

Leadership

What is Leadership?

Leadership does not reside within an individual...

Leadership is emergent

The **arising** and **effectiveness** of leadership depend on something beyond your leader

Those who are led

What is Leadership?

Leaders bring order to chaos

Leaders guide us through the complexities of life by facilitating organizational change; the most effective ones do so by changing personality

Our chief want is someone who will inspire us to be what we know we could be.

~Ralph Waldo Emerson

Leadership

Leadership is the process of influencing others to achieve group or organizational goals

Leaders encourage effective change in organizations; leadership is most effective when it taps into the beliefs and fundamental motivations of people, and uses that to transform them

Basics of Leadership

Early theories of leadership investigated leader attributes and their impact on leadership effectiveness

Although things like height have been found to predict leader emergence:

1. Personality is a better predictor of outcomes
2. Task-oriented traits (e.g., conscientiousness, IQ) predict performance and effectiveness
3. Interpersonal traits (i.e., extraversion, agreeableness) predict attitudes

Basics of Leadership

Many of the personal traits (stable psychological tendencies) associated with leadership are linked to traits we've already discussed in this class:

- ✓ Drive (conscientiousness, extraversion, need for achievement)
- ✓ Desire to lead (need for power)
- ✓ Honesty/integrity (agreeableness, values)
- ✓ Self-confidence (self-esteem, self-efficacy) and emotional stability
- ✓ Conceptual and analytical cognitive abilities (IQ), and knowledge of their business (human capital)

Basics of Leadership

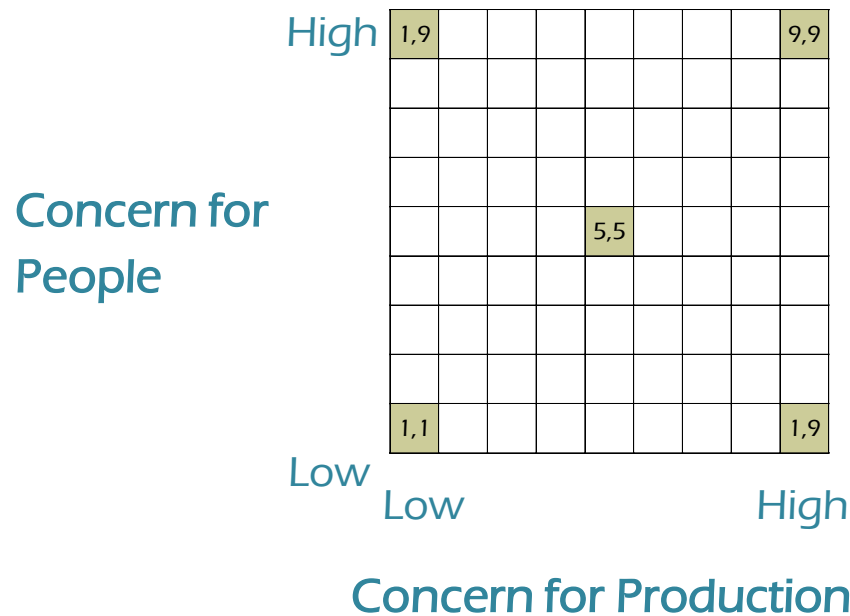
Further research found that leaders generally perform two types of behaviors:

1. **Initiating structure (*task-oriented*)**: Defining and organizing work relationships and roles, establishing patterns of communication and task accomplishment
2. **Consideration (*person-oriented*)**: Nurturing friendly and warm working relationships, encouraging mutual trust and respect
3. **Mich-Ohio State-Minnesota studies 1950s**

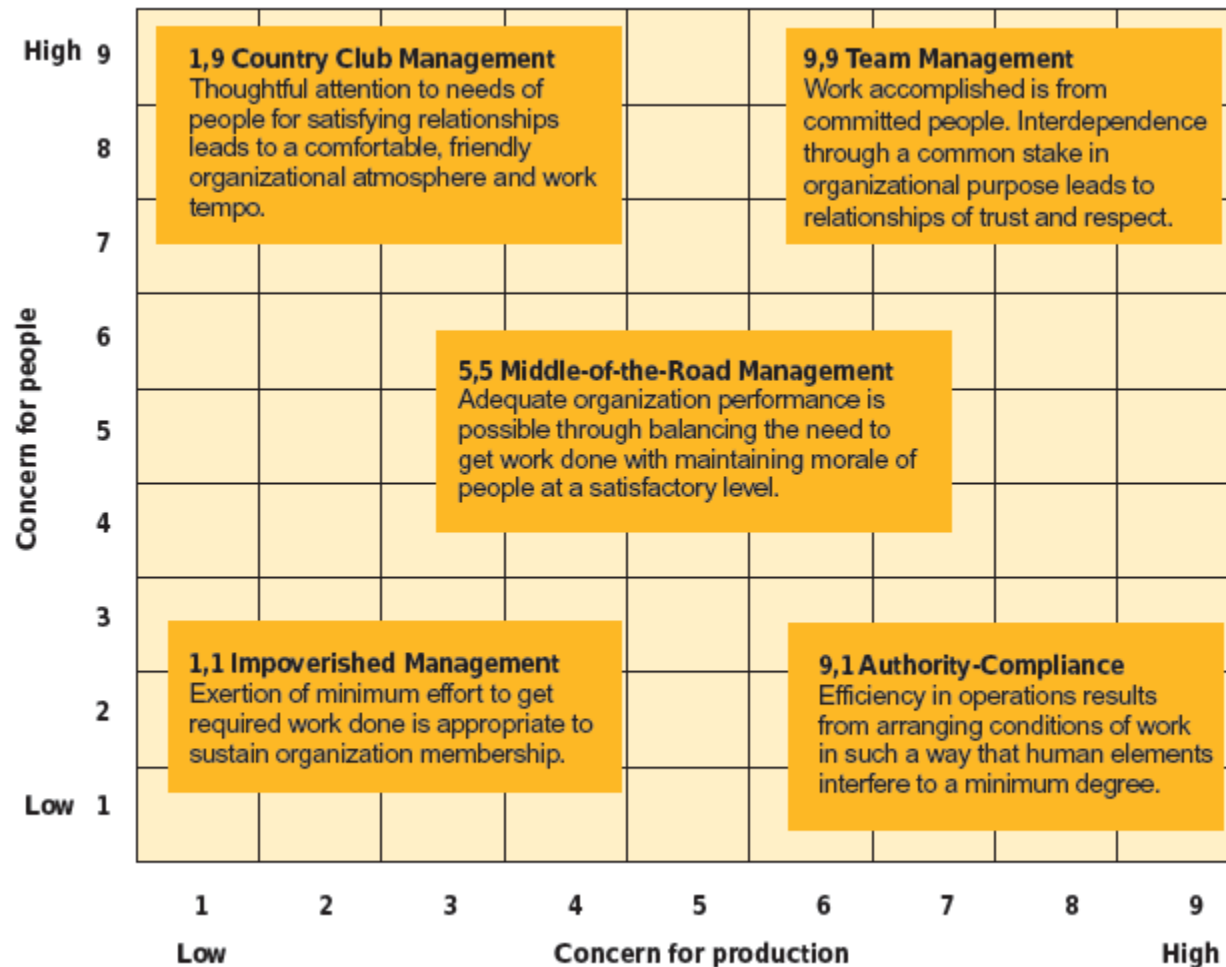
Basics of Leadership

Basics of Leadership

The Leadership Grid associated the two types of leader behavior with one another, thus illustrating the existence of different leadership styles



Basics of Leadership



**** test** Contingency Theories

Contingency theories assert that the leadership style must be appropriate for the particular situation in order to enhance worker performance

Fiedler's Contingency Theory asserts that leaders are either task-oriented or relationship-oriented (assessed via LPC), and function more or less effectively based on the favorableness of the context in which they function

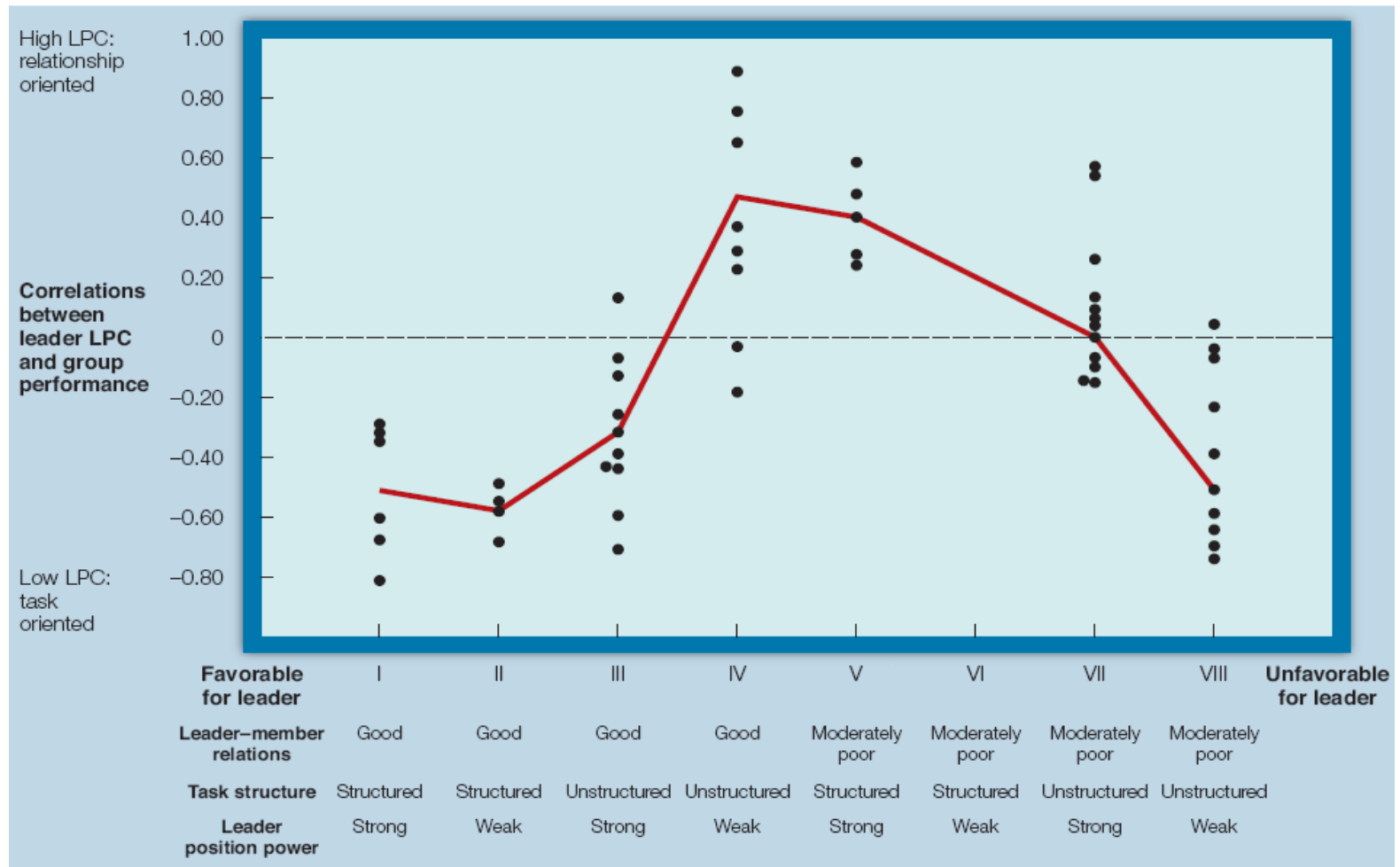
Contingency Theories

Situation favorability:

Leader-Member Relations	Good	Good	Good	Good	Poor	Poor	Poor	Poor
Task Structure	High	High	Low	Low	High	High	Low	Low
Position Power	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak
Situation	I	II	III	IV	V	VI	VII	VIII
	Favorable		Moderately Favorable				Unfavorable	

- Task-oriented leaders are effective in highly favorably or unfavorable situations
- Relationship-oriented leaders are effective in moderately favorable situations

Contingency Theories

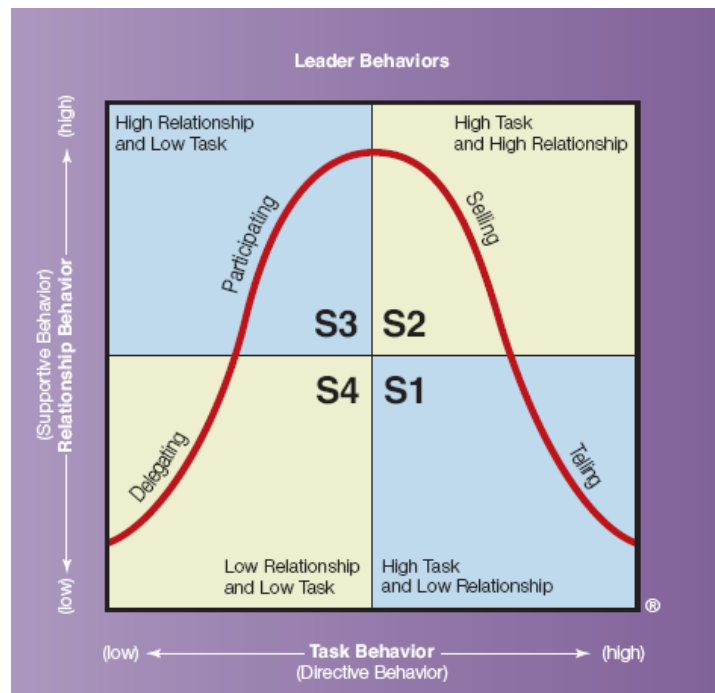
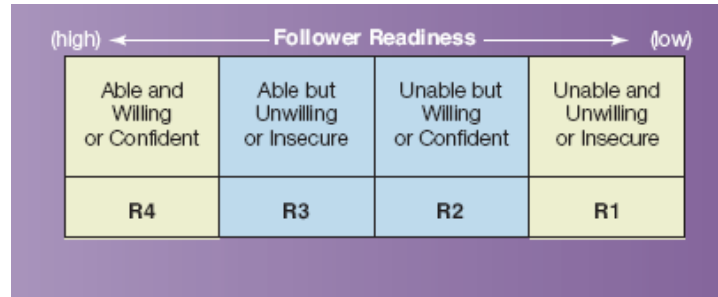


Contingency Theories

Situational Leadership Model suggests that leader behavior (task, relationship) should be adjusted to follower maturity (ability, motivation) for performing any given task

First, identify the employees maturity/readiness, second, decide on the appropriate amount of relationship or task behaviors

Contingency Theories



Relational Theories

Leader-member exchange (LMX) theory finds that leaders form different unique relationships with different followers, they do not treat them all the same

Leaders informally (and perhaps non-consciously) assign subordinates to the in-group or the out-group because they have limited resources (e.g., time, attention) to distribute among employees

Relational Theories

Subordinates negotiate and develop their work roles via interactions with their leaders

In-group members experience:

Trust, autonomy/discretion in developing role, attention, resources, challenging tasks, rewards, clearer understanding of leader expectations

Out-group members experience:

Fewer rewards, less attention, guidance based on policy and procedure, less responsibility

Relational Theories

The quality of LMX depends on:

1. Perceived contribution to the exchange
2. Loyalty, expression of support
3. Affect, mutual attraction

LMX is strongly related to:

Subordinate job performance, satisfaction with supervisor, job satisfaction, commitment, positive role perceptions, competence

Transactional

Transactional leaders (TXL) engage in mutual exchanges with followers, enforced by rewards and punishments

Lower-order exchanges involve:

Goals (e.g., pay) and aspirations (e.g., success)

Higher-order exchanges involve:

Interpersonal relations and mutuality (e.g, trust, respect , emotional support)

Transformational

Transformational leadership bound by belief- about transforming employees values

Transformational leaders behave according to deeply held values that can then influence the values and goals of followers, and inspire followers to achieve superior levels of performance

Transformational leaders have strong personal characteristics; they are able to transcend their personal goals and loyalties in order to advance core beliefs and values

Transformational

Transformational leaders engage in the following four behaviors/styles:

Idealized influence: Strong personal qualities, values, or beliefs that elicit liking/attraction and regard; exceptional role model or image

Inspirational motivation (charisma): Infusing work with personal meaning, generating a vision for the future, setting challenging performance standards

Transformational **cult**

Individualized consideration: Concern for each follower's unique goals and needs, and providing personalized mentoring

Intellectual stimulation: Challenging followers to take new perspectives, move beyond their habitual or ineffective behaviors, innovate, challenge organizational norms

Transformational

Transformational leadership predicts:

Firm performance, extra effort exerted towards job performance, positive attitudes (e.g., satisfaction, commitment)

Transformational leadership is as effective as contingent reward leadership (one part of TXL), yet is less dependent on access to resources and it more stable over time

Charismatic

Charismatic leadership is -Transformative leadership for the masses

Charismatic

Charisma means “favor given” or “gift of grace” in Greek, and is associated with charm, kindness, being blessed

Charisma resides in the relationship between leader and followers, wherein followers ascribe highly positive inspirational qualities to a leader

Charisma – attributional -is not constant not enduring – comes and goes

Charismatic

Charismatic leadership is a part of transformational leadership, but relies more on using personal qualities/values to inspire a vision of the future

Followers will adhere to a leader's ideals to the extent that:

- ✓ The leader's vision satisfies the needs of the followers
- ✓ Identification with the leader is self-enhancing (self-efficacy is boosted)

Charismatic

four things to be attributed with charisma

Charisma is an attributional process; people will ascribe charisma to a leader based on:

1. Degree of discrepancy between status quo and leader's vision/goals
2. Innovative means are used to create change **radical change**
3. Realism of assessments of resources available for change and barriers to change
4. Impression management effectiveness

Charismatic

Riskier behaviors, goals, and decisions for the sake of fulfilling one's vision, will enhance attributions of charisma

Charisma (and charismatic leadership) is transitory and mainly arises when there is uncertainty and disenchantment among followers