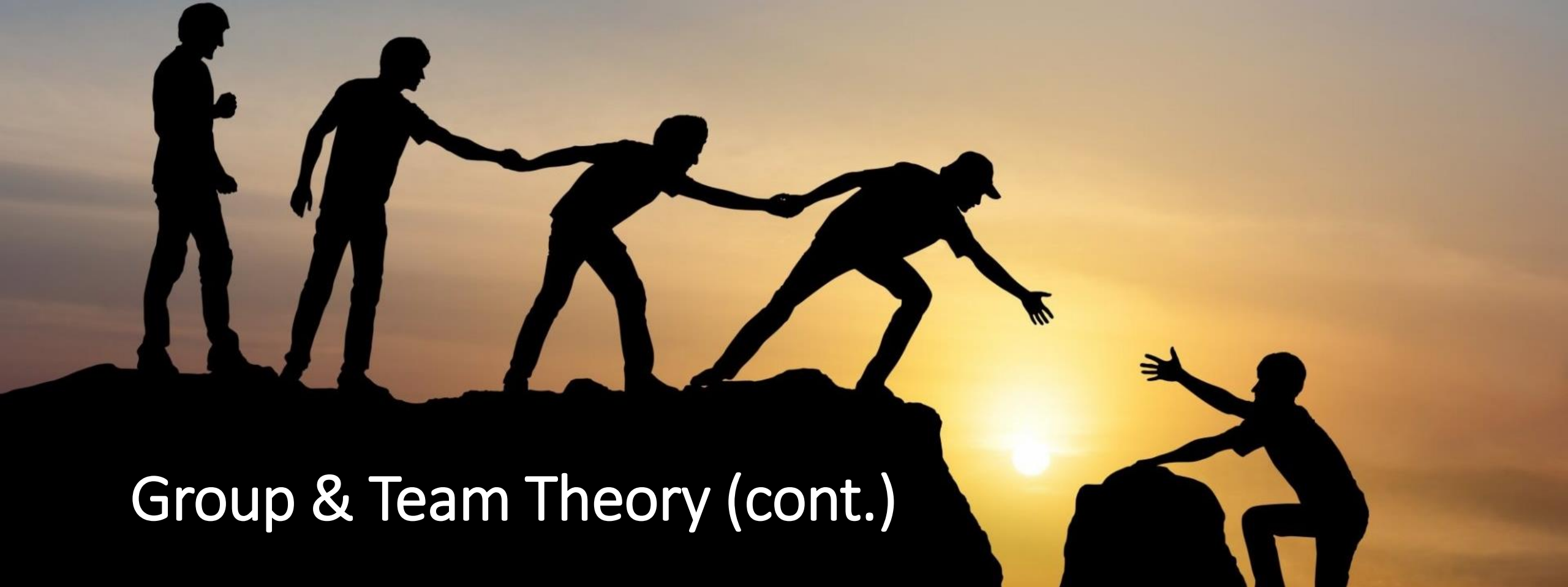




Session III

Group & Team Theory (cont.)



Group & Team Theory (cont.)

- 2. Leadership
- 3. Working in Diverse Teams



2. Leadership



The Nature of Leadership

What is the nature of leadership and the leadership process?

Leadership

Leadership is frequently defined as a social (interpersonal) influence relationship between two or more persons who depend on each other to attain certain mutual goals in a group situation.



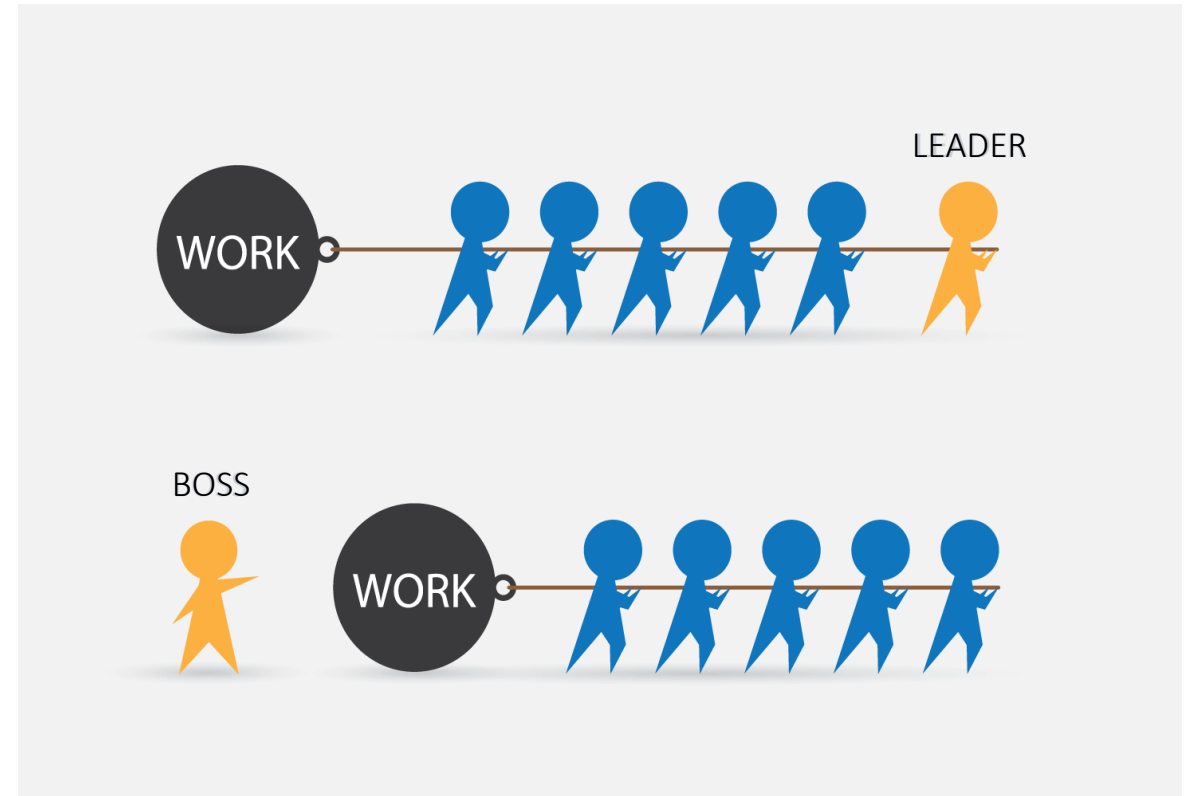
The Nature of Leadership

Leader vs. Manager

The two dual concepts, leader and manager, leadership and management, are *not interchangeable, nor are they redundant.*

The differences between the two can, however, be confusing.

In many instances, *to be a good manager one needs to be an effective leader.*



Effective leadership often necessitates the ability to manage—to set goals; plan, devise, and implement strategy; make decisions and solve problems; and organize and control.

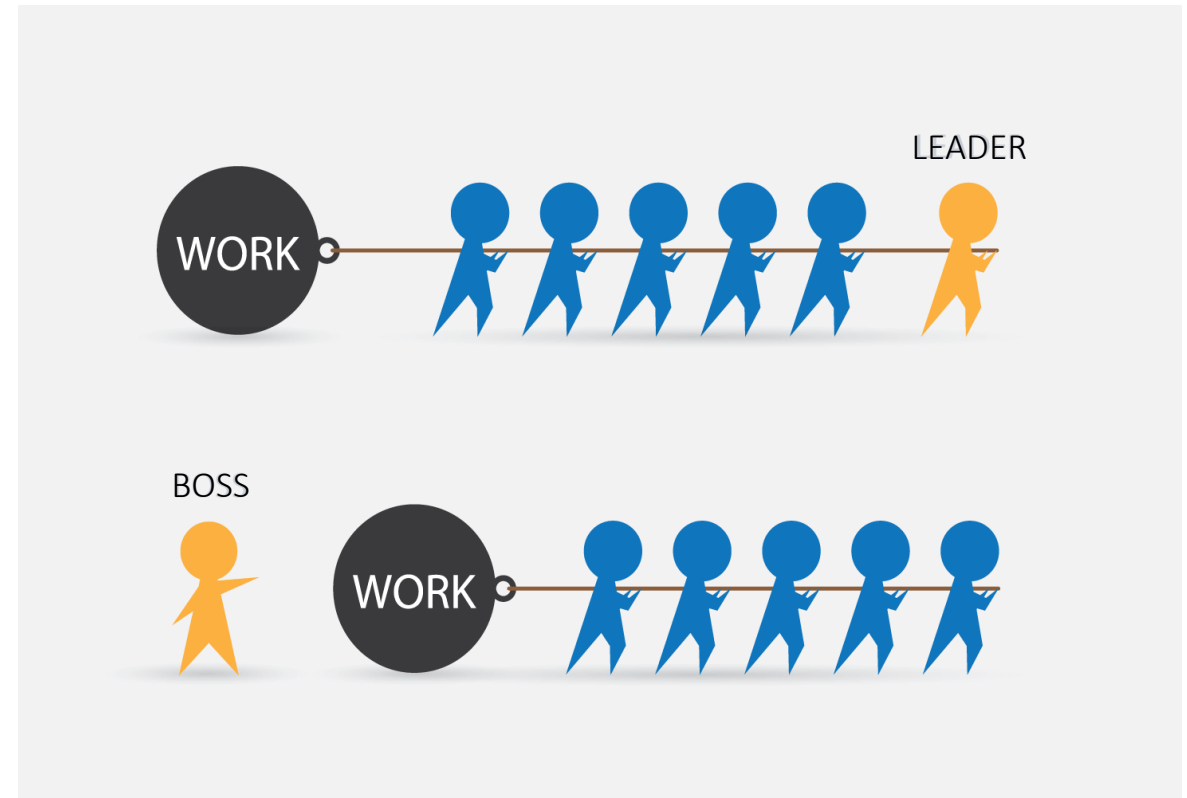
The Nature of Leadership

Leader vs. Manager

Two concepts are defined differently.

- **Management** is defined as a process consisting of planning, organizing, directing, and controlling.
 - **Leadership** is defined as a social (interpersonal) influence relationship between two or more people who are dependent on each another for goal attainment.

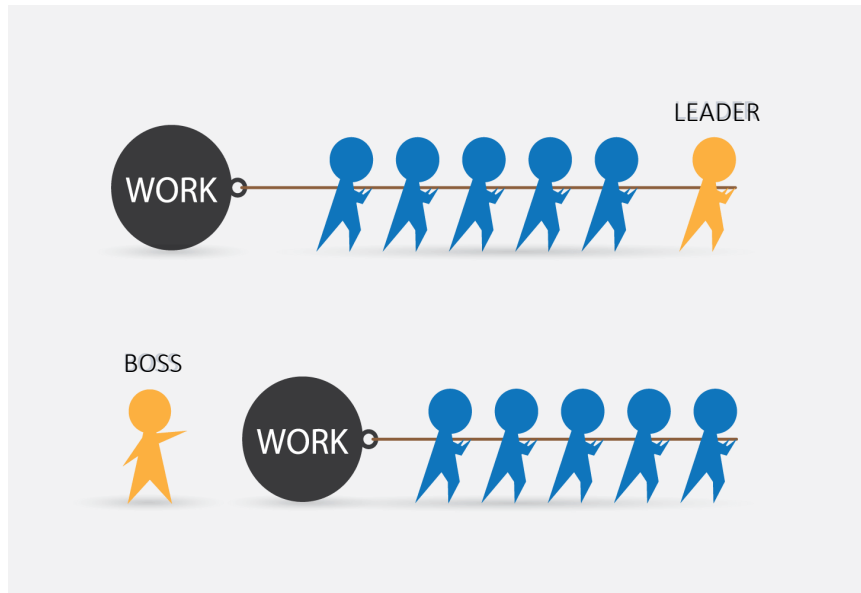
Management and Organizational Behavior,
<https://cnx.org/contents/c3acb2ab-7d5c-45ad-b3cd-e59673fedd4e@8.90:e4112b33-edb8-4e97-943a-859ec40197a7>



The Nature of Leadership

Leader vs. Manager

Managers and Leaders are commonly differentiated in terms of the processes through which they initially come to their position.

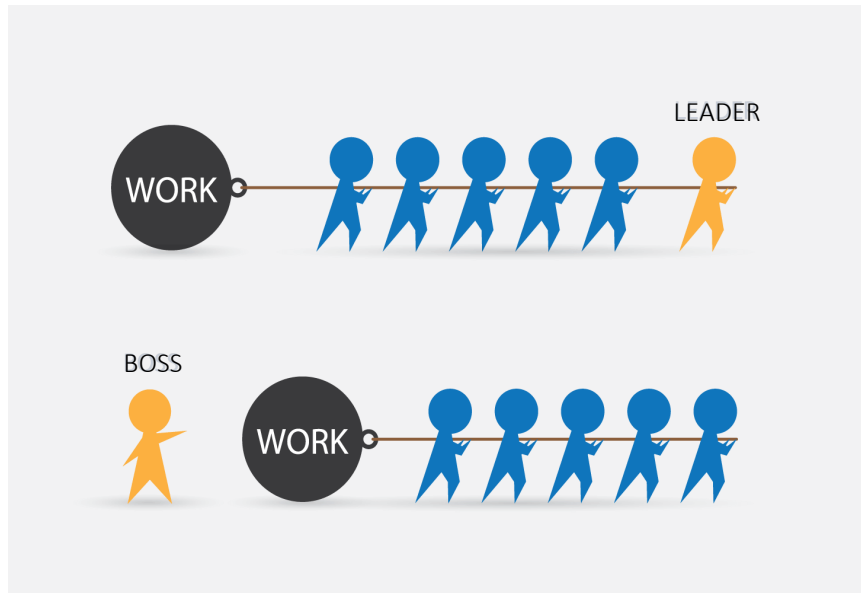


- *Managers* are generally *appointed to their role*.
- *Leadership* per se is *a relationship that revolves around the followers' acceptance or rejection of the leader. Leaders often emerge* out of events that unfold among members of a group.

The Nature of Leadership

Leader vs. Manager

Managers and Leaders often differ in terms of the types and sources of the power they exercise.



Managers commonly derive their power from the larger organization.

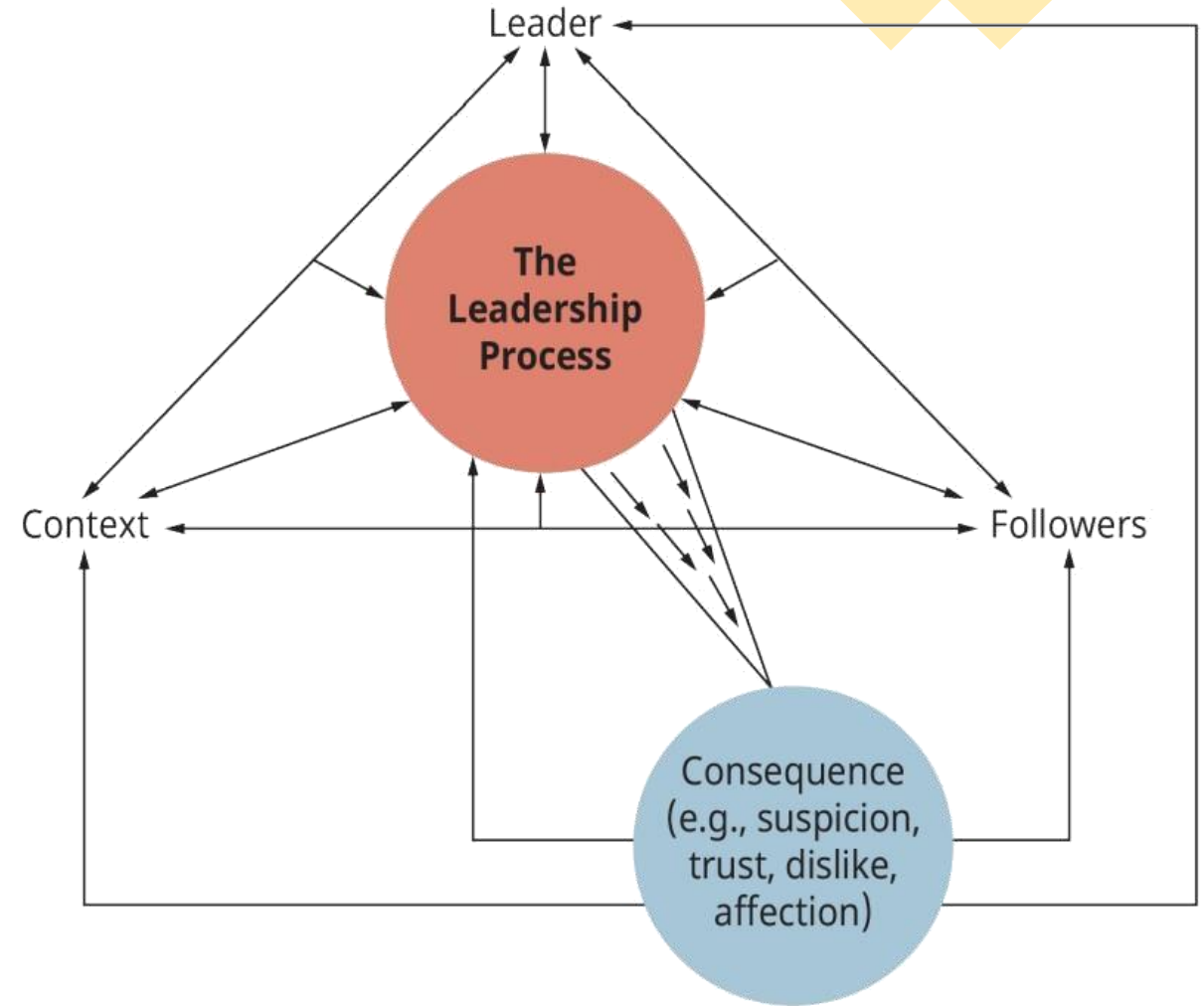
Leaders can also secure power and the ability to exercise influence using carrots and sticks; however, it is much more common for leaders to derive power from followers' perception of their knowledge, personality and attractiveness, and the working relationship that has developed between leaders and followers.

The Nature of Leadership

The Leadership Process

*Leadership is a process, a complex and dynamic exchange relationship built over time **between leader and follower and between leader and the group of followers** who depend on each other **to attain a mutually desired goal.***

Key components to this “working relationship”: the **leader**, the followers, the **context** (situation), the **leadership process** per se, and the **consequences** (outcomes).



The Leadership Process

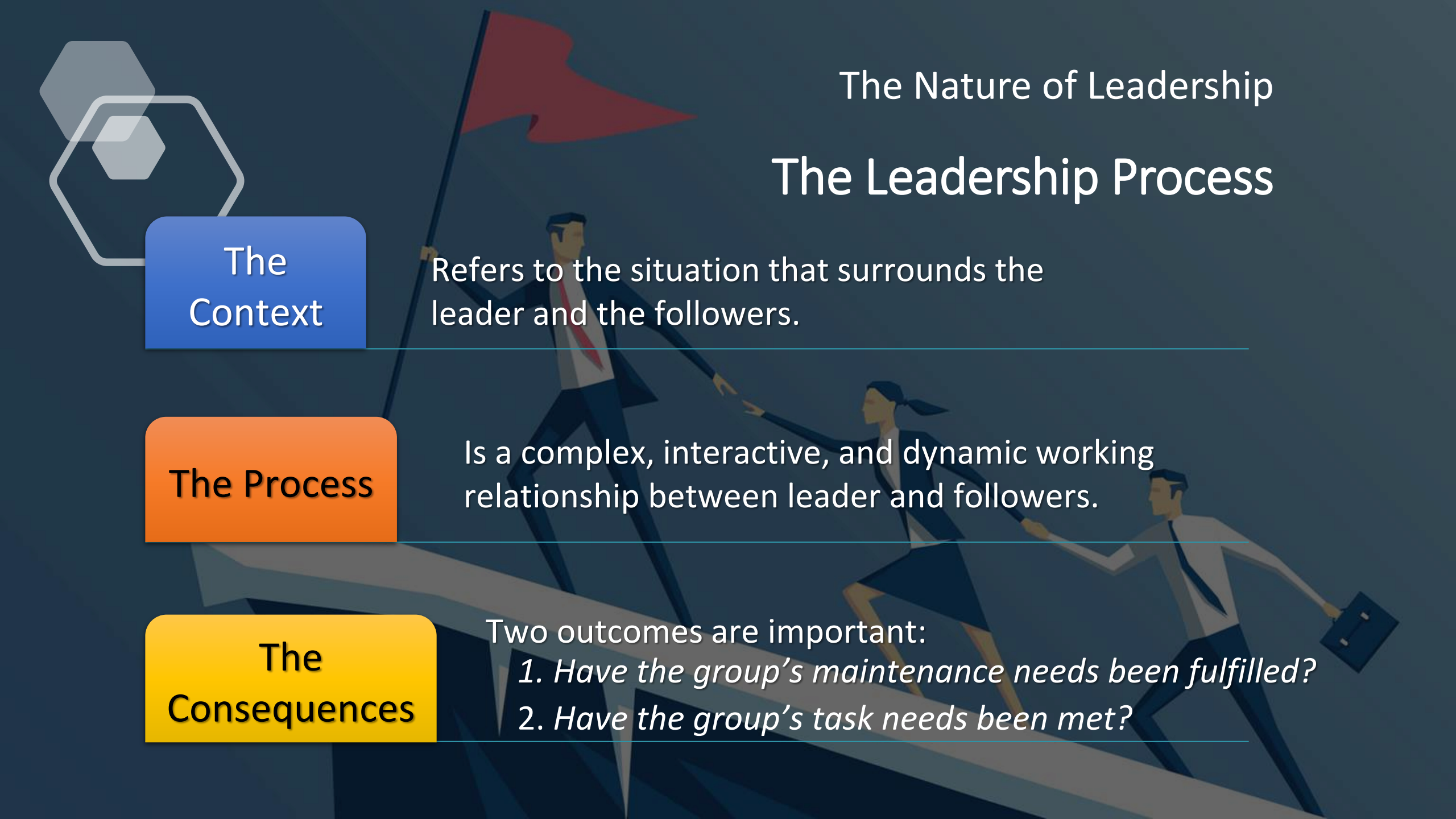
(Attribution: Copyright Rice University, OpenStax, under CC-BY 4.0 license)

The Nature of Leadership

The Leadership Process



The leader
*Leaders are people who take charge of or guide
the activities of others.*

The background of the slide features a stylized illustration of three business professionals in a mountainous landscape. A man in a suit leads the group, holding a red flag aloft. Behind him, a woman in a business suit and a man in a shirt and tie are climbing the mountain, with the man carrying a briefcase. The scene is set against a dark, blue-grey background with geometric shapes.

The Nature of Leadership

The Leadership Process

A decorative graphic in the top-left corner consisting of three overlapping hexagons: a solid grey one, a white one with a grey outline, and a smaller solid grey one in the center.

The Context

Refers to the situation that surrounds the leader and the followers.

The Process

Is a complex, interactive, and dynamic working relationship between leader and followers.

The Consequences

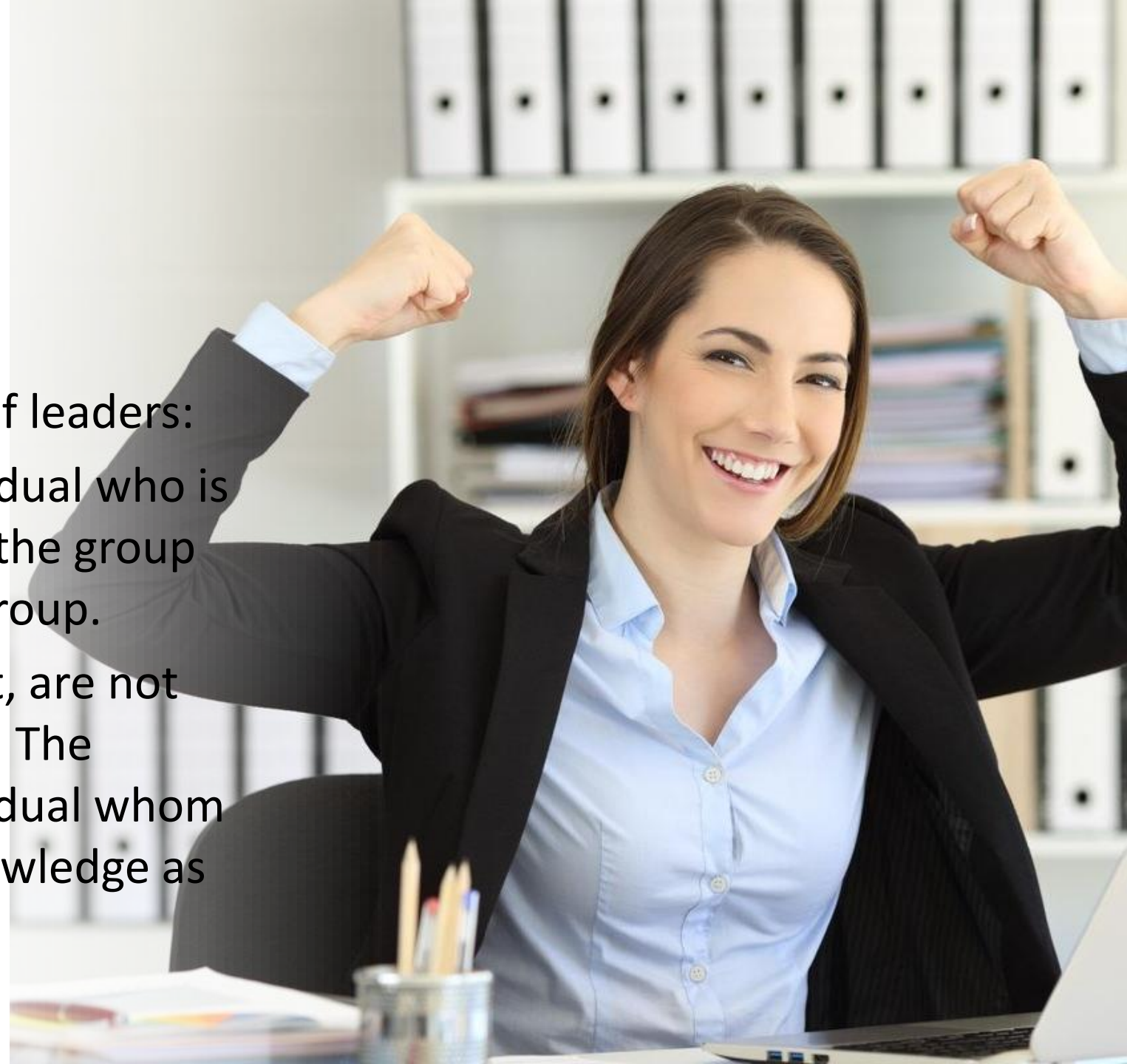
Two outcomes are important:

1. *Have the group's maintenance needs been fulfilled?*
2. *Have the group's task needs been met?*

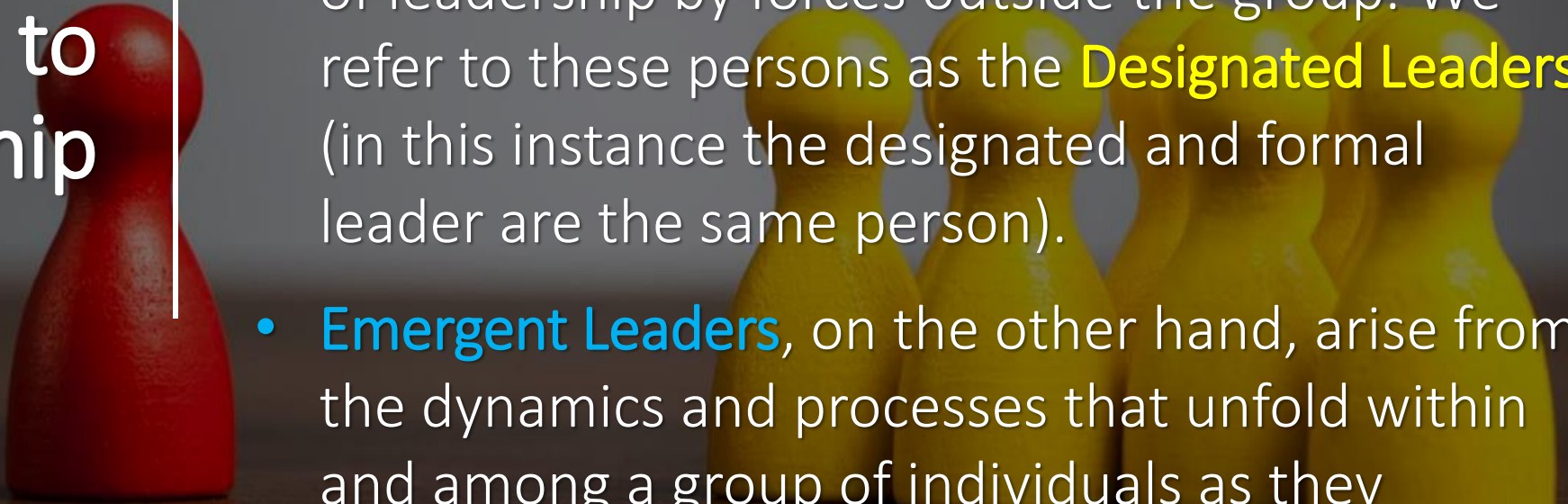
Leader Emergence

Organizations have two kinds of leaders:

- A **formal leader** is that individual who is recognized by those outside the group as the official leader of the group.
- **Informal leaders**, by contrast, are not assigned by the organization. The **informal leader** is that individual whom members of the group acknowledge as their leader.



Paths to Leadership



People come to leadership positions through two dynamics:

- In many instances, people are put into positions of leadership by forces outside the group. We refer to these persons as the **Designated Leaders** (in this instance the designated and formal leader are the same person).
- **Emergent Leaders**, on the other hand, arise from the dynamics and processes that unfold within and among a group of individuals as they endeavor to achieve a collective goal.



DESIGNATED LEADERS (FORMAL LEADER)

- Selected by group members or an outside authority
- Being designated leader is **no guarantee of leadership ability unless the leader's skills match the group's needs.**

EMERGENT LEADERS (INFORMAL LEADERS)

- Gradually **achieve leadership by helping** the group achieve its goals
- **Emerging** from within a group has the advantage of **relying on expert or referent power.**

Leadership as an Exercise of Influence



- Leadership is the exercise of influence over those who depend on one another for attaining a mutual goal in a group setting.
- But how do leaders effectively exercise this influence? *Social or (interpersonal) influence is one's ability to effect a change in the motivation, attitudes, and/or behaviors of others.*
- Power, then, essentially answers the “how” question: How do leaders influence their followers? The answer often is that *a leader's social influence is the source of his power.*

The Leader - Follower Power Relationship



Effective leadership is more likely to occur when the leader's influence flows out of rationality, expertise, moralistic appeal, and/or referent power.



Discussion:

Leadership
Needs in the
21st Century

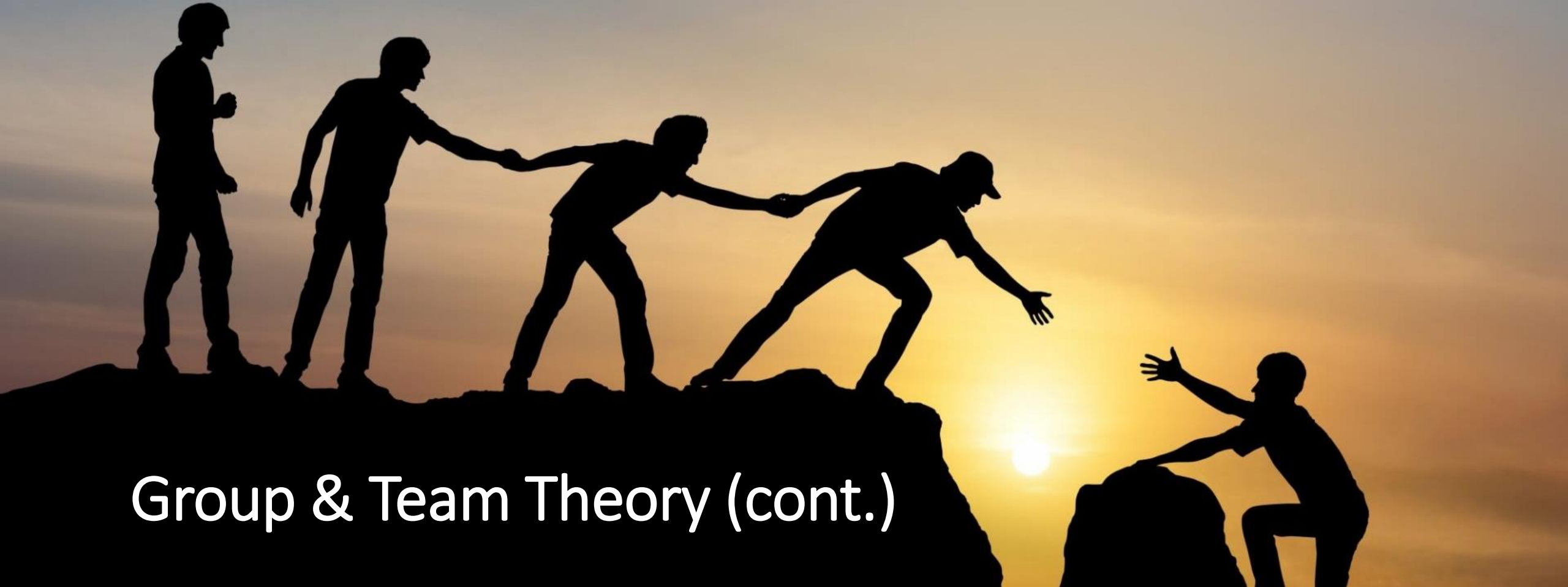


How do different approaches
and styles of leadership impact
what is needed now?

Homework:

Read and write
a reflect essay
on one of the
following
topics:

- **The Trait Approach to Leadership:** What are the trait perspectives on leadership?
- **Behavioral Approaches to Leadership:** What are the behavioral perspectives on leadership?
- **Situational (Contingency) Approaches to Leadership:** Situational (Contingency) Approaches to Leadership: What are the situational perspectives on leadership?
- **Substitutes for and Neutralizers of Leadership:** What does the concept of “substitute for leadership” mean?
- **Transformational, Visionary, and Charismatic Leadership:** What are the characteristics of transactional, transformational, and charismatic leadership?




Group & Team Theory (cont.)

3. Working in Diverse Teams

- Describe how diversity can enhance decision-making and problem-solving
- Identify challenges and best practices for working with multicultural teams
 - Define conflict
- Differentiate between functional and dysfunctional conflict
- Recognize various types of conflict in groups
 - Describe the conflict process
- Identify and apply strategies for preventing or reducing conflict in groups

Learning Objective

A photograph of three people working together at a desk. On the left, a man with dark hair and glasses, wearing a blue plaid shirt, is looking at a laptop. In the center, a woman with long blonde dreadlocks, wearing a black blazer, is pointing at the laptop screen. Behind her, a woman with curly brown hair, wearing a purple top and a patterned scarf, is also looking at the laptop. The laptop has a red logo that says 'ANALERO' with a stylized 'M' below it. In the background, there is a whiteboard with some faint red diagrams.

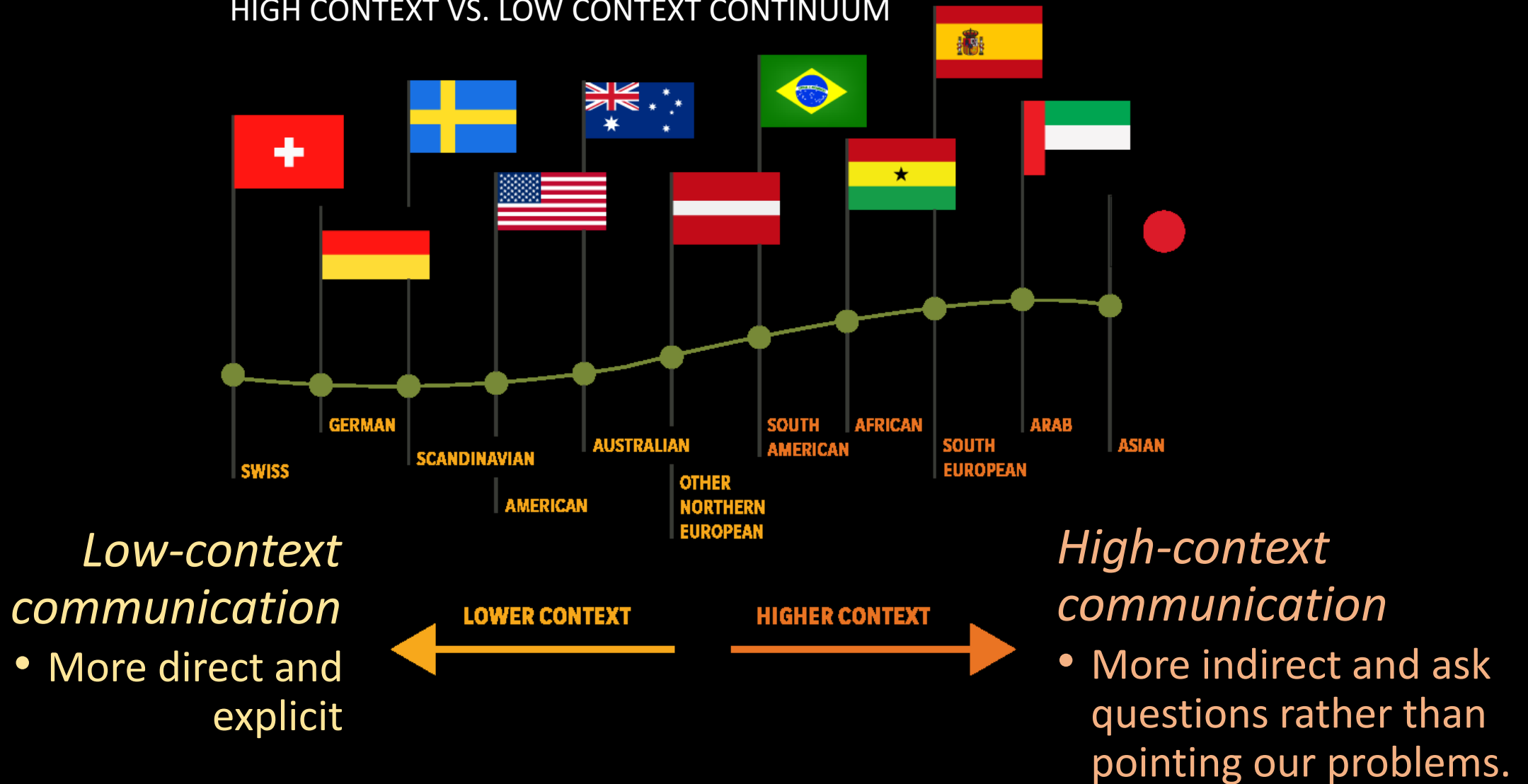
Does Team Diversity Enhance Decision Making and Problem Solving?

Teams made up of diverse members tend to perform better than teams of similar backgrounds.

Here, the Women of Color in Technology work on a project. The tech industry has been criticized for the lack of diversity among its ranks, and groups like the Women of Color in Technology are looking to change that.

(Credit: [WOCin Tech Chat/CC BY 2.0](#))

HIGH CONTEXT VS. LOW CONTEXT CONTINUUM



Challenges and Best Practices for Working with Multicultural Team

Developing Cultural Intelligence

Cultural intelligence is a competency and a skill that enables individuals to function effectively in cross-cultural environments.

Cultural intelligence develops as people become more aware of the influence of culture and more capable of adapting their behavior to the norms of other cultures.



Best practices recommended
for honing cross-cultural skills.

“broaden your mind” - expand
your own cultural channels (travel,
movies, books) and surround
yourself with people from other
cultures.

**“develop your cross-cultural skills through
practice”** and experiential learning.



Three sources of cultural intelligence for becoming more adept in cross-cultural skills and understanding: **head**, **body**, and **heart** (Mosakowski, 2004):



We first learn about the beliefs, customs, and taboos of foreign cultures via the **HEAD**.

This is the cognitive component of cultural intelligence.



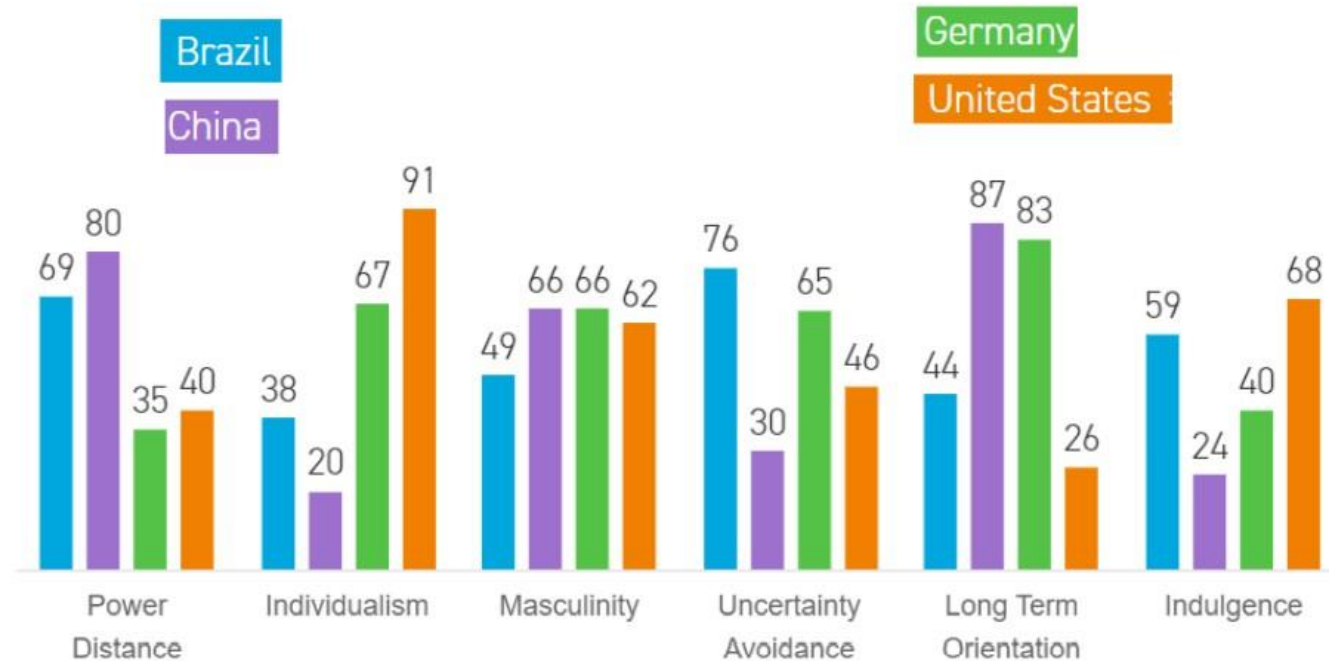
The **BODY** involves more commitment and experimentation with the new culture.

This physical component (demeanor, eye contact, posture, accent) shows a deeper level of understanding of the new culture and its physical manifestations.



The **HEART** deals with a person's own confidence in their ability to adapt to and deal well with cultures outside of their own.

Heart really speaks to one's own level of emotional commitment and motivation to understand the new culture.



Hofstede's cultural dimensions theory. Comparison of 4 countries: US, China, Germany and Brazil in all 6 dimensions of the model.

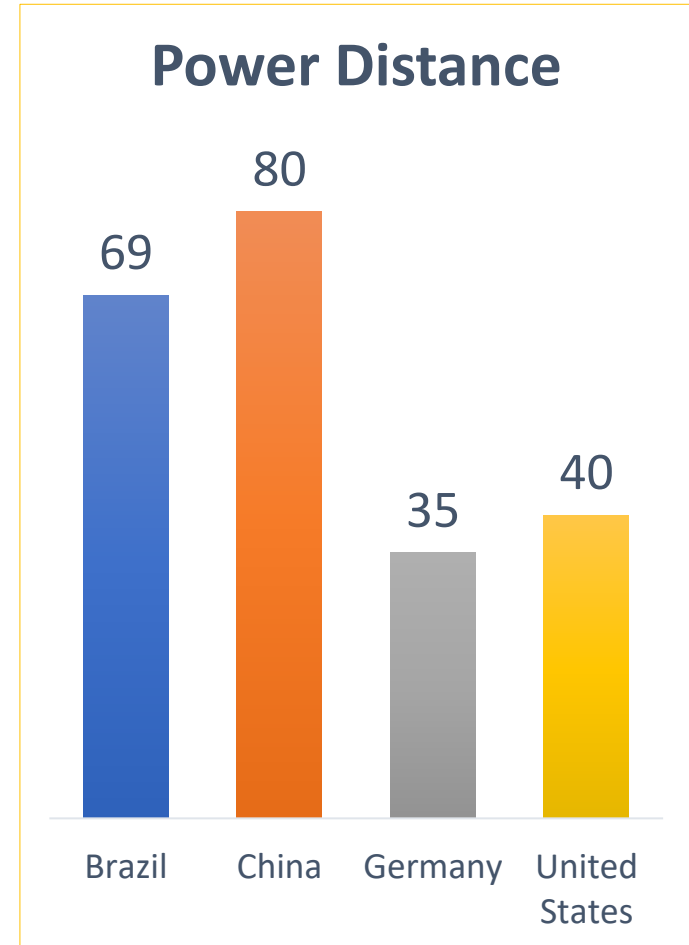
Divergent Cultural Dimensions

- Power Distance
 - Individualism
 - Masculinity
- Uncertainty Avoidance
- Long Term Orientation
 - Time Orientation

POWER DISTANCE

Low-power distance cultures: people relate to one another more as equals and less as a reflection of dominant or subordinate roles, regardless of their actual formal roles as employee and manager (Geert Hofstede).

High-power distance culture: people are less likely to challenge the decision, to provide an alternative, or to give input. Less powerful people are more likely to accept decisions without comment, even if they have a concern or know there is a significant problem.



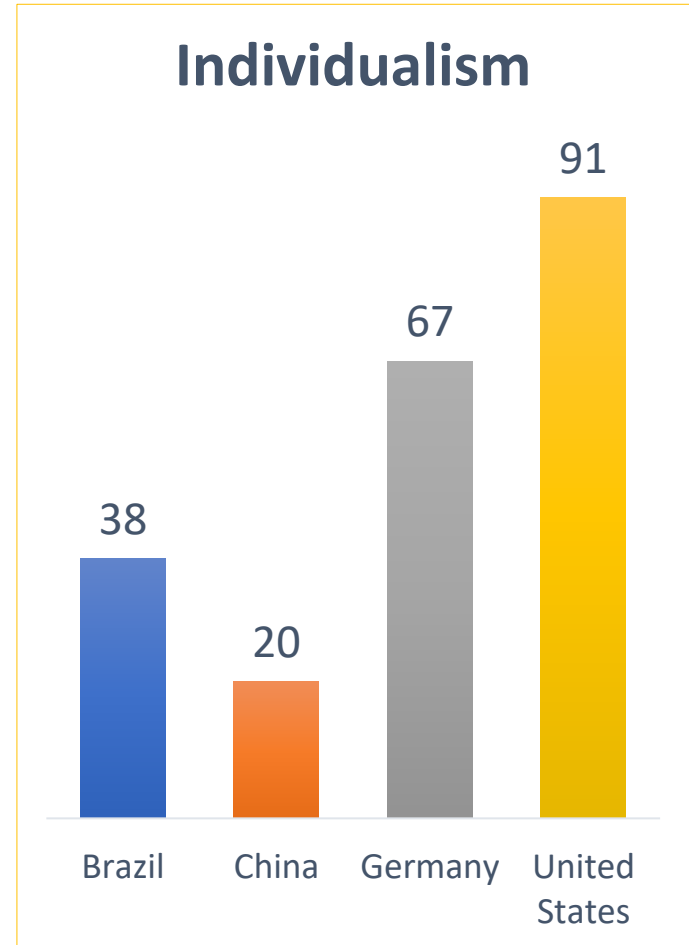
Divergent Cultural Dimensions

INDIVIDUALISM

Individualism: People in **individualistic cultures** value individual freedom and personal independence, and cultures always have stories to reflect their values. In individualistic cultures like the United States, people perceived their world primarily from their own viewpoint. They perceived themselves as empowered individuals, capable of making their own decisions, and able to make an impact on their own lives.

Collectivist cultures including many in Asia and South America, focus on the needs of the nation, community, family, or group of workers.

(Hofstede, 1982)

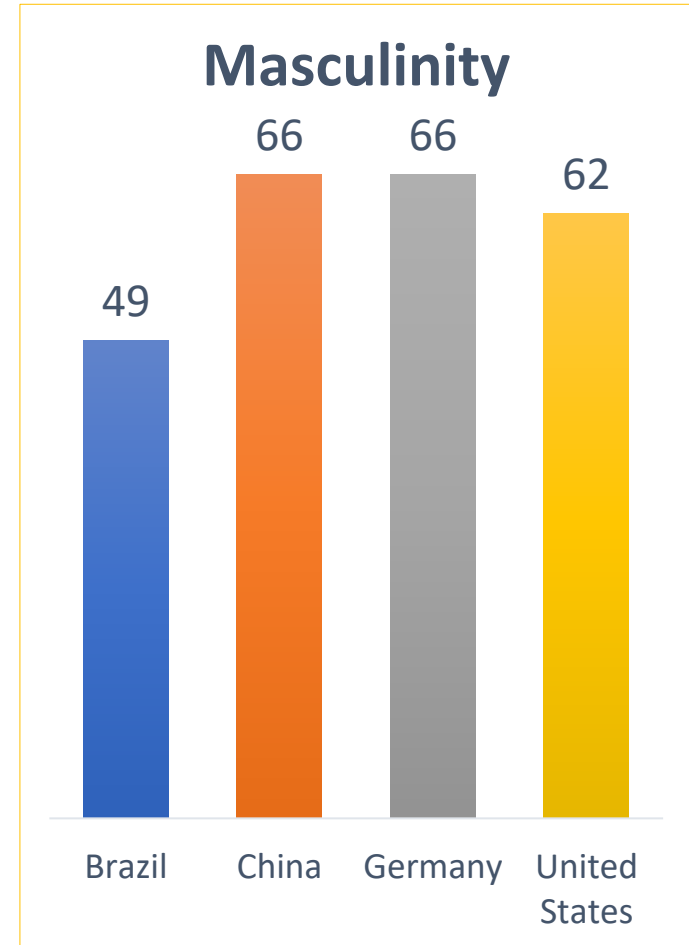


MASCULINITY

The masculine-feminine dichotomy is the extent to which the culture values certain traits that may be considered **masculine** or **feminine** (Hofstede, 2009).

“The assertive pole has been called ‘masculine’ and the modest, caring pole ‘feminine.’

The women in feminine countries have the same modest, caring values as the men; in the masculine countries they are somewhat assertive and competitive, but not as much as the men, so that these countries show a gap between men’s values and women’s values” (Hofstede, 2009).

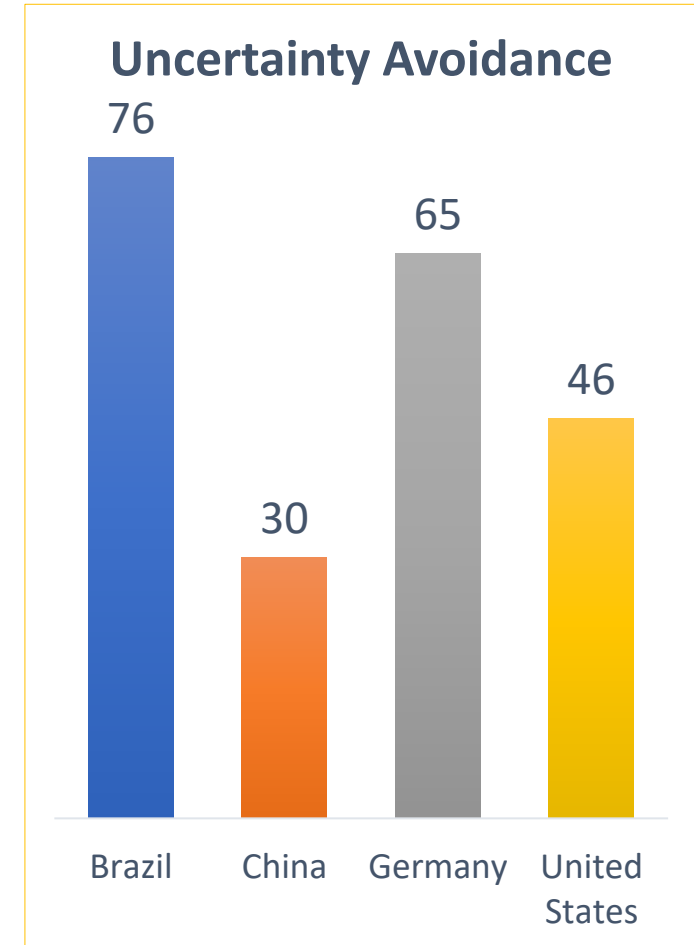


UNCERTAINTY AVOIDANCE

Some cultures, such as the United States and Britain, are **highly tolerant of uncertainty**, while others go to great lengths to reduce the element of surprise.

Cultures in the Arab world, for example, are **high in uncertainty avoidance**; they tend to be **resistant to change and reluctant to take risks**.

Whereas a U.S. business negotiator might enthusiastically agree to try a new procedure, the Egyptian counterpart would likely refuse to get involved until all the details are worked out.

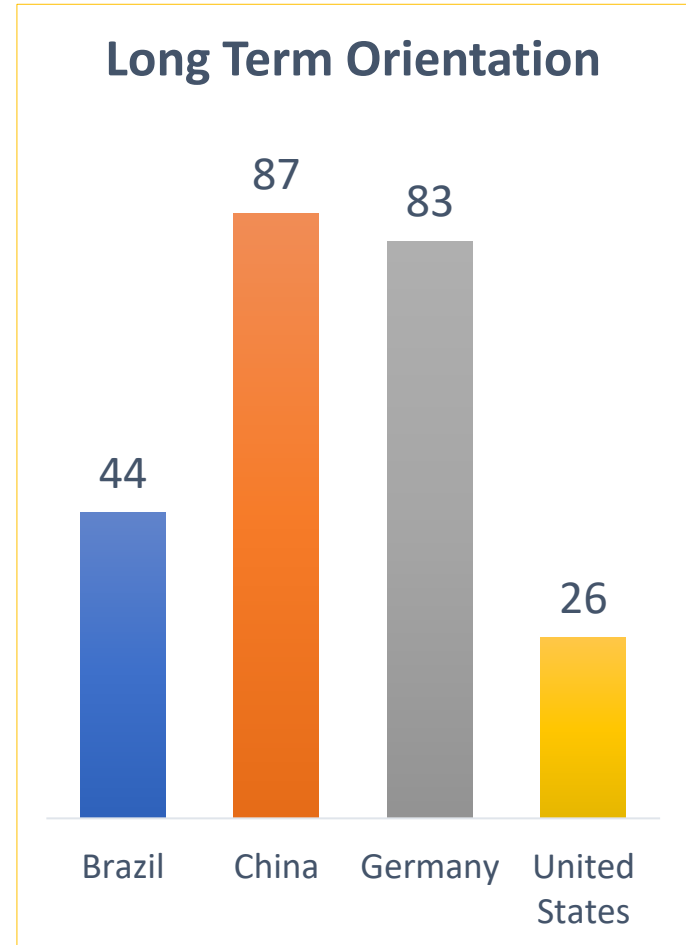


LONG TERM ORIENTATION

In short-term orientated culture, people place greater emphasis on reciprocation of greetings, gifts, and rewards.

While there may be a respect for tradition, there is also an emphasis on *personal representation and honor, a reflection of identity and integrity. Personal stability and consistency* are also valued in a short-term oriented culture, contributing to an overall sense of predictability and familiarity.

Long-term orientation is often marked by persistence, thrift and frugality, and an order to relationships based on age and status. A sense of shame for the family and community is also observed across generations. What an *individual does reflects on the family and is carried by immediate and extended family members.*



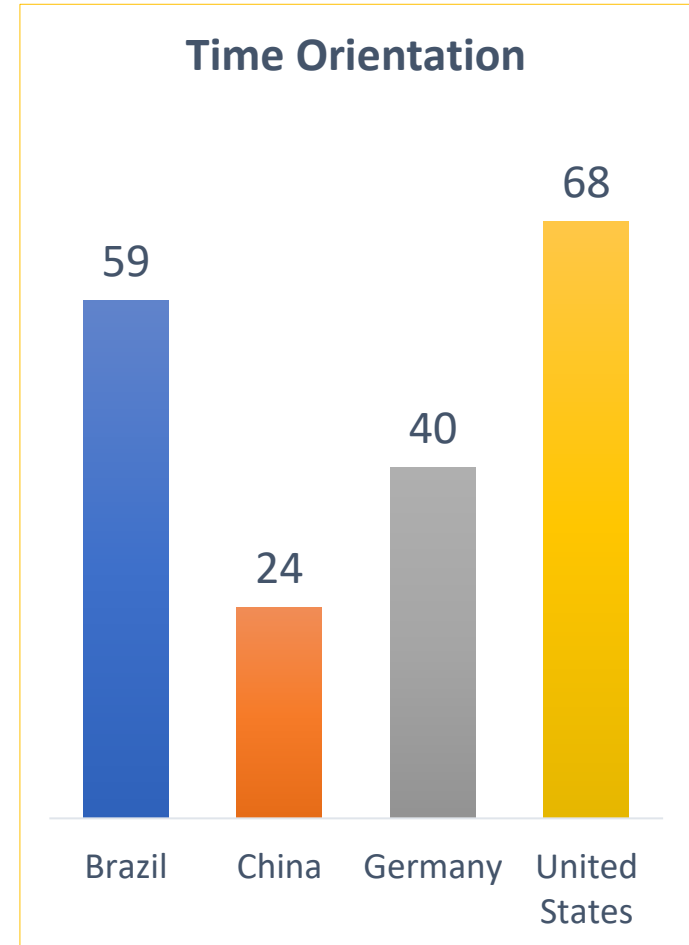
Time Orientation


Monochronic time-oriented cultures consider one thing at a time, whereas **polychronic time-oriented cultures schedule many things at one time, and time is considered in a more fluid sense.**

In **monochromatic time**, interruptions are to be avoided, and everything has its own specific time. The U.S, Germany, and Switzerland are often noted as countries that value a monochromatic time orientation.

Polychromatic time looks a little more complicated, with business and family mixing with dinner and dancing. Greece, Italy, Chile, and Saudi Arabia are countries of polychromatic timing; business meetings may be scheduled at a fixed time, but when they actually begin may be another story.

(Edward T. Hall and Mildred Reed Hall, 1987)



- 
- Low-Power versus High-Power Distance
 - Masculine versus Feminine Orientation
 - Uncertainty-Accepting Cultures versus Uncertainty-Rejecting Cultures
 - Short-Term versus Long-Term Orientation
 - Time Orientation

Homework:
reading

Review & Reflection Questions

- Why are diverse teams better at decision-making and problem-solving?
- What are some of the challenges that multicultural teams face?
- How might you further cultivate your own cultural intelligence?
- What are some potential points of divergence between cultures?



it's
Q&A
TIME!

