

# Conflict and Negotiation

# Conflict

***Conflict*** is a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party values

# Conflict

***Functional conflict*** is constructive and cooperative, it is characterized by consultative interaction, a focus on the issues, mutual respect, and useful give-and-take; it may involve challenging ideas, standards, or processes that are ineffective

***Dysfunctional conflict*** places the focus on the conflict, rather than the interests of the organization; it is often personal, involving aggression or threats directed at specific people

When conflict gets personal – directed at people not ideas

# Conflict

## Outcomes of functional and dysfunctional conflict:

### POSITIVE CONSEQUENCES

- Leads to new ideas
- Stimulates creativity
- Motivates change
- Promotes organizational vitality
- Helps individuals and groups establish identities
- Serves as a safety valve to indicate problems

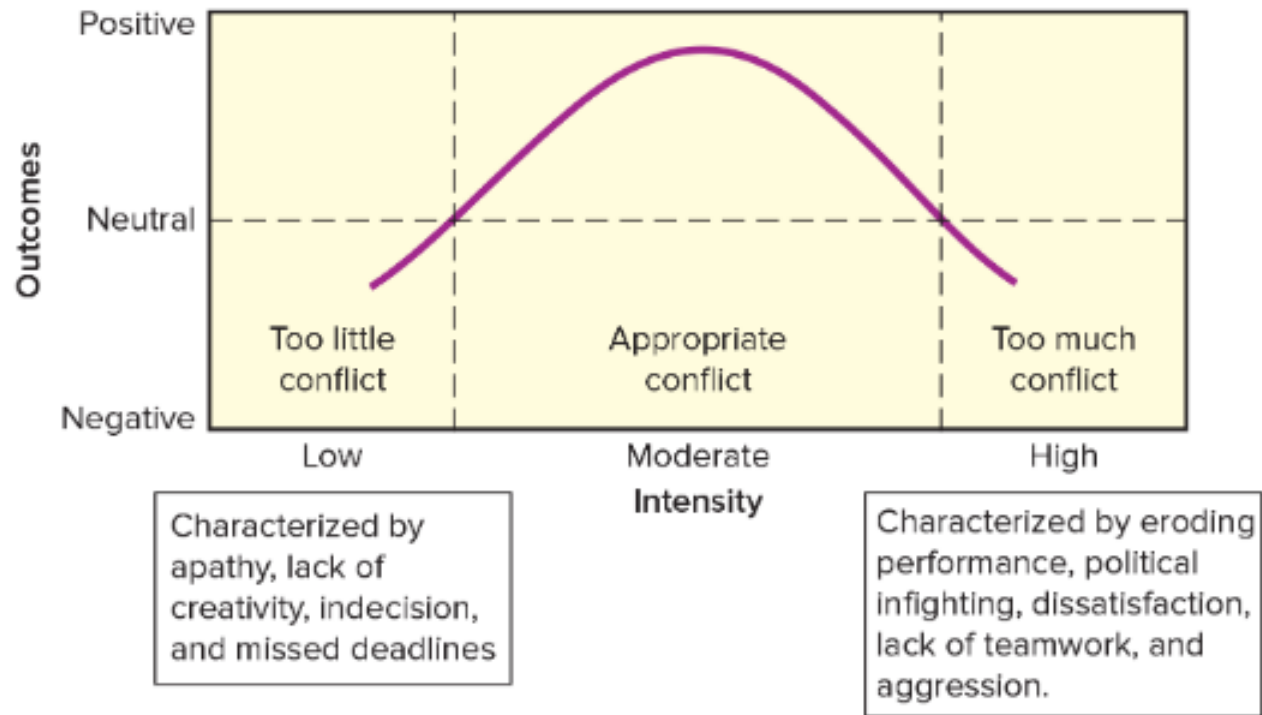
### NEGATIVE CONSEQUENCES

- Diverts energy from work
- Threatens psychological well-being
- Wastes resources
- Creates a negative climate
- Breaks down group cohesion
- Can increase hostility and aggressive behaviors

Functional conflict doesn't just resolve the issue, it builds the capacity to keep future conflicts functional

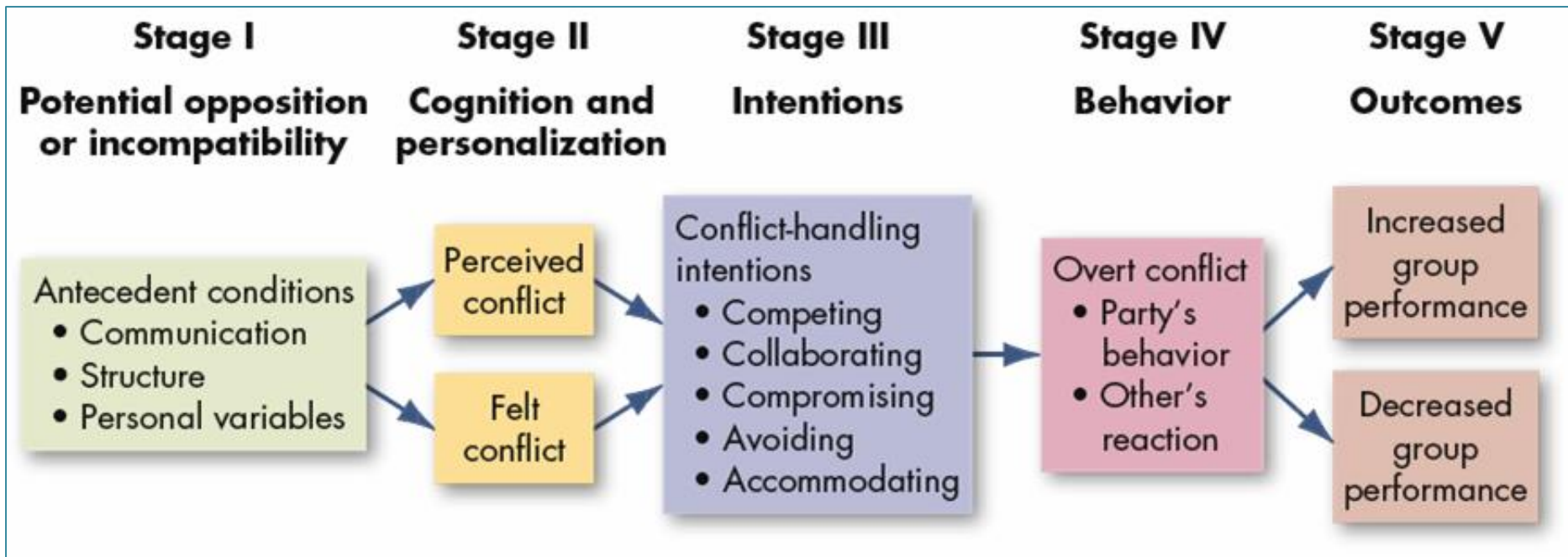
**\*\*Key point\*\***

# Conflict



# Conflict

Conflict is a process:



# Causes of Conflict

Structural factors: (situation of role things put on you due to the structure around you)

Specialization (of tasks or rules)

Interdependence (requires cooperation)

Common resources (major issue)

Goal differences

Authority relationships (leader style matters)

Status inconsistencies

Jurisdictional ambiguities

Role conflict

# Causes of Conflict

A common structural source is ***role conflict***, in which expectations for how to act in one's role come from many sources that conflict with one another:

- *Interrole*: Conflict between multiple roles
- *Intrarole*: Conflict from multiple senders to one role (two people telling you how to do one role)
- *Person-role*: Conflict from one's personal values (cognitive dissonance)



# Causes of Conflict

## Personal factors:

Skills and abilities

Differences in personality

Perception of situational variables

Values and ethics

Emotional “flare-ups”

Communication barriers

Cultural differences

# Causes of Conflict

FOR THE EMPLOYEE	FOR THIRD-PARTY OBSERVERS	FOR THE EMPLOYEE'S MANAGER
1. Be familiar with and <i>follow</i> company policies on diversity, discrimination, and sexual harassment.		
2. Communicate directly with the other person to resolve the perceived conflict (emphasize problem solving and common objectives, not personalities).	Do not take sides in someone else's personality conflict.	Investigate and document the conflict; if appropriate, take corrective action (feedback or behavior modification).
3. Avoid dragging coworkers into the conflict.	Suggest the parties work things out for themselves in a constructive and positive way.	If necessary, attempt informal dispute resolution.
4. If dysfunctional conflict persists, seek help from direct supervisors or human resource specialists.	If dysfunctional conflict persists, refer the problem to the parties' direct supervisors.	Refer difficult conflicts to human resource specialists or hired counselors for formal resolution efforts and other interventions.

# Causes of Conflict

While conflict can often begin in a functional way, it can escalate and turn dysfunctional

Escalation is indicated by:

- ✓ Use of threatening tactics or "power plays"
- ✓ More issues are brought into the conflict
- ✓ Issues move from specific to general
- ✓ More people and groups get involved
- ✓ Goals shift from 'resolution' to 'winning' or even just harming the other party

# Experienced Conflict

***Perceived*** and ***felt conflict*** define the actual conflict that the parties then attempt to resolve; this definition can be affected by many things:

- ✓ The importance of what is affected by the structural or personal factor
- ✓ The motives that parties attribute for the others' actions, the assumptions they're making
- ✓ The existing relationship between the parties (e.g., trusting, critical, power inequalities, etc.)

# Experienced Conflict

When in a group, members develop shared perceptions of conflict (i.e., ***conflict states***)

Conflict states often reinforce group cognitions and escalate conflict through “in-group” biases:

- ✓ In-group members view themselves as unique individuals, yet stereotypes members of other groups
- ✓ In-group members see themselves as morally correct, and outsiders as immoral
- ✓ Outsiders are viewed as threats
- ✓ Differences between other groups are distorted

# Conflict Management

The nature of the perceived/felt conflict, along with a person's or group's traits, determine the strategies that emerge in their ***conflict process***:

## Cooperative strategies

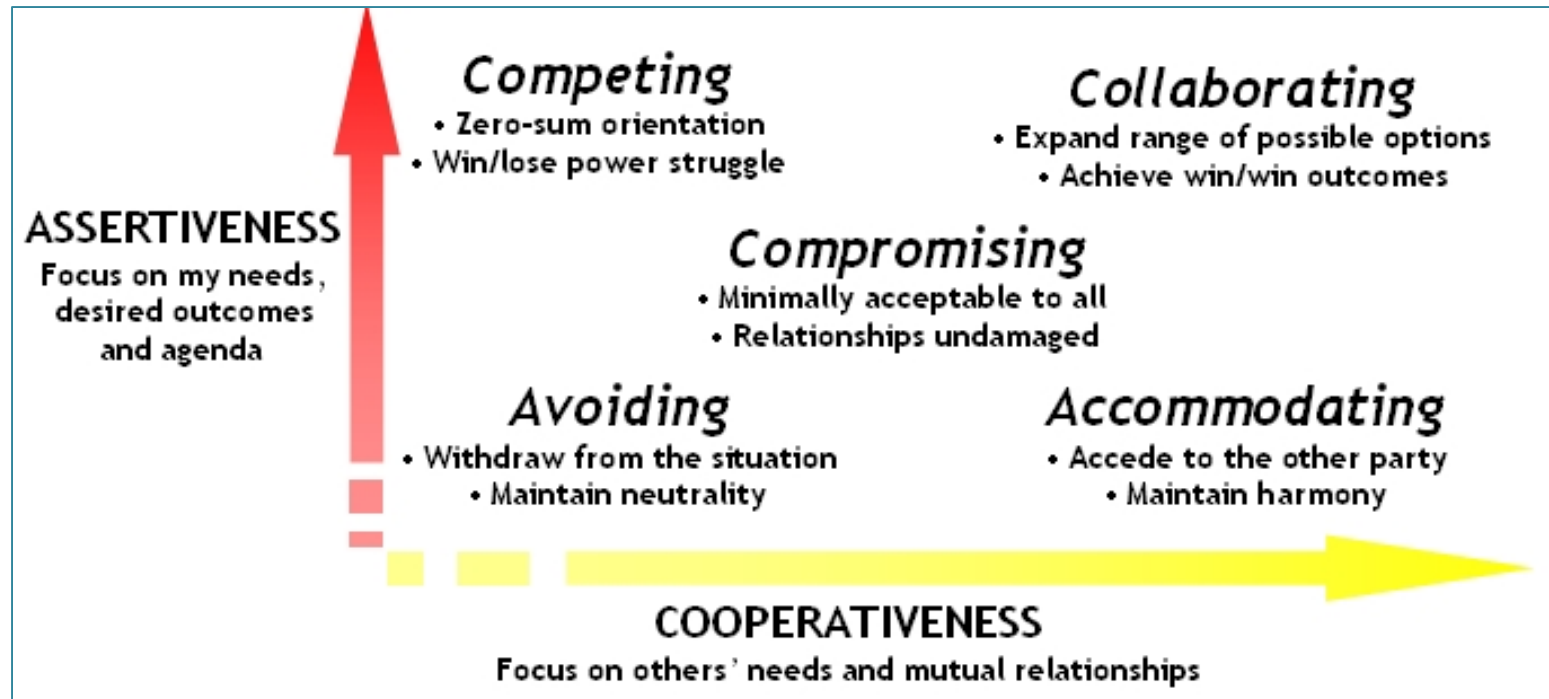
assume win-win is possible, engage in honest communication, trust, and openness to risk/vulnerability

## Assertive/Competitive strategies

assume win-lose will happen, dishonest communication, rigid positions

# Conflict Management

The two strategies combine and give rise to unique conflict management styles:



# Conflict Management

## CONFLICT-HANDLING STYLE

## APPROPRIATE SITUATION

### Competing

1. When quick, decisive action is vital (e.g., emergencies).
2. On important issues where unpopular actions need implementing (e.g., cost cutting, enforcing unpopular rules, discipline).
3. On issues vital to company welfare when you know you are right.
4. Against people who take advantage of noncompetitive behavior.

### Collaborating

1. To find an integrative solution when both sets of concerns are too important to be compromised.
2. When your objective is to learn.
3. To merge insights from people with different perspectives.
4. To gain commitment by incorporating concerns into a consensus.
5. To work through feelings that have interfered with a relationship.

### Compromising

1. When goals are important but not worth the effort or potential disruption of more assertive modes.
2. When opponents with equal power are committed to mutually exclusive goals.
3. To achieve temporary settlements to complex issues.
4. To arrive at expedient solutions under time pressure.
5. As a backup when collaboration or competition is unsuccessful.



# Conflict Management

## CONFLICT-HANDLING STYLE

## APPROPRIATE SITUATION

### Avoiding

1. When an issue is trivial or more important issues are pressing.
2. When you perceive no chance of satisfying your concerns.
3. When potential disruption outweighs the benefits of resolution.
4. To let people cool down and regain perspective.
5. When gathering information supersedes immediate decision.
6. When others can resolve the conflict more effectively.
7. When issues seem tangential or symptomatic of other issues.

### Accommodating

1. When you find you are wrong—to allow a better position to be heard, to learn, and to show your reasonableness.
2. When issues are more important to others than to yourself—to satisfy others and maintain cooperation.
3. To build social credits for later issues.
4. To minimize loss when you are outmatched and losing.
5. When harmony and stability are especially important.
6. To allow employees to develop by learning from mistakes.

# Conflict Management

Ineffective techniques among the styles include:

Nonaction, secrecy, administrative orbiting (delays), due process nonaction (system is too costly), character assassination

Effective techniques include:

Superordinate goals(a common goal), bring in new resources to solve the problem, change personnel, re-structure, finding common ground, allowing parties to safely express frustrations, letting people take the lead in solving problems with which they're familiar

# Conflict Management

Simply having people from conflicting groups interact more often isn't enough to reduce conflict or in-group bias (i.e., the *contact hypothesis*), specific negative relationships and negative attitudes need to be addressed

Dysfunctional conflict can be prevented by building ***psychological safety***, a shared belief that it is safe to engage in risky behavior, such as questioning practices or ideas, without retribution

# Conflict Management

Well managed conflict can heighten rational decision-making and reduce groupthink, in contrast, dysfunctional conflict can impair communication, resource-sharing, collaborative input, and performance

# Negotiation

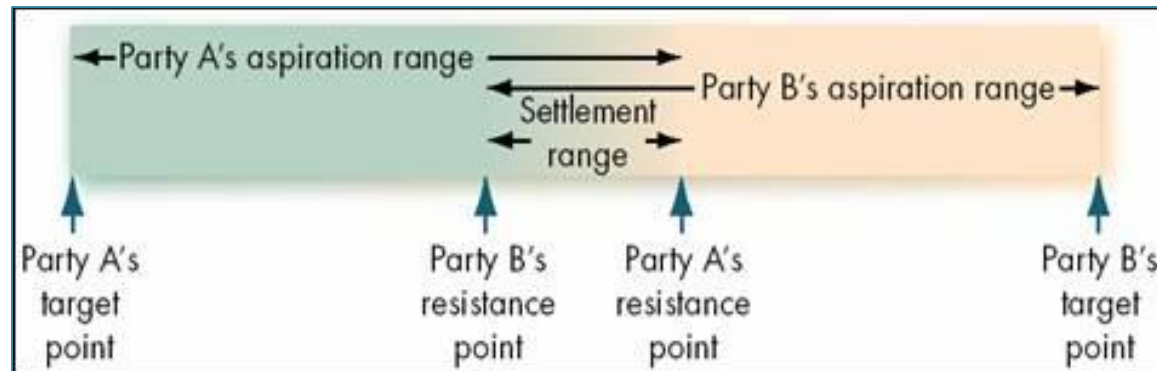
***Negotiations*** are a specific type of conflict management wherein two or more parties exchange goods or services and attempts to agree on an exchange rate for them

There are two general negotiation strategies:

- ***Distributive bargaining:*** Zero-sum conditions, any gain one party makes is a loss to the other, low information sharing, opposed interests
- ***Integrative bargaining:*** Broadens goods/services to ensure win-win, high info sharing, congruent interests  
collaborative

# Negotiation

In distributive bargaining, parties compete for power, leveraging offers, deadlines, and politics:



In integrative bargaining, parties focus on long-term relationships, through being open, focusing on underlying goals, and considering alternatives

# Negotiation Process

## is a formal process

There are five steps in negotiation:

1. *Preparation and planning:* Define own goals, anticipate partner's goals, gather data on similar negotiations, develop strategy, identify least acceptable outcomes (for all parties)
2. *Definition of ground rules:* Set people, issues to cover, place, time allotted – **who where when...**
3. *Clarification and justification:* Elaborate on positions
4. *Bargaining and problem-solving:* Make concessions
5. *Closure and implementation:* Contract, if needed

# Negotiation Process

If an impasse is reached, third-parties are used:

Conciliator: Only mediates communication

*Arbitrator*: Dictates an agreement

*Mediator*: Rationally facilitates an agreement





# Power and Politics

# Power

The **rational model of organizations** considers effectiveness and behavior as being driven by objective, measureable, and formal processes

The **political model of organizations** recognizes that effectiveness and organizational behavior is driven by people with competing interests who are using informal social processes to achieve goals

# Power

**Power** is a measure of person's ability to influence the attitudes and behaviors of other individuals; it is based in a dyadic (two-person) relationship

**Influence** is the actual process of affecting attitudes or behaviors

# Power

Managers in organizations typically have **authority**, which is the formal right to influence a subordinate

Authority only influences subordinate behavior if the request falls in the **zone of indifference** (i.e., it is perceived as legitimate)

# Bases of Power

There are five forms of interpersonal power used in organizations:

**Reward power** is based on an influencer's control over rewards desired by a target; employee must see a clear and strong link to the reward

**Coercive power** is based on an influencer's control over **punishments**; target must believe conformity will *avoid* punishment

# Bases of Power

**Legitimate power** is based on position and mutual agreement that an influencer can affect/dictate the behavior of a target; narrow range that is specifically defined

**Expert power** is based on the perception of an influencer's knowledge and effectiveness in a particular domain; such expertise must be important to target -  
**resides in the individual**

# Bases of Power

**Referent power** is based on interpersonal attraction and feelings of identity with an influencer; targets will seek to behave and perceive in similar ways to influencers and may not realize the existence of referent power – charisma is in a form of referent power – resides in the individual

**Information power** is based on access to and control over the presentation of useful information; actor's framing of information can influence/bias recipient's interpretation

# ACTIVITY



# Bases of Power

Reward, coercive, and legitimate power tend to result in: **Compliance**

Referent power tends to result in:

**Organizational effectiveness, internal change - commitment**

Expert power tends to result in:

**Optimal Performance, satisfaction, learning**

# Bases of Power



# Dependence

“Power is a property of the social relation, not the actor” -*R. M. Emerson (1962)*

Power is:

- + **Positively** related to a target's motivational investment in goals over which an influencer controls fulfillment (e.g., pay, knowledge, self-esteem, belongingness, etc.)
- **Negatively** related to the availability of goal fulfillment outside of the target-influencer relationship

# Dependence

When power relations are imbalanced favoring the influencer, the target may resist and engage in one of two modes:

1. **Cost reduction**, where the target makes it easier for him/herself to conform to the influencer (typically by changing their values on relevant entities)
2. **Balancing operations**, the target seeks to reduce dependence on the influencer (e.g., disengage from the goal, find alternatives, coalitions, etc.)

# Power and Ethics

Power can be used ethically when influencers are sensitive to employees' concerns and communicate well

Power-related behavior is ethical if it:

- Benefits people inside and outside the firm

- Respects the rights of all parties

- Treats all parties equitably and fairly

# Power and Ethics

## Reward Power

- Verify compliance.
- Make feasible, reasonable requests.
- Make only ethical requests.
- Offer rewards desired by subordinates.
- Offer only credible rewards.

## Coercive power

- Inform subordinates of rules and penalties.
- Warn before punishing.
- Administer punishment consistently and uniformly.
- Understand the situation before acting.
- Maintain credibility.
- Fit punishment to the infraction.
- Punish in private.

# Power and Ethics

<b>Legitimate power</b>	<ul style="list-style-type: none"><li>Be cordial and polite.</li><li>Be confident.</li><li>Be clear and follow up to verify understanding.</li><li>Make sure request is appropriate.</li><li>Explain reasons for request.</li><li>Follow proper channels.</li><li>Exercise power consistently.</li><li>Enforce compliance.</li><li>Be sensitive to subordinates' concerns.</li></ul>
<b>Referent power</b>	<ul style="list-style-type: none"><li>Treat subordinates fairly.</li><li>Defend subordinates' interests.</li><li>Be sensitive to subordinates' needs and feelings.</li><li>Select subordinates similar to oneself.</li><li>Engage in role modeling.</li></ul>
<b>Expert power</b>	<ul style="list-style-type: none"><li>Maintain credibility.</li><li>Act confident and decisive.</li><li>Keep informed.</li><li>Recognize employee concerns.</li><li>Avoid threatening subordinates' self-esteem.</li></ul>

# Power

Please review the “Power Sharing and Empowerment” section on your own



# Organizational Politics

**Organizational politics** is the use of power and social influence to obtain desired outcomes in organizations

The “rules” of politics in any organization are informal (they arise organically), often unspoken, and learned either through indirect/vicarious experience or directly from those with political power

# Political Behavior

Political behavior is any action not sanctioned by the organization that is taken to influence others in order to meet one's personal goals

Political behavior can be:

Defensive (reactive) or assertive (proactive)

Tactical (short-term) or strategic (long-term) mostly reputation building

# Political Behavior

Political behavior typically consists of either:

1. **Influence tactics**, which are a direct means of influencing other, by altering their behavior and thoughts, and gaining power
2. **Impression management tactics**, which are an indirect means of influencing others and gaining power by creating a desired image of oneself in the minds of others, which then alters their behavior

# Political Behavior

Influence behaviors include:

TACTICS	DESCRIPTION	EXAMPLES
Pressure	The person uses demands, threats, or intimidation to convince you to comply with a request or to support a proposal.	If you don't do this, you're fired. You have until 5:00 to change your mind, or I'm going without you.
Upward appeals	The person seeks to persuade you that the request is approved by higher management or appeals to higher management for assistance in gaining your compliance with the request.	I'm reporting you to my boss. My boss supports this idea.
Exchange	The person makes an explicit or implicit promise that you will receive rewards or tangible benefits if you comply with a request or support a proposal or reminds you of a prior favor to be reciprocated.	You owe me a favor. I'll take you to lunch if you'll support me on this.
Coalition	The person seeks the aid of others to persuade you to do something or uses the support of others as an argument for you to agree also.	All the other supervisors agree with me. I'll ask you in front of the whole committee.
Ingratiation	The person seeks to get you in a good mood or to think favorably of him or her before asking you to do something.	Only you can do this job right. I can always count on you, so I have another request.
Rational persuasion	The person uses logical arguments and factual evidence to persuade you that a proposal or request is viable and likely to result in the attainment of task objectives.	This new procedure will save us \$150,000 in overhead. It makes sense to hire John; he has the most experience.

# Political Behavior

<b>Inspirational appeals</b>	The person makes an emotional request or proposal that arouses enthusiasm by appealing to your values and ideals or by increasing your confidence that you can do it.	Being environmentally conscious is the right thing. Getting that account will be tough, but I know you can do it.
<b>Consultation</b>	The person seeks your participation in making a decision or planning how to implement a proposed policy, strategy, or change.	This new attendance plan is controversial. How can we make it more acceptable? What do you think we can do to make our workers less fearful of the new robots on the production line?

The most common reasons for tactic usage on:

Subordinates: change behavior, assign tasks

Peers: request help

Superiors: request approval or resources, obtain personal benefits

# Political Behavior

The most effective influence tactics for each outcome are:

Commitment to a task: **inspirational appeal, consultation, rational persuasion**

Compliance: **exchange, ingratiation**

Resistance: **Pressure, upward appeal, coalition**

# Political Behavior

Impression management tactics each elicit a specific appearance or image:

- **Ingratiation:** appear likeable, attractive **most effective**

- **Self-promotion:** appear competent, expert

**Exemplification:** appear loyal, conscientious, dependable, reliable **most effective**

- **Intimidation:** appear aggressive, powerful, dangerous

- **Supplication:** appear weak, compliant

# Political Behavior

The **key to successful influence** or impression management is to **appear sincere** and genuine in one's actions or requests

Influence targets will be more likely to suspect ulterior or self-interested motives when the influence/impression behavior is not consistent with social norms or not appropriate for the goal



# ACTIVITY

# Political Behavior

Successful political behavior (influence tactics, impression management) is linked to many positive outcomes for the individual engaging in it, such as:

- Higher performance evaluation ratings

- Higher pay

- Greater assessments of promotability

- Heightened overall career success

- Improved leader-follower relations

# Political Behavior

The arising of politics depends on three situational characteristics that affect an employee's work:

1. **Ambiguity** in work processes and procedures enhances politics: e.g., low formalization, low centralization, minimal feedback, etc.
2. Norms that produce **large and rigid power differentials** enhance politics: e.g., authoritarian leadership, normative formal power usage, etc.
3. **High frequency of social interactions** can enhance politics; e.g., personal accountability becomes salient

# Perception of Politics

Political behavior shapes the political context, expectations, and assumptions experienced by employees people often view politics can be useful and beneficial for organization, but politics as negative or toxic

The **perception of politics (POPS)** is the degree to which people attribute other people's behavior to self-interested motives (i.e., poorly executed political behavior), or perceive their organization's formal processes to be biased by social influence

# Perception of Politics

Although political behavior may be beneficial for the actor, when it is perceived as self-serving (i.e., the more POPS arises among others) by others, there are negative consequences for those others:

- Increased stress, and intention to turnover

- Decreased satisfaction, commitment, and performance

- Increased likelihood of others engaging in political behavior themselves

- Decreased perceptions of justice/fairness

# Political Skill

**Political skill** is the ability effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objective

Political skill has been found to enhance the social and organizational effectiveness of employees and leaders

# Political Skill

Political skill consists of four dimensions:

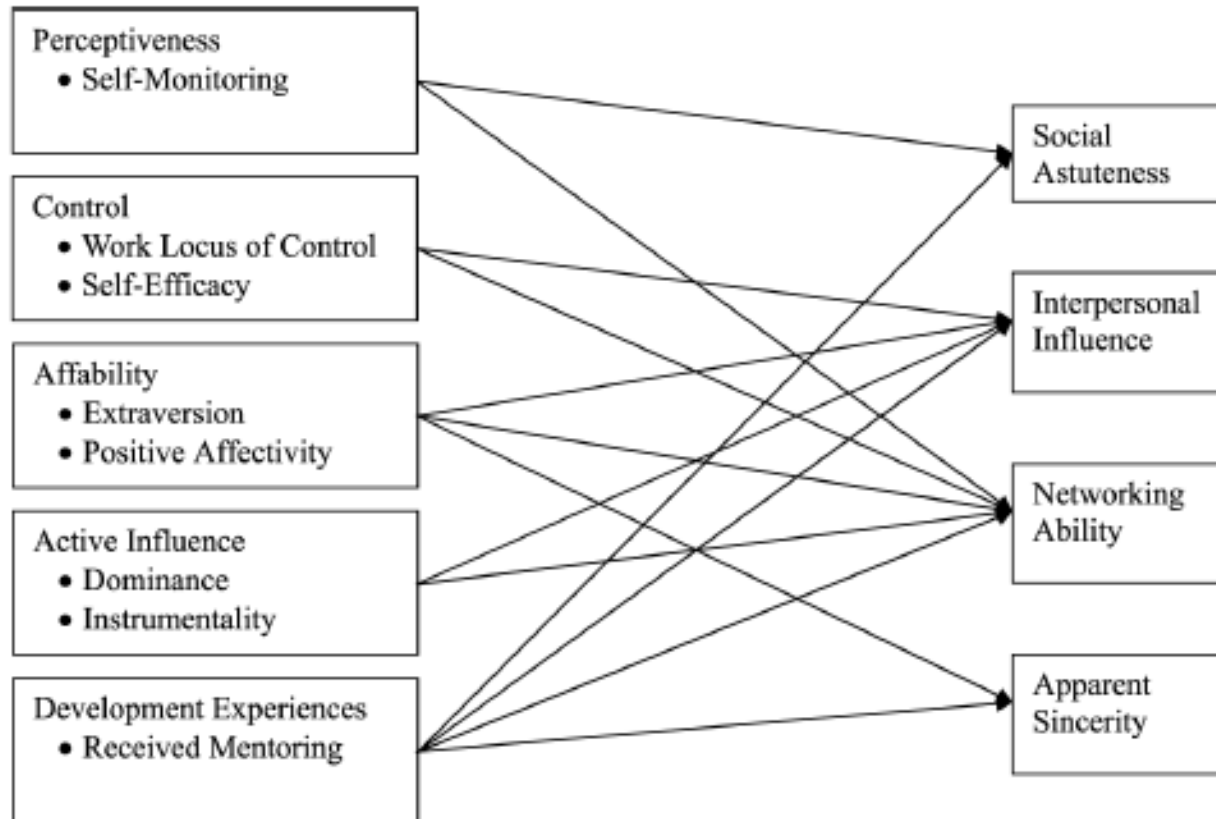
1. **Social astuteness:** Understanding of social dynamics, self-awareness
2. **Interpersonal influence:** Adapting one's behavior to meet situational demands and elicit desired responses in others
3. **Networking ability:** Develop social relations and alliances, obtain resources
4. **Apparent sincerity:** Appear authentic **only works if others buy it**

# Political Skill



# Political Skill

Political Skill



One of biggest predictors

# Political Skill

Political skill can serve many functions for an individual, including:

1. Neutralize stressors (e.g., role conflict, role overload, supervisor conflict, POPS for oneself)
2. Increases effectiveness of political behavior (e.g., enhance likelihood of desired outcome, reduce the likelihood that they will be perceived as solely self-serving)
3. Enhancing work outcomes (e.g. job performance, leader effectiveness, trust)

# Managing Politics

Political behavior is unavoidable and it is not necessarily a bad thing

Leaders often use influence and impression management tactics to:

- Enhance cooperation

- Create consensus in how things are perceived

- Clarify and inspire goal-directed team performance

# Managing Politics

There are two employee experiences that can help reduce the negative effects of POPS:

1. **Understanding** the causes, expectations, norms, and general nature of politics in one's context
2. **Having a sense of control** over the arising and enactment of politics in one's context

This can be done situationally (e.g., leadership or management actions, organizational processes, etc.), or by enhancing employees' political skill

# \*\*\* test Managing Politics

The other primary approach is to reduce the likelihood of political behavior and POPS arising in the first place, some tactics include:

- Transparent communication and feedback (reduces uncertainty)

- Managing and clarifying resource allocation

- Participative management and involvement (neutralizes threat in felt accountability)

- Encouraging cooperation among groups

- Managing scarce resources equitably

# 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

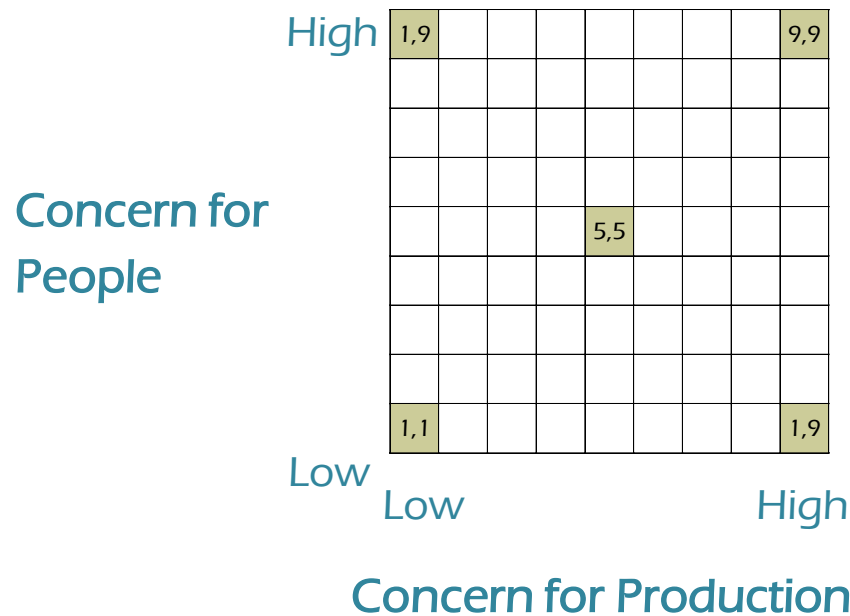
Further research found that leaders generally perform two types of behaviors:

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**

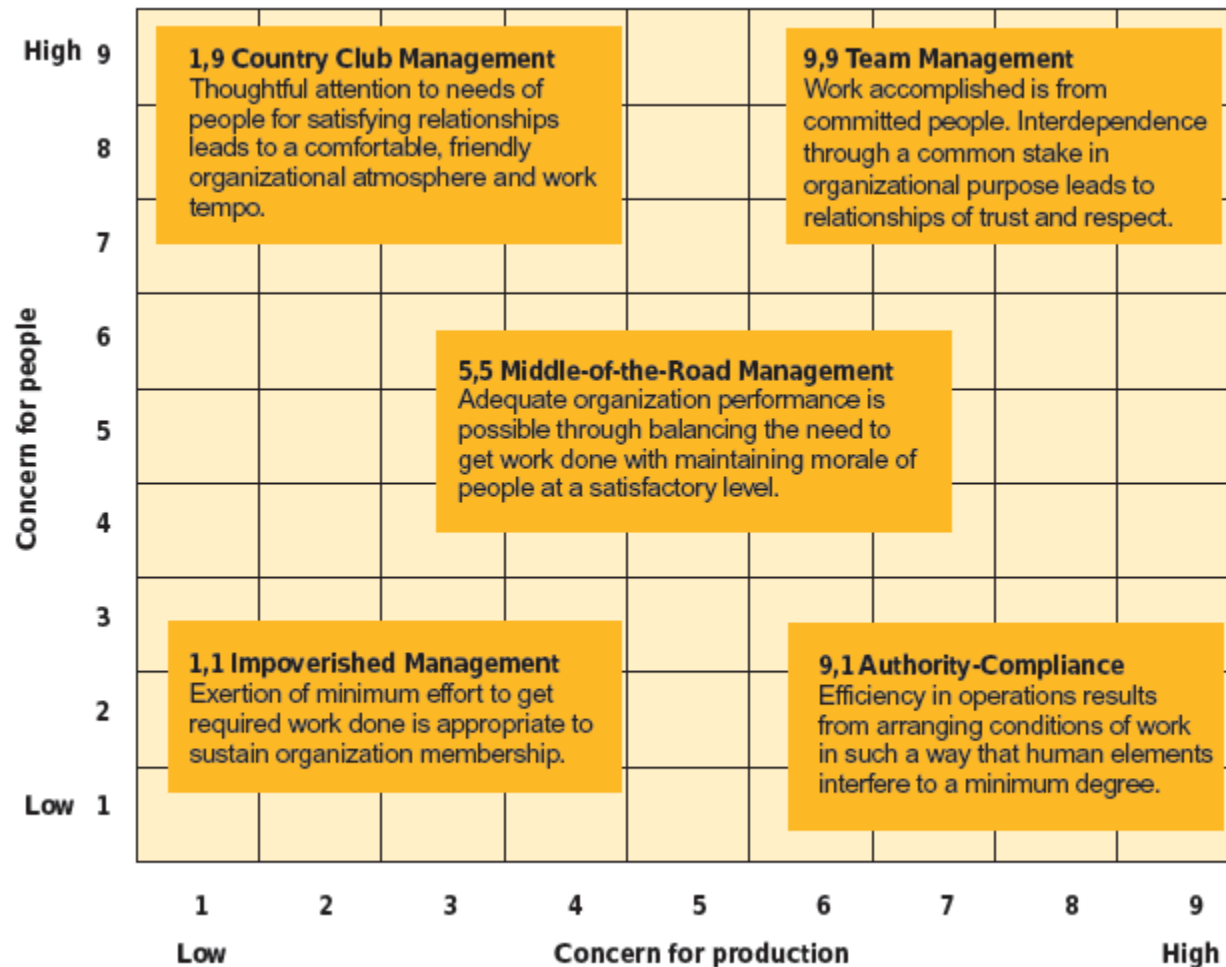
# Basics of Leadership

# 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



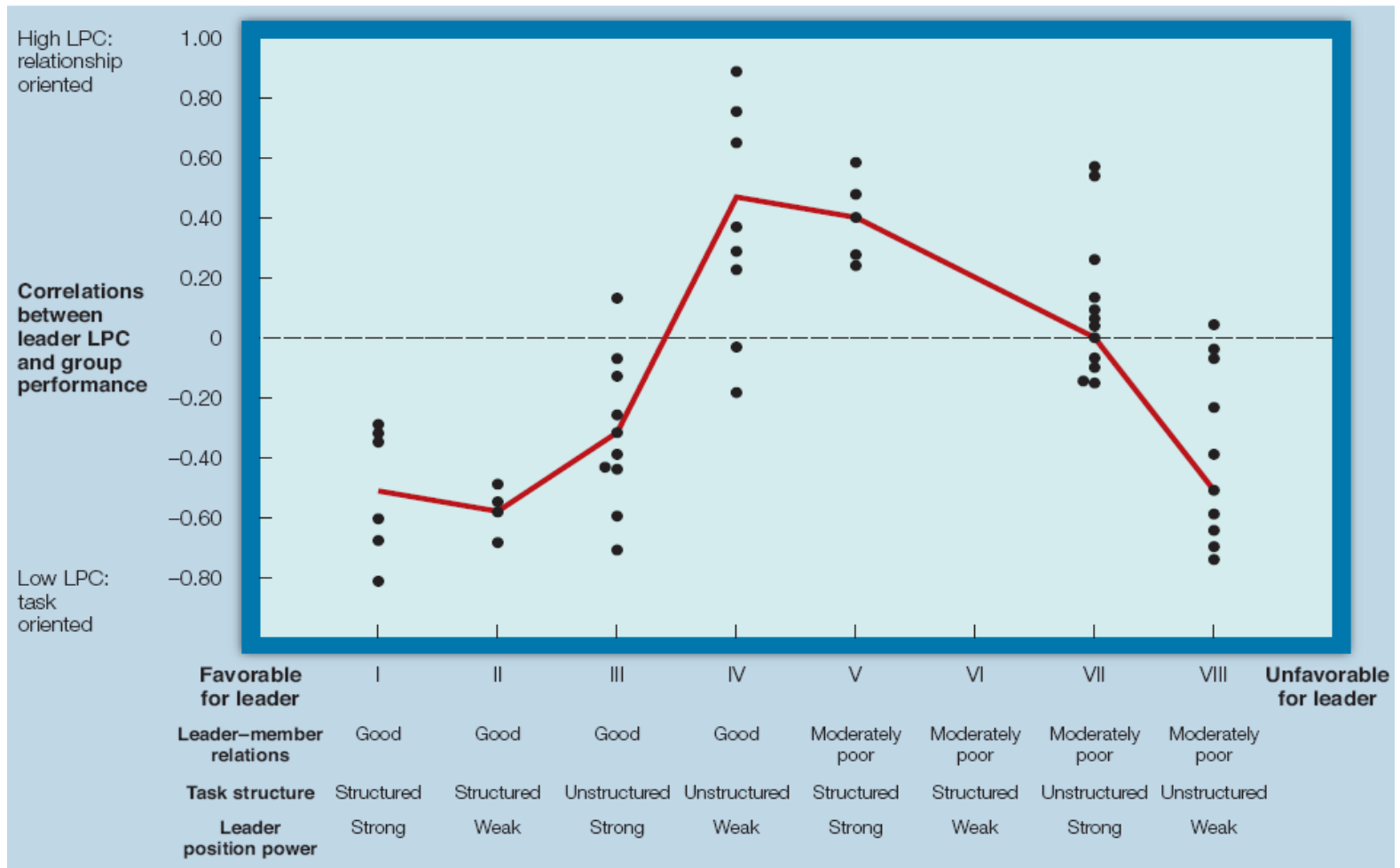
# Contingency Theories

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
<b>Situation</b>	I	II	III	IV	V	VI	VII	VIII
	<b>Favorable</b>		<b>Moderately Favorable</b>				<b>Unfavorable</b>	

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

# Contingency Theories

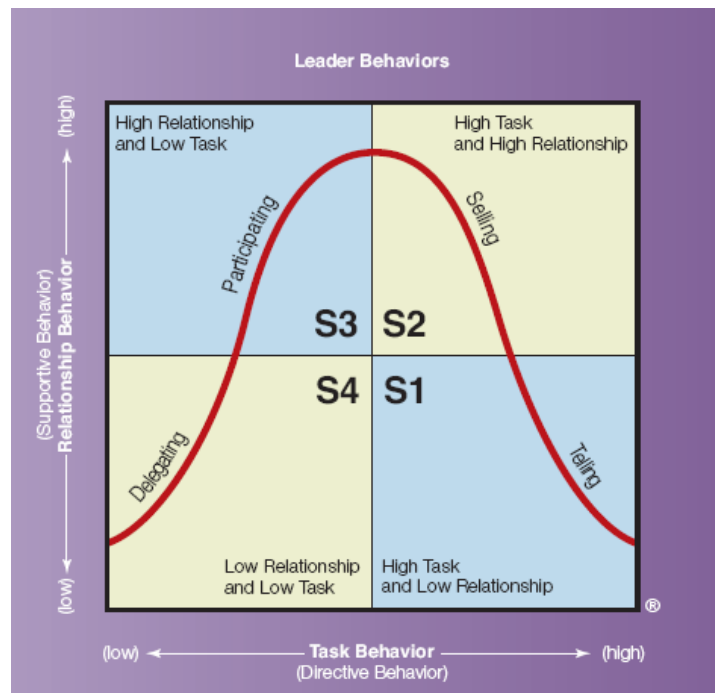
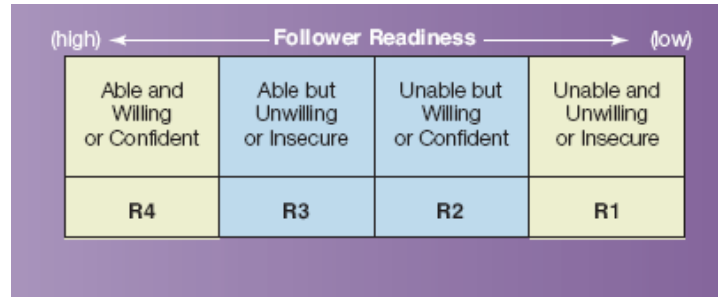


# Contingency Theories

**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