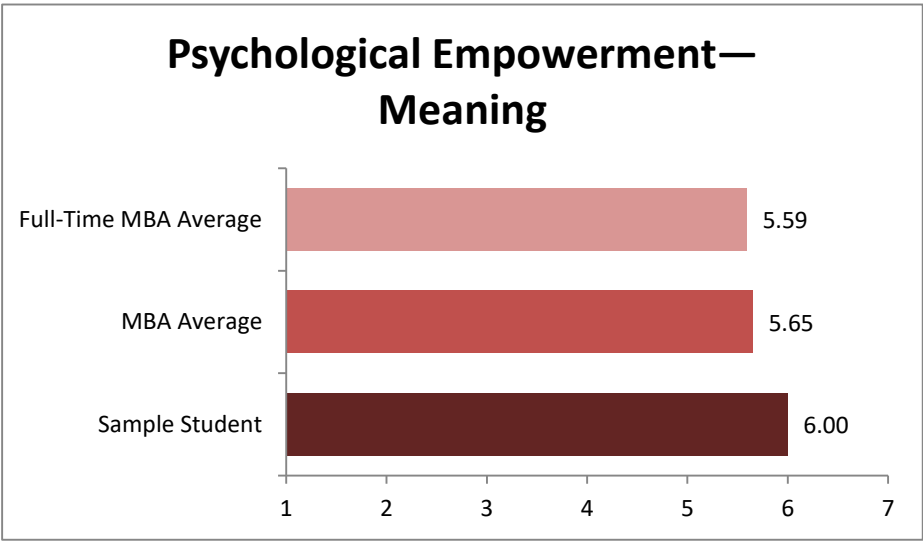


Psychological Empowerment—Meaning

The personal importance of work and the extent to which work demands align with personal values.

Sample items:

- 1. The work I do is important to me.
- 2. My job activities are personally meaningful to me.
- 3. The work I do is meaningful to me.

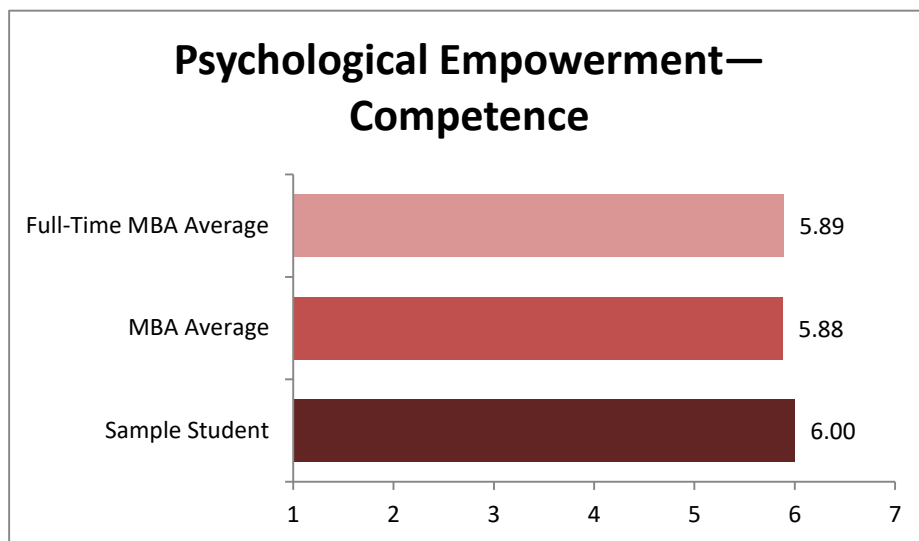


Psychological Empowerment—Competence

Self-efficacy beliefs regarding the capacity to perform tasks and responsibilities successfully.

Sample items:

1. I am confident about my ability to do my job.
2. I am self-assured about my capabilities to perform my work activities.
3. I have mastered the skills necessary for my job.

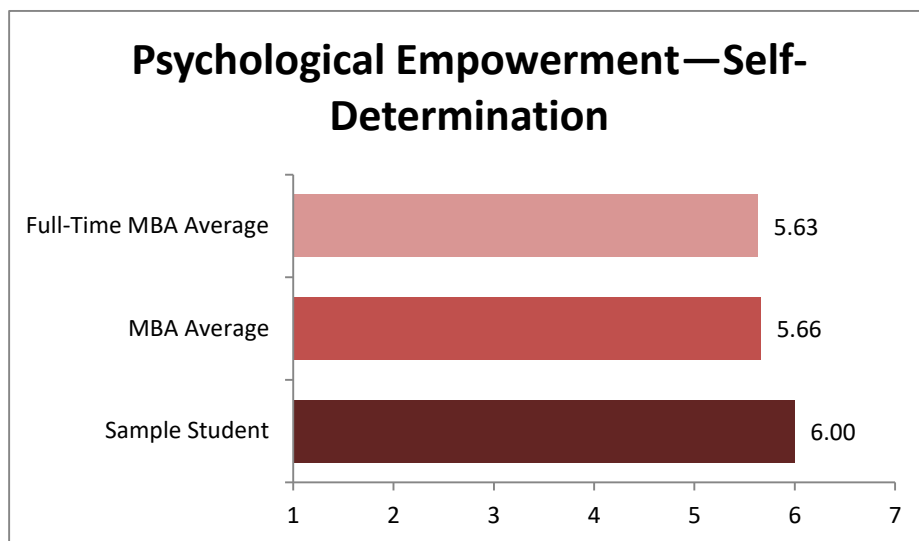


Psychological Empowerment—Self-Determination

A sense of control over the initiation and regulation of behavior.

Sample items:

1. I have significant autonomy in determining how I do my job.
2. I can decide on my own how to go about doing my work.
3. I have considerable opportunity for independence and freedom in how I do my job.

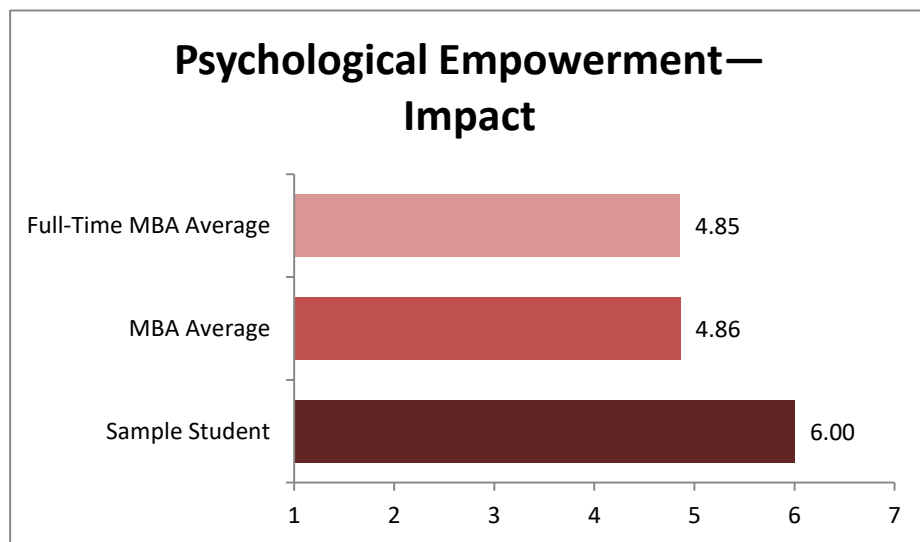


Psychological Empowerment—Impact

The belief that work tasks influence strategic, administrative and operational goals.

Sample items:

1. My impact on what happens in my department is large.
2. I have a great deal of control over what happens in my department.
3. I have significant influence over what happens in my department.



Leadership and Motivation Reflection

What kind of leader are you today? What kind of leader are you not?

What do I perceive to be my strengths as a leader? What am I exceptional at doing and/or helping others to do?

What do I perceive to be areas where I need to improve as a leader?

What is your vision for yourself as a leader? What kind of leader do you want to become in the future, or don't want to become? Why?
