

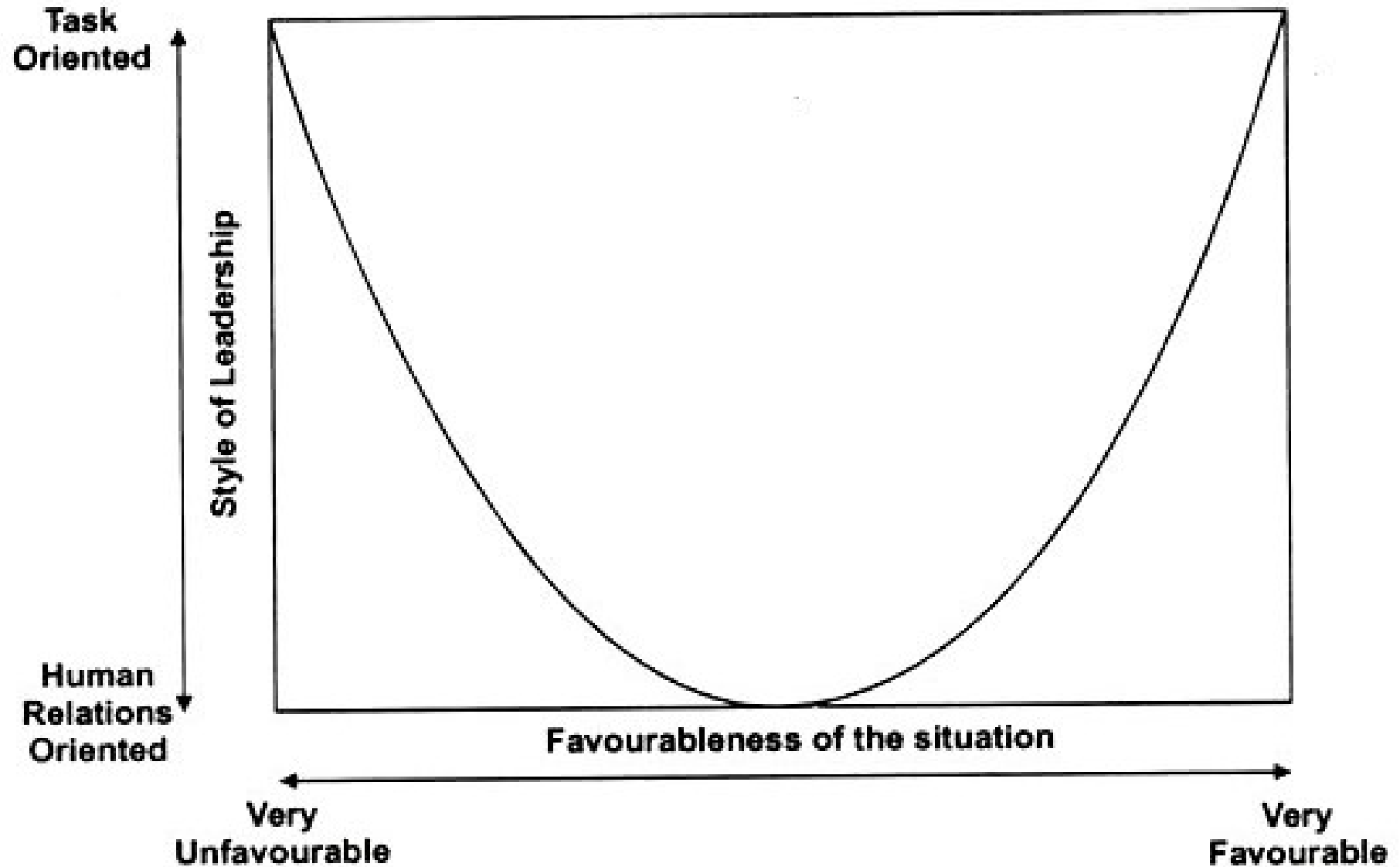


Organizational Behaviour

Leadership – Part II

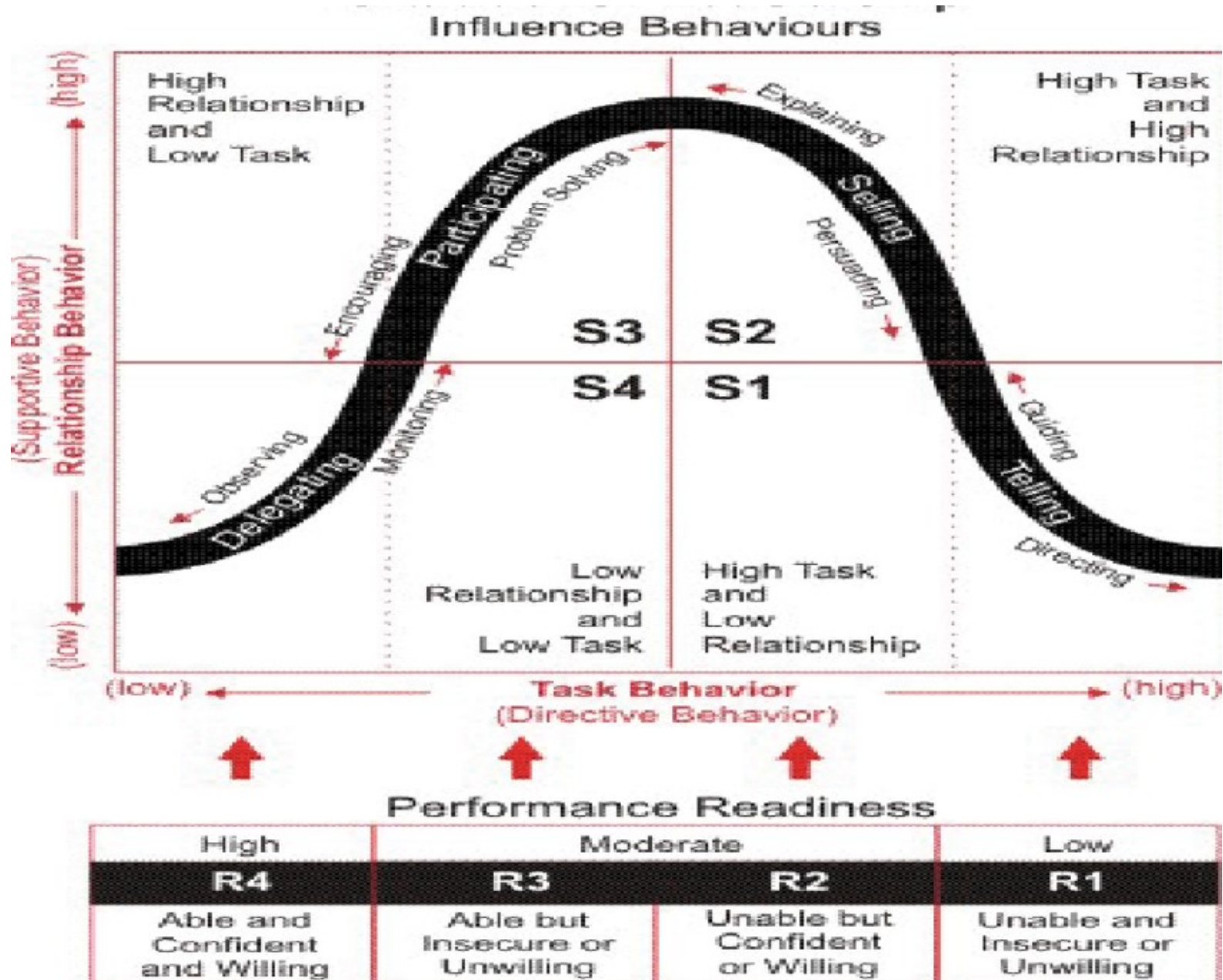
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E-MBA Sem I / 2019

Fiedler's Contingency Model



Fiedler's Contingency Model

Situational leadership Thoery of Hersey & Blanchard





House's Path-Goal Theory

✓ The Theory:

- Leaders provide followers with information, support, and resources to help them achieve their goals
- **Leaders help clarify the “path” to the worker’s “goals”**
- Leaders can display multiple leadership styles

✓ Four types of leaders:

- Directive: focuses on the work to be done
- Supportive: focuses on the well-being of the worker
- Participative: consults with employees in decision-making
- Achievement-Oriented: sets challenging goals



Vroom and Yetton's Leader-Participation Model

- ✓ *How* a leader makes decisions is as important as *what* is decided
- ✓ Premise:
 - Leader behaviors must adjust to reflect task structure
 - “Normative” model: it provides a decision tree for determining the form and amount of participation in decision making, with -
 - Five leadership styles
 - Twelve contingency variables
- ✓ Research testing for both original and modified models has not been encouraging
 - Model is overly complex



Leader-Member Exchange (LMX) Theory

✓ LMX Premise:

- Because of time pressures, leaders form a special relationship with a small group of followers: the “in-group”
- This in-group is trusted and gets more time and attention from the leader (more “exchanges”)
- All other followers are in the “out-group” and get less of the leader’s attention and tend to have formal relationships with the leader (fewer “exchanges”)
- Leaders pick group members early in the relationship



Charismatic Leadership

- ✓ Charisma means gift in Greek
- ✓ Are Charismatic Leaders Born or Made?
- ✓ Some individuals are born with charismatic traits, others are **trained to exhibit charismatic behaviors**
- ✓ Charismatic Leadership Depend on the Situation:
 - People are especially receptive when they sense a crisis, when they are under stress, or when they fear for their lives.



Developing “Charisma”

- ✓ Maintaining an optimistic view
- ✓ Use passion for generating enthusiasm
- ✓ Communicate with the whole body
- ✓ Create a bond that inspires others to follow
- ✓ Bring out the potential in followers by tapping into their emotions
- ✓ Develop a appealing vision statement
- ✓ Articulate the vision
- ✓ Establishing a clear set of values
- ✓ Convey courage and conviction



The Dark Side of Charismatic Leadership

- ✓ Many leaders have allowed their personal goals to override the goals of the organization
- ✓ Individuals who are narcissistic are also higher in some behaviors associated with charismatic leadership
- ✓ Some charismatic leaders are too successful at convincing followers to pursue a vision that can be disastrous



Transformational Leaders

Transformational Leadership Share the Following Characteristics:

1. They identify themselves as change agents
2. They are courageous
3. They believe in people
4. They are value driven
5. They are lifelong learners
6. They have the ability to deal with complexity, ambiguity, and uncertainty
7. They are visionaries



The GLOBE Study

- ✓ The GLOBE study of 18,000 leaders from 825 organizations in 62 countries links a number of elements of transformational leadership with effective leadership, regardless of country
- ✓ Very important because it disputes the contingency view that leadership style needs to adapt to cultural differences
- ✓ Universal elements are vision, foresight, providing encouragement, trustworthiness, dynamism, positiveness, and proactiveness



Level 5 Leadership

- ✓ Concept developed by Jim Collin in “Good to Great”
- ✓ The Essential Element for taking a company to Greatness, is to have a Level 5 Leader:
 - An executive in whom extreme personal humility blends paradoxically with intense professional will
- ✓ Common Characteristics of Level 5 Leaders:
 - humility,
 - will, ferocious resolve,
 - and the tendency to give credit to others while assigning blame to themselves



Level 5 Leadership

LEVEL 5 LEVEL 5 EXECUTIVE

Builds enduring greatness through a paradoxical combination of personal humility plus professional will.

LEVEL 4 EFFECTIVE LEADER

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards.

LEVEL 3 COMPETENT MANAGER

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

LEVEL 2 CONTRIBUTING TEAM MEMBER

Contributes to the achievement of group objectives; works effectively with others in a group setting.

LEVEL 1 HIGHLY CAPABLE INDIVIDUAL

Makes productive contributions through talent, knowledge, skills, and good work habits.



Authentic Leadership: Ethics and Trust

- ✓ Authentic Leaders are Ethical
 - who know who they are,
 - know what they believe in and
 - value, and act on those values and beliefs openly and candidly
- ✓ Primary quality is trust
- ✓ Leadership is closely associated with Values
 - When we assess leadership, we must assess not just the goals themselves but also the means by which those goals are achieved



A Challenge to the Effectiveness of Leadership

Attribution Theory of Leadership

- ✓ The idea that leadership is merely an attribution that people make about other individuals
- ✓ Qualities attributed to leaders:
 - Leaders are intelligent, outgoing, have strong verbal skills, are aggressive, understanding, and industrious
 - Effective leaders are perceived as consistent and unwavering in their decisions
 - Effective leaders project the appearance of being leaders



“Substitutes” for Leadership

- ✓ Subordinate Characteristics:
 - Experience, Ability & Training
 - Professional Orientation
 - Indifference to Rewards
- ✓ Task Characteristics:
 - Structured & Routine Tasks
 - Feedback within the Task
 - Intrinsically satisfying tasks
- ✓ Organization Characteristics:
 - ✓ Cohesive Work Groups
 - ✓ Rigid rules and procedures
 - ✓ Leader physically isolated from Group



Self-Leadership

- ✓ Self-Leadership
 - A set of processes through which individuals control their own behavior
 - Effective leaders (superleaders) help followers to lead themselves
 - Important in self-managed teams

- ✓ To engage in self-leadership:
 - Make a mental chart of your peers and colleagues
 - Focus on influence and not on control
 - Create opportunities; do not wait for them



On-line Leaders / Virtual Leaders

- ✓ Leadership at a Distance: Building Trust
 - The lack of face-to-face contact in electronic communications removes the nonverbal cues that support verbal interactions
 - There is no supporting context to assist the receiver with interpretation of an electronic communication
 - The structure and tone of electronic messages can strongly affect the response of receivers
 - An individual's verbal and written communications may not follow the same style
 - Writing skills will likely become an extension of interpersonal skills



Finding and Creating Effective Leaders

- ✓ Selecting / Identifying Effective Leaders
 - Review specific requirements for the position
 - Consider personality tests to identify leadership traits
 - Situation-specific experience is relevant
- ✓ Where necessary, plan for a change in leadership



Finding and Creating Effective Leaders

✓ Training Leaders

- Leadership training is likely to be more successful with high self-monitors
- Teach implementation skills
- Teach trust building, mentoring, and situational-analysis
- Behavioral training through modeling exercises can increase an individual's charismatic leadership qualities
- Review leadership after key organizational events
- Train in transformational leadership skills



Summary and Managerial Implications

- ✓ Hire candidates who exhibit transformational leadership qualities and who have demonstrated vision and charisma
- ✓ Hire candidates whom you believe are ethical and trustworthy for management roles
- ✓ Train current managers in your organization's ethical standards in order to increase leadership effectiveness
- ✓ Seek to develop trusting relationships with followers
- ✓ Invest in leadership training such as formal courses, workshops, rotating job responsibilities, coaching, and mentoring



Any Questions?