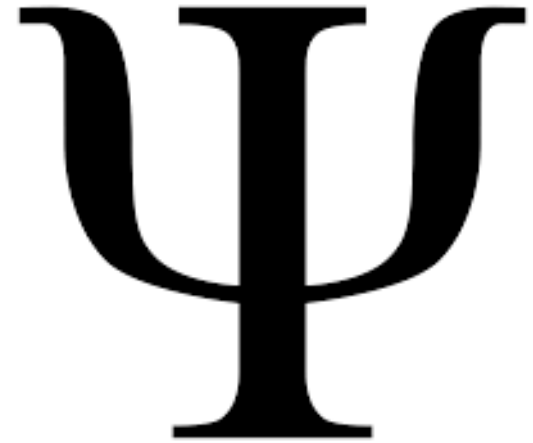


LA324

Leadership: An
Organizational Behaviour
Perspective

Sub-Fields of Psychology

- Cognitive psychology
- Neuropsychology
- Clinical psychology
- Sports psychology
- Developmental psychology
- Forensic psychology
- Social psychology
- Educational psychology
- Environmental psychology
- Evolutionary psychology
- Organizational Behavior



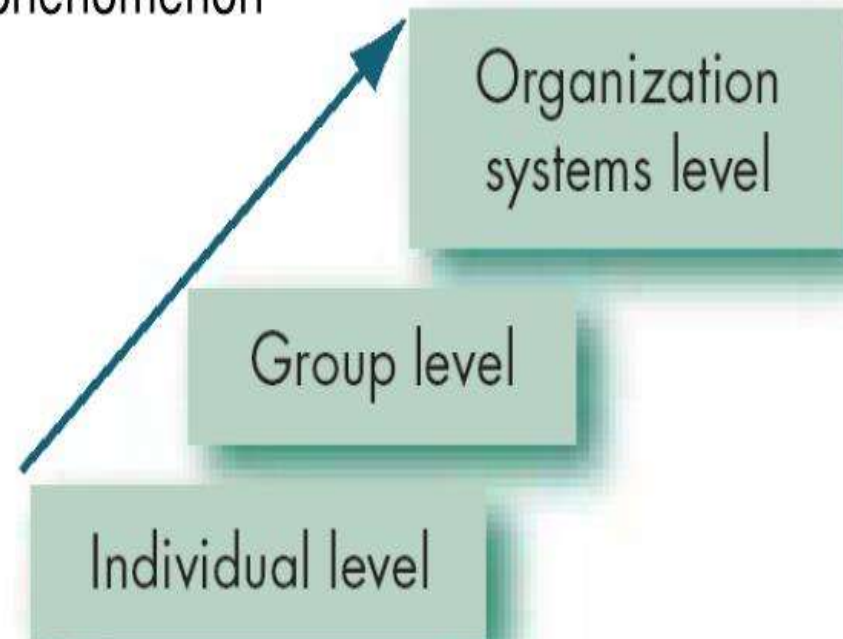
Introduction to Organizational Behaviour –

Basic OB Model, Stage I

Model

An abstraction of reality

A simplified representation of
some real-world phenomenon



Introduction to Organizational Behaviour – The OB Model



Case Study: The Woman who saved the Chicken Fajitas

- Houlihan's had only 97 restaurants in 20 states in the United States
- It had a particularly valuable human asset- Jen Gulvik, Vice President of Marketing – She realized it was time for a total makeover
- Gulvik realized the need to bring in new customers
- Gulvik relied on the favorite communication tool for her target market- social networking site- for the millennials
- Created "invitation only" social networking site "HQ" to serve as a "virtual comment card" with people calling themselves "Houlifans"
- Unrestricted feedback led to transformation to more hip, suburban-chic spots, with popular music in the background and even new forks on the tables
- She herself read the comments an hour a day on the community page to identify problems – making the single most impact from HQ as its capacity to share concerns directly with Gulvik
- Gulvik returned the customers what they wanted and was introduced as "The Woman who saved the Chicken Fajitas"

- Gave customers exactly what they wanted
- Not famous yet- but her company depends on her for huge successes- companies say single most important determinant of organizational success is- effective leadership (Greenberg, 2013)
- Not restricted to business organizations- politics, sports, NGOs

The Nature of Leadership



- Situation: New job, recognizing the leader- through formal titles and assigned roles of each person. Another way – identifying the most influential person.
- Most cases: The individual processing the most formal authority is also the most influential.

- **Leader:**

An individual within a group or organization who wields the most the most influence over others (Greenberg, 2016).

- **Leadership:**

The process whereby one individual influences others towards the attainment of defined group or organizational goals (Greenberg, 2016)

The ability to influence a group towards the achievement of a vision or a set of goals (Robbins, Judge & Sanghi, 2019)

Difference between Leadership and Management

- **Leadership** is about coping with change- giving vision for the future and communicating this vision and inspiring them to overcome hurdles
- **Management** is about coping with complexity (Kotter, 1990)
- Good manager brings order and consistency by drawing up formal plans, designing rigid organizational structures, and monitoring results against the plans.
- Managers use authority inherent in their formal designation to obtain compliance from organizational members.
- Managers implement the vision and strategy provided by the leaders, coordinating and staffing the organization and handling day-to-day activities.

Overlapping roles in actual practice- Organizations need strong leadership and strong management for optimal effectiveness.

TABLE 13.1 Leaders Versus Managers: A Summary Comparison

According to a well-known management theorist, the distinction between managers and leaders is reflected by the 12 points of difference summarized here. Although some of these are a bit general, they provide a good comparison. Also, because some managers do the things in the “leaders” column and some leaders do the things in the “managers” column, the practical distinctions between them are not always clear.

Managers . . .	Leaders . . .
<ul style="list-style-type: none">• Administer• Ask how• Focus on systems• Do things right• Maintain• Rely on control• Take a short-term perspective• Accept the status quo• Keep an eye on the bottom line• Imitate• Emulate the classic good soldier• Copy	<ul style="list-style-type: none">• Innovate• Ask what and why• Focus on people• Do the right things• Develop• Inspire trust• Take a longer-term perspective• Challenge the status quo• Keep an eye on the horizon• Originate• Are their own person• Show originality

Source: Bennis. 2009; see Note 3.

- **Books:**

- Robbins, S. P., Judge, T. A., & Sanghi, S. (2009). *Organizational behavior*. Essex, England: Pearson.
- Robbins, S. P. & Judge, T. A., (2017). *Organizational behavior*. Essex, England: Pearson.
- Greenberg, J. (2016). *Behaviour in Organizations: Global Edition*. India: Pearson.

- **Evaluation**

- Attendance= 10%
- Class activity= 20%
- Exam/assignment = 70%

Approaches to Leadership

1. Trait:

- focus on personal qualities and characteristics.

2. Behavioral

3. Contingency

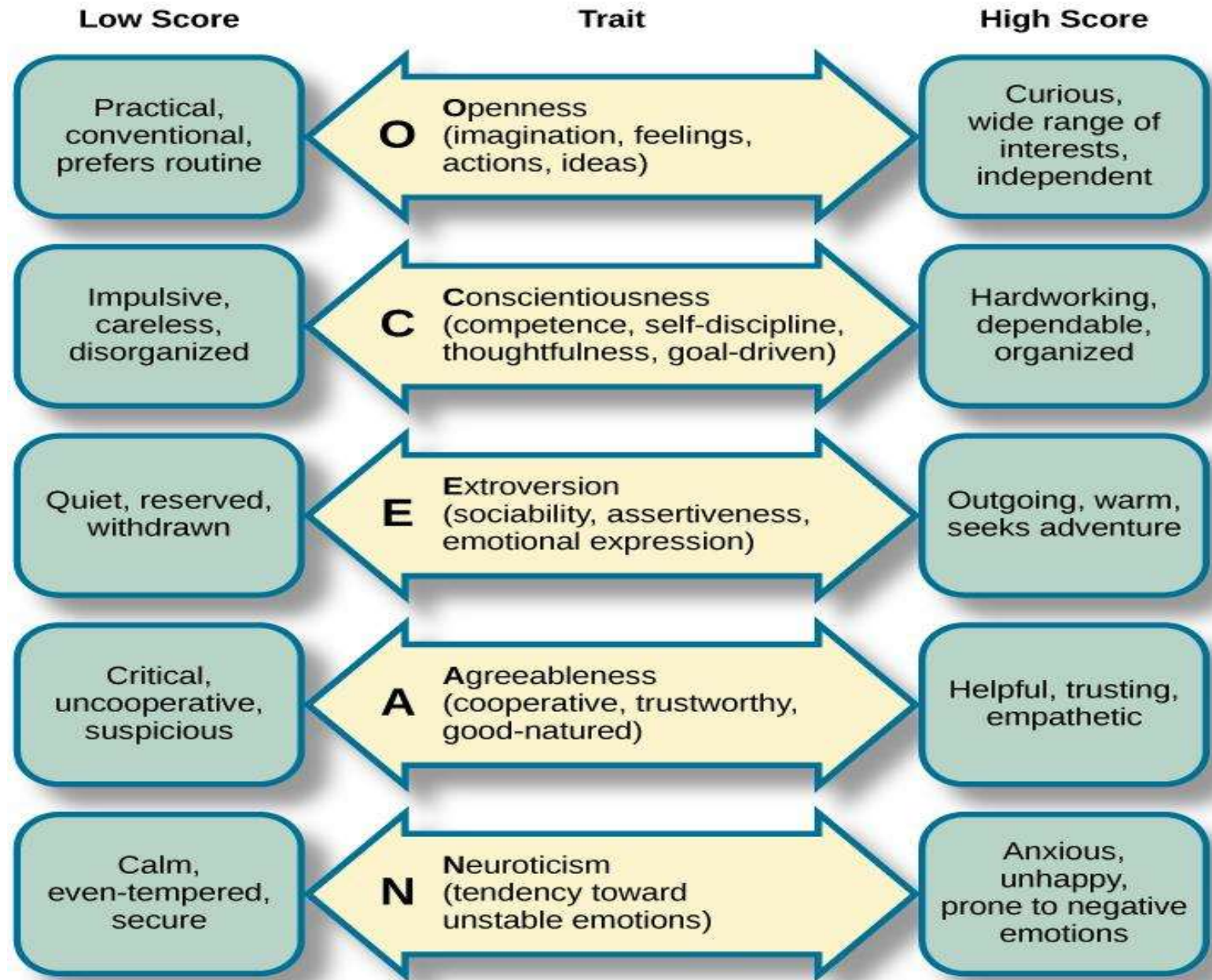
Trait

Approach: The “Great Person” Theory

- **Big Five framework:**
- **Extraversion** is the most predictive trait of effective leadership (Judge, Bono, Ilies & Gerhardt, 2002)- ambition and energy
- However, extraversion relates more to the way leaders emerge than to their effectiveness. Sociable and dominant - but effective leaders are not domineering.
- Study found leaders who scored very high in assertiveness, a facet of extraversion, were less effective than those who were moderately high (Ames & Flynn, 2007). So although extraversion can predict effective leadership, the relationship may be due to unique facets of the trait or situation.
- **Conscientiousness and Openness to experience** may predict leadership, especially leader effectiveness.
- For example, a study by Colbert, Barrick, and Bradley (2014) indicated that top management teams that were high in conscientiousness positively influenced organizational performance through their leadership.
- Conscientiousness and extraversion are positively related to leaders' self-efficacy, and people are more likely to follow someone who is confident he or she is going in the right direction, allowing these leaders to emerge.

Conclusion: Leaders who like being around people and are able to assert themselves (extraverted), are disciplined and able to keep commitments they make (conscientious), and are creative and flexible (open) have an apparent advantage when it comes to leadership.

The Big-Five Personality Traits



Trait Approach: The “Great Person” Theory

Multiple Domains of Intelligence

1. Cognitive Intelligence:

- Involves the ability to understand complex ideas, to adapt effectively to environment, to engage in various forms of reasoning and to overcome obstacles by careful thought.
- Includes: verbal comprehension, verbal reasoning, word fluency, numerical ability, numerical reasoning, space visualization, symbolic reasoning

2. Emotional Intelligence:

- A core component of EI is empathy. Empathetic leaders can sense others' needs, listen to what followers say (and don't say), and read the reactions of others. A leader who effectively displays and manages emotions will find it easier to influence the feelings of followers by expressing genuine sympathy and enthusiasm for good performance, and by showing irritation when employees fail to perform.
- Research has also demonstrated that people high in EI are more likely to emerge as leaders, even after taking cognitive ability and personality into account (Côté, Lopez, Salovey, & Miners, 2010).

3. Cultural Intelligence:

The degree to which one is sensitive to the cultural differences between people.

E.g. General Electric, Berkshire Hathaway, Nestle

Trait Approach: The DARK Triad



Dark Side personality traits of Machiavellianism, Narcissism, and Psychopathy

- Research indicates they're not all bad for leadership.
- A study in Europe and the United States found that normative (mid-range) scores on the Dark Side personality traits were optimal, while low (and high) scores were associated with ineffective leadership. Furthermore, the study suggested that high emotional stability may actually accentuate the ineffective behaviors (Kaiser, LeBreton, & Hogan, 2015).
- However, higher scores on Dark Side traits and emotional stability can contribute to leadership emergence.

How to control?

International research indicates that building self-awareness and self-regulation skills may be helpful for leaders to control the effects of their Dark Side traits (Gaddis & Foster, 2015).

Trait Approach

Latest research provides two conclusions (Ensari & Riggio 2011):

1. Traits can predict leadership.
2. Traits do a better job predicting the emergence of leaders and the appearance of leadership than distinguishing between effective and ineffective leaders.

The fact that an individual exhibits the right traits and others consider that person a leader does not necessarily mean he or she will be an effective one, successful at getting the group to achieve its goals.

- Trait theories help us predict leadership, but they don't fully help us explain leadership. What do successful leaders do that makes them effective?
- Are different types of leader behaviors equally effective?

Approaches to Leadership

1. Trait

“who leaders are”

2. Behavioral:

- Theories proposing that specific behaviors differentiate leaders from non-leaders. – “what leaders do”

3. Contingency

Basic concept: Autocratic vs. participative

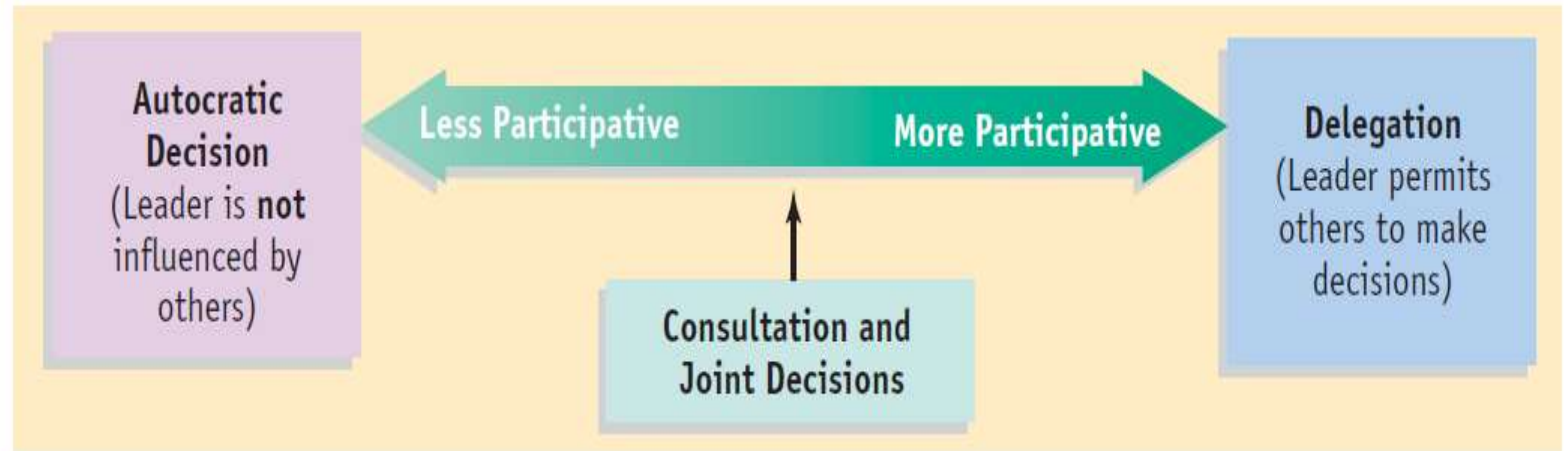


FIGURE 13.6

The Autocratic-Delegation Continuum Model

Traditionally, the amount of influence leaders give followers has been summarized as a continuum ranging from autocratic behavior (no influence) to delegation behavior (high influence). Consultation and joint decisions are intermediate forms of participation in decision making.

Source: Based on suggestions by Yukl, 2009; see Note 1.

Behavioral Approach

- **Ohio State Studies and University of Michigan Studies** (Judge, Piccolo, & R. Ilies, 2004)

1. Initiating structure – or Task oriented is the extent to which a leader is likely to define and structure his or her role and those of employees in the search for goal attainment.

2. Consideration – or People oriented is the extent to which a person's job relationships are characterized by mutual trust, respect for employees' ideas, and regard for their feelings.

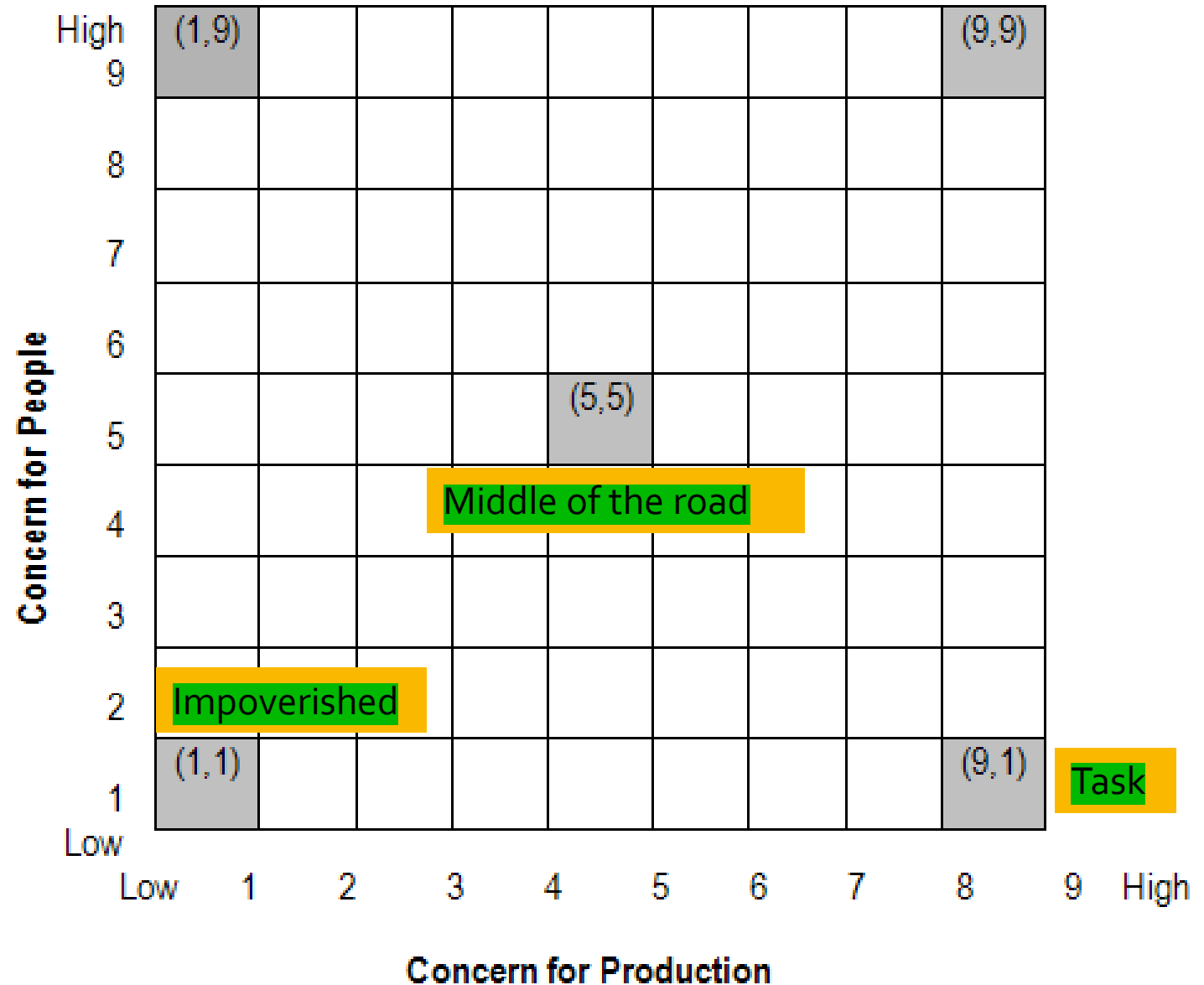
Most of us want to work for considerate leaders—when asked to indicate what most motivated them at work, 66 % of U.S. employees surveyed mentioned appreciation (Akst, 2007).

Followers of leaders high in consideration were more satisfied with their jobs, were more motivated, and had more respect for their leaders. Initiating structure was more strongly related to higher levels of group and organization productivity and more positive performance evaluations.

Michigan
Studies, Blake
and Mouton's
(1964)
Managerial
grid/Leadership
grid:
For developing
successful
Leader behavior

Country-club type leader Figure 1: Managerial Grid

Team



Also an Opportunistic style-
no fixed location

Behavioral Approach

Mixed Results – Different CULTURES

- Research from the GLOBE program (Javidan, Dorfman, de Luque, & House, 2006)—a study of 18,000 leaders from 825 organizations in 62 countries. The study found that leaders high in consideration succeeded best in countries where cultural values did not favor unilateral decision making:

Such as Brazil. As one Brazilian manager noted,

"We do not prefer leaders who take self-governing decisions and act alone without engaging the group. That's part of who we are."

A U.S. manager leading a team in Brazil would therefore need to be high in consideration—team-oriented, participative, and humane—to be effective.

French have a more bureaucratic view of leaders and are less likely to expect them to be humane and considerate.

Chinese culture -being polite, considerate, and unselfish, but it has a high performance orientation. Thus, consideration and initiating structure both important for a manager to be effective in China.

Case Question

Replacing Nicholas Dirks as the chancellor of University of California at Berkeley, Carol T. Christ is taking on a strategy that her predecessors did not utilize: sharing leadership. Notably, the prior chancellor and provost would not consult other decision makers and stakeholders at the university when they proposed to dissolve completely the College of Chemistry. Christ, on the other hand, met with Frances McGinley, the student vice president of academic affairs, reaching out to "get a beat on what [student government] was doing and how [she] could help." This move was unusual because McGinley would often have to track down the other administrators to even get a meeting (or would be merely delegated work). Another such arrangement between Jill Martin and David Barrs at a high school in Essex, England, designates special interest areas where each takes the lead, and they both share an educational philosophy, meet daily, have the authority to make decisions on the spot, and challenge one another.

As Declan Fitzsimons suggests in a *Harvard Business Review* article, the twenty-first century moves too quickly and is too dynamic to be handled by one person. By sharing leadership among multiple individuals, the organization can respond more adaptively to challenges, share disparate but complementary perspectives, and ease the burden experienced by the traditional charismatic leader figurehead. However, sharing leadership leads to its own issues and obstacles, which are apparent in the multiple relationships between team members, subordinates, and

Case continued

other employees. Not only do individual identities become involved, but so do collective identities shared as a group. It is also important to recognize that shared leadership is not about delegation but about putting in effort to coordinate and collaborate, along with balancing individual and collective goals.

Recent reviews of the research on shared leadership suggest that, overall, shared leadership is effective at improving team performance, attitudes, and behaviors, especially when the leadership is transformational or charismatic and when the team tasks are complex.

Case questions to ponder on

- 12-13.** What kind of obstacles can you foresee in taking a shared leadership approach? How might they (or can they) be solved?
- 12-14.** How would you implement a shared leadership initiative in a company where you were the CEO? What elements of job design and redesign might you draw on to increase the effectiveness of the shared leadership initiative?
- 12-15.** Can you think of any instances in which non-shared, traditional approaches to leadership would be preferable to a shared leadership approach? What are they, and how are they preferable? What sort of situational or individual factors lead to the traditional approach being more effective in these instances?

Concluding Trait and Behavioral Approaches

- Research indicates there is validity for both the trait and behavioral approaches.
- Two difficulties:
 1. Correctly identifying whether a trait or a behavior predicts a certain outcome.
 2. Exploring which combinations of traits and behaviors yield certain outcomes
 3. To determine the causality of traits to behaviors so that predictions toward desirable leadership outcomes can be made.

Approaches to Leadership

1. Trait

“who leaders are”

2. Behavioral

“what leaders do”

3. Contingency:

Certain styles of leadership are more effective in some situations than others – “when each type of behavior works best”.

e.g. Former Home Depot CEO Bob Nardelli- later joined Chrysler

Negative	Score	Positive
Unpleasant	1 2 3 4 5 6 7 8	Pleasant
Rejecting	1 2 3 4 5 6 7 8	Accepting
Tense	1 2 3 4 5 6 7 8	Relaxed
Cold	1 2 3 4 5 6 7 8	Warm
Boring	1 2 3 4 5 6 7 8	Interesting
Backbiting	1 2 3 4 5 6 7 8	Loyal
Uncooperative	1 2 3 4 5 6 7 8	Cooperative
Hostile	1 2 3 4 5 6 7 8	Supportive

Guarded	1 2 3 4 5 6 7 8	Open
Insincere	1 2 3 4 5 6 7 8	Sincere
Unkind	1 2 3 4 5 6 7 8	Kind
Inconsiderate	1 2 3 4 5 6 7 8	Considerate
Untrustworthy	1 2 3 4 5 6 7 8	Trustworthy
Gloomy	1 2 3 4 5 6 7 8	Cheerful
Quarrelsome	1 2 3 4 5 6 7 8	Harmonious

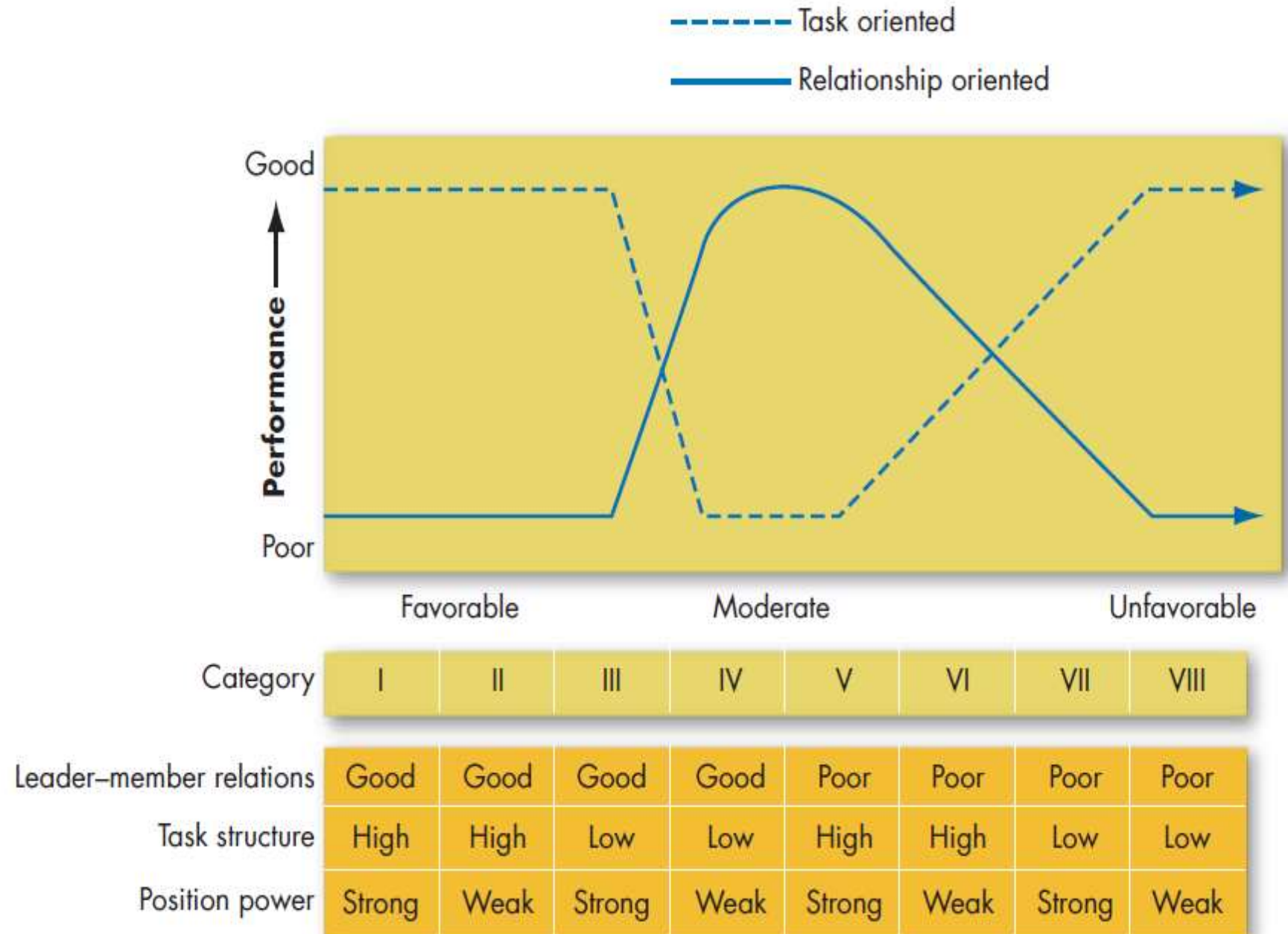
- You can now calculate your **LPC score** by totaling all the numbers you circled. You can interpret your score as follows:
- **73 and above**: You are a **relationship-oriented** leader.
- **54 and below**: You are a **task-oriented** leader.
- **Between 55 and 72**: You are a **mixture of both** and it's up to you to determine which style suits you the best.

Fiedler's Model/ Least Preferred Coworkers Theory (1967)

- **Fiedler contingency model** proposes that group performance depends on the proper match between the leader's style and the degree to which the situation gives the leader control.
- 1. **Identifying Leadership Style-** The **least preferred coworker (LPC) questionnaire**- has 16 pairs of contrasting adjectives (pleasant-unpleasant, efficient-inefficient, open-guarded, supportive-hostile)- scale of 1-8- identifies whether a person is *task-oriented or relationship-oriented* (*positive terms/high LPC score*)
 - 16% fall in the middle range (Shiflett, 1981). Theory only for other 84%.
 - The individual's leadership style is assumed to be permanent.
- 2. **Defining the Situation**
 - i. **Leader-member relations** is the degree of confidence, trust, and respect members have in their leader.
 - ii. **Task structure** is the degree to which the job assignments are procedurized (that is, structured or unstructured).
 - iii. **Position power** is the degree of influence a leader has over power variables such as hiring, firing, discipline, promotions, and salary increases.

Fiedler's Model

– 3. Matching the leaders and the Situation



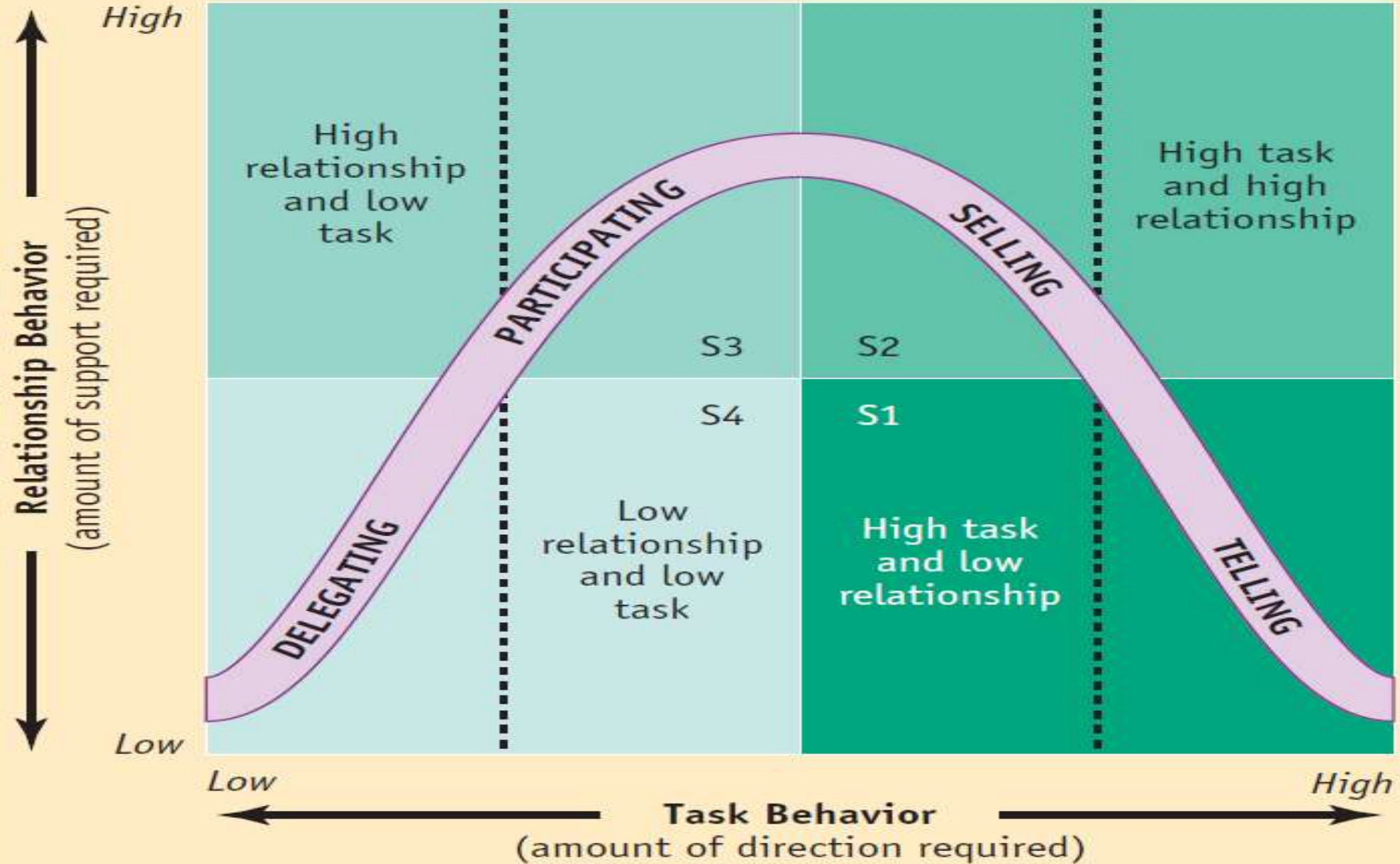
Fiedler's Model

- 2 ways to improve leadership :
 1. Change the manager to fit the situation
 2. Change the situation to fit the leader – restructuring tasks and change in power
- Review of the Model: Studies testing the overall validity of the Fiedler model were initially supportive, but the model hasn't been studied much in recent years (Peters, et al., 1985).
- Therefore, while it provides some insights we should consider, its strict practical application is problematic.

Hershey and Blachard's (1974) Situational Leadership Theory

- Focuses on **followers' readiness**- the extent to which followers are **willing and able to accomplish a specific task**.
- **Parent-child relationship**- Four behaviors depending on follower readiness:
 1. **unable and unwilling** to do a task, the leader needs to **give clear and specific directions**- telling and **closely supervising**
 2. **unable but willing**, the leader needs to display a **high task orientation** to compensate for **followers' lack of ability**, and high **relationship orientation** to get them to "buy into" the **leader's desires**.
 3. **able but unwilling**, the **leader needs** to use a **supportive and participative style**
 4. **able and willing**, the leader **doesn't need to do much**- delegating
- SLT has **intuitive appeal**. It acknowledges the **importance of followers** and builds on the logic that **leaders can compensate for followers' limited ability and motivation**.
- Yet **research efforts to test and support the theory have generally been disappointing** (Perry, Witt, Penney, & Atwater, 2010)- due to **internal ambiguities and inconsistencies** in the **model** itself as well as **problems with research methodology**.

Leader Behaviors



Questionnaire

Directions

Following are eight hypothetical situations in which you have to make a decision affecting you and members of your work group. For each, indicate which of the following actions you are most likely to take by writing the letter corresponding to it in the space provided.

- Action A: Let the members of the group decide themselves what to do.
- Action B: Ask the members of the group what to do, but make the final decision yourself.
- Action C: Make the decision yourself, but explain your reasons.
- Action D: Make the decision yourself, telling the group exactly what to do.

- _____ 1. In the face of financial pressures, you are forced to make budget cuts for your unit. Where do you cut?
- _____ 2. To meet an impending deadline, someone in your secretarial pool will have to work late one evening to finish typing an important report. Who will it be?
- _____ 3. As coach of a company softball team, you are required to trim your squad to 25 players from 30 currently on the roster. Who goes?
- _____ 4. Employees in your department have to schedule their summer vacations to keep the office appropriately staffed. Who decides first?
- _____ 5. As chair of the social committee, you are responsible for determining the theme for the company ball. How do you do so?
- _____ 6. You have an opportunity to buy or rent an important piece of equipment for your company. After gathering all the facts, how do you make the choice?
- _____ 7. The office is being redecorated. How do you decide on the color scheme?
- _____ 8. Along with your associates you are taking a visiting dignitary to dinner. How do you decide what restaurant to go to?

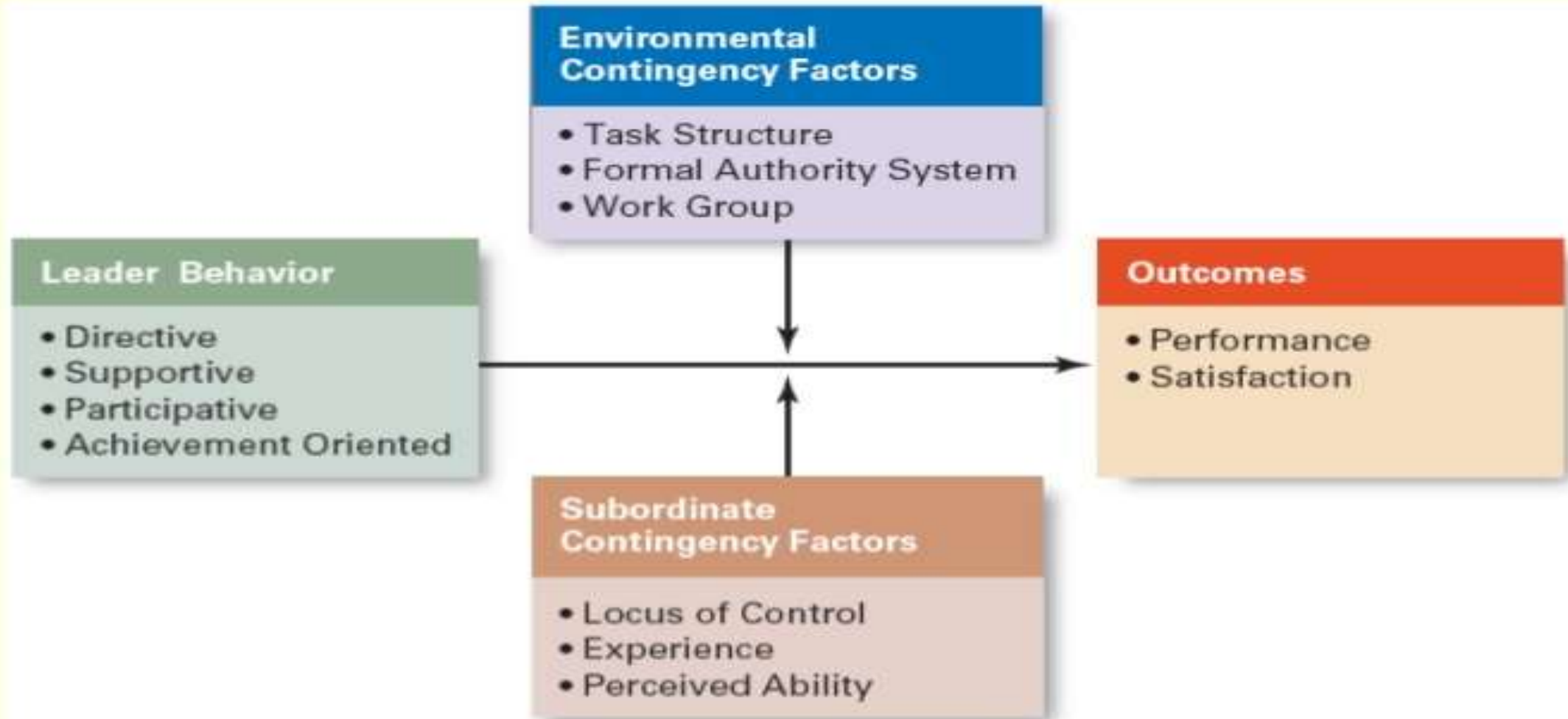
Scoring

1. Count the number of situations to which you responded by marking "A." This is your *delegating* score.
2. Count the number of situations to which you responded by marking "B." This is your *participating* score.
3. Count the number of situations to which you responded by marking "C." This is your *selling* score.
4. Count the number of situations to which you responded by marking "D." This is your *telling* score.

Roberts House (1971) : The Path- Goal Theory

- Built on : initiating structure and consideration, and on the Expectancy theory of motivation
- **Theory:** effective leaders clarify the path to help their followers to get from where they are to achievement of their work goals- by reducing road blocks
- How to reduce road blocks?
- Leader's job to provide followers with information, support, or other resources necessary to achieve goals.

Path-Goal Theory



- Predictions:

- I. *Directive leadership* yields greater employee satisfaction when tasks are ambiguous or stressful than when they are highly structured and well laid out.
- II. *Supportive leadership* results in high employee performance and satisfaction when employees are performing structured tasks.
- III. *Directive leadership* is likely to be perceived as redundant among employees with high ability or considerable experience.
- IV. *ILC* satisfied with a participative leadership style
- V. *Achievement oriented-* increase employee's expectancies that greater effort will lead to higher performance when tasks are ambiguous

- Individual differences:

Research by Perry et al., (2010) has found that goal-focused leadership can lead to higher levels of emotional exhaustion for subordinates who are low in conscientiousness and emotional stability.

- Caution in exercising

Summary of Contemporary Theories of Leadership

- Contemporary theories have been built upon the foundation already discussed - unique ways in which leaders emerge, influence, and guide their employees and organizations.
- Leaders do not exist in vacuum – followers are needed.
- Fiedler's LPC theory most supported by research