

# Management

tenth edition

Stephen P. Robbins

Mary Coulter

Chapter

**16**

## Managers As Leaders

# Who Are Leaders and What Is Leadership

- Leader – Someone who can influence others and who has managerial authority
- Leadership – What leaders do; the process of influencing a group to achieve goals
- Ideally, all managers *should be* leaders
- Although groups may have informal leaders who emerge, those are not the leaders we're studying

*Leadership research has tried to answer: **What is an effective leader?***

# Early Leadership Theories

- Trait Theories (1920s -1930s)
  - Research focused on identifying personal characteristics that differentiated leaders from non-leaders was unsuccessful.
  - Later research on the leadership process identified seven traits associated with successful leadership:
    - ❖ Drive, the desire to lead, honesty and integrity, self-confidence, intelligence, job-relevant knowledge, and extraversion.

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## Exhibit 16–1 Seven Traits Associated with Leadership

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1. *Drive.* Leaders exhibit a high effort level. They have a relatively high desire for achievement; they are ambitious; they have a lot of energy; they are tirelessly persistent in their activities; and they show initiative.
2. *Desire to lead.* Leaders have a strong desire to influence and lead others. They demonstrate the willingness to take responsibility.
3. *Honesty and integrity.* Leaders build trusting relationships between themselves and followers by being truthful or nondeceitful and by showing high consistency between word and deed.
4. *Self-confidence.* Followers look to leaders for an absence of self-doubt. Leaders, therefore, need to show self-confidence in order to convince followers of the rightness of their goals and decisions.
5. *Intelligence.* Leaders need to be intelligent enough to gather, synthesize, and interpret large amounts of information, and they need to be able to create visions, solve problems, and make correct decisions.
6. *Job-relevant knowledge.* Effective leaders have a high degree of knowledge about the company, industry, and technical matters. In-depth knowledge allows leaders to make well-informed decisions and to understand the implications of those decisions.
7. *Extraversion.* Leaders are energetic, lively people. They are sociable, assertive, and rarely silent or withdrawn.

Source: S. A. Kirkpatrick and E. A. Locke, "Leadership: Do Traits Really Matter?" *Academy of Management Executive*, May 1991, pp. 48–60; T. A. Judge, J. E. Bono, R. Ilies, and M. W. Gerhardt, "Personality and Leadership: A Qualitative and Quantitative Review," *Journal of Applied Psychology*, August 2002, pp. 765–780.

# Early Leadership Theories (cont'd)

- **Behavioral Theories**

- University of Iowa Studies (Kurt Lewin)

- ❖ Identified **three leadership styles**:

- **Autocratic style**: centralized authority, low participation
- **Democratic style**: involvement, high participation, feedback
- **Laissez faire style**: hands-off management

- ❖ Research findings: mixed results

- **No specific style was consistently better for producing better performance.**
- **Employees were more satisfied under a democratic leader than an autocratic leader.**

# Early Leadership Theories

- Behavioral Theories (cont'd)

- Ohio State Studies

- ❖ Identified two dimensions of leader behavior:

- **Initiating structure:** the role of the leader in defining his or her role and the roles of group members.
      - **Consideration:** the leader's mutual trust and respect for group members' ideas and feelings.

- ❖ Research findings: mixed results

- High-high leaders generally, but not always, achieved high group task performance and satisfaction.
      - Evidence indicated that situational factors appeared to strongly influence leadership effectiveness.

# Early Leadership Theories

- Behavioral Theories (cont'd)

- University of Michigan Studies

- ❖ Identified **two dimensions** of leader behavior:

- **Employee oriented:** emphasizing personal relationships
      - **Production oriented:** emphasizing task accomplishment

- ❖ Research findings:

- Leaders who are employee oriented are strongly associated with high group productivity and high job satisfaction.

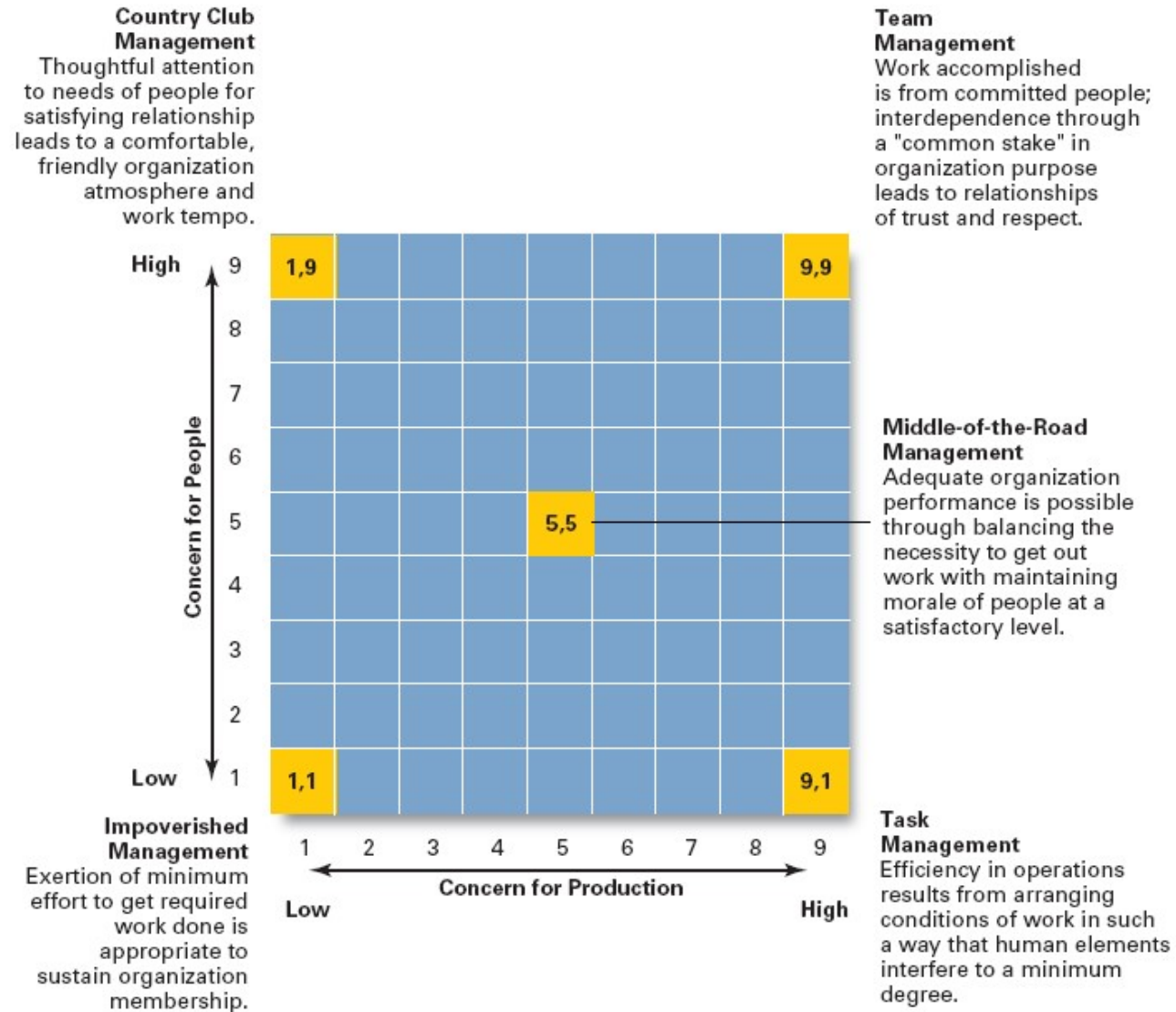
# The Managerial Grid

- **Managerial Grid**
  - Appraises leadership styles using two dimensions:
    - ❖ Concern for people
    - ❖ Concern for production
  - Places managerial styles in five categories:
    - ❖ Impoverished management
    - ❖ Task management
    - ❖ Middle-of-the-road management
    - ❖ Country club management
    - ❖ Team management



# Exhibit 16–3

## The Managerial Grid



Source: Reprinted by permission of *Harvard Business Review*. An exhibit from "Breakthrough in Organization Development" by Robert R. Blake, Jane S. Mouton, Louis B. Barnes, and Larry E. Greiner, November–December 1964, p. 136. Copyright © 1964 by the President and Fellows of Harvard College. All rights reserved.

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## Exhibit 16–2 Behavioral Theories of Leadership

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	Behavioral Dimension	Conclusion
University of Iowa	<i>Democratic style</i> : involving subordinates, delegating authority, and encouraging participation <i>Autocratic style</i> : dictating work methods, centralizing decision making, and limiting participation <i>Laissez-faire style</i> : giving group freedom to make decisions and complete work	Democratic style of leadership was most effective, although later studies showed mixed results.
Ohio State	<i>Consideration</i> : being considerate of followers' ideas and feelings <i>Initiating structure</i> : structuring work and work relationships to meet job goals	High–high leader (high in consideration and high in initiating structure) achieved high subordinate performance and satisfaction, but not in all situations.

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## Exhibit 16–2 (cont'd) Behavioral Theories of Leadership

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	Behavioral Dimension	Conclusion
University of Michigan	<i>Employee-oriented</i> : emphasized interpersonal relationships and taking care of employees' needs <i>Production-oriented</i> : emphasized technical or task aspects of job	Employee-oriented leaders were associated with high group productivity and higher job satisfaction.
Managerial Grid	<i>Concern for people</i> : measured leader's concern for subordinates on a scale of 1 to 9 (low to high) <i>Concern for production</i> : measured leader's concern for getting job done on a scale of 1 to 9 (low to high)	Leaders performed best with a 9.9 style (high concern for production and high concern for people).

# Contingency Theories of Leadership

- The Fiedler Model

- Proposes that effective group performance depends upon the proper match between the leader's style of interacting with followers and the degree to which the situation allows the leader to control and influence.

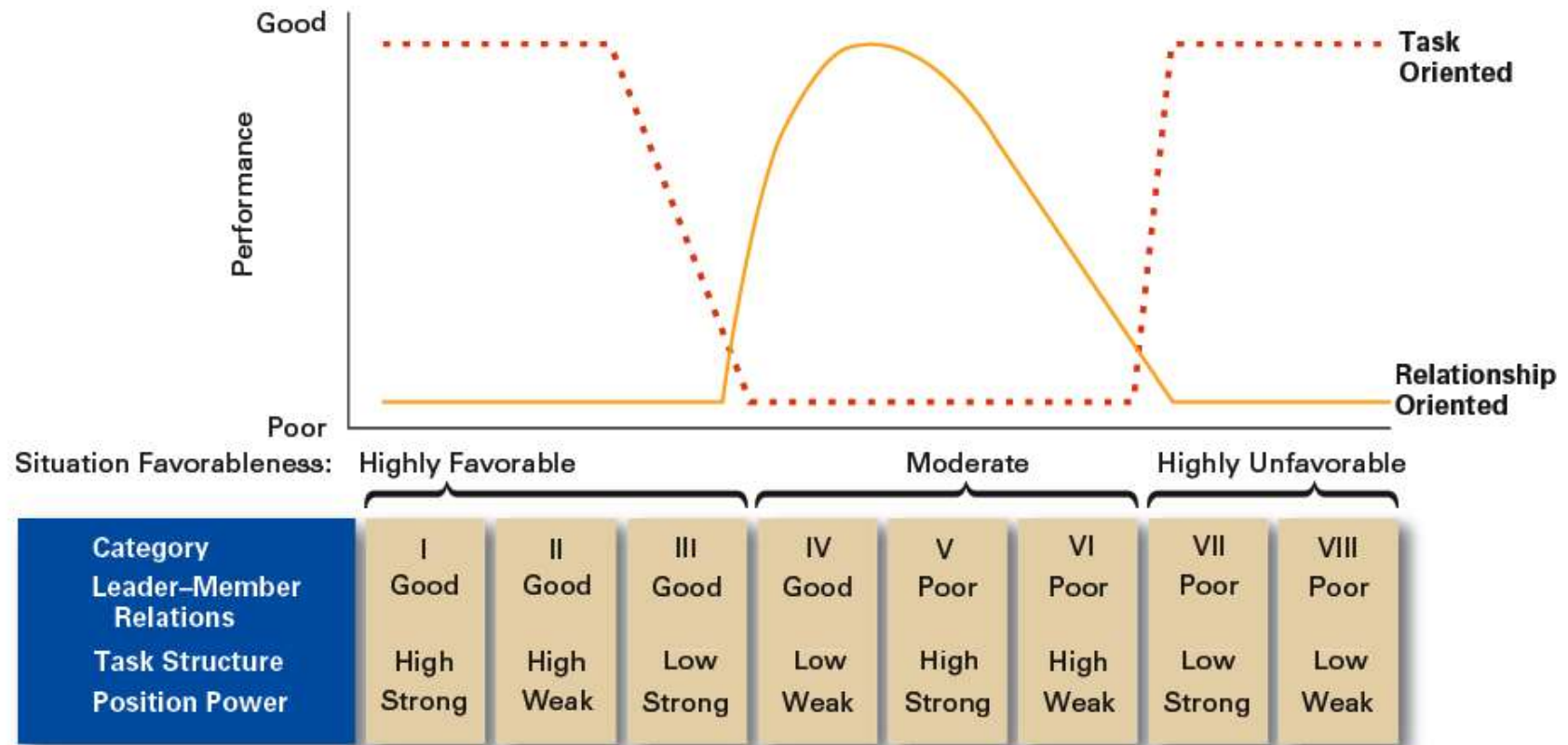
- Assumptions:

- ❖ A certain leadership style should be most effective in different types of situations.
- ❖ Leaders do not readily change leadership styles.
  - Matching the leader to the situation or changing the situation to make it favorable to the leader is required.

# Contingency Theories of Leadership

- **The Fiedler Model (cont'd)**
  - Least-preferred co-worker (LPC) questionnaire
    - ❖ Determines leadership style by measuring responses to 18 pairs of contrasting adjectives.
      - High score: a relationship-oriented leadership style
      - Low score: a task-oriented leadership style
  - Situational factors in matching leader to the situation:
    - ❖ Leader-member relations
    - ❖ Task structure
    - ❖ Position power

## Exhibit 16–4 Findings of the Fiedler Model



# Contingency Theories of Leadership

- Hersey and Blanchard's Situational Leadership Theory (SLT)
  - Argues that successful leadership is achieved by selecting the right leadership style which is contingent on the level of the followers' readiness.
    - ❖ **Acceptance:** leadership effectiveness depends on whether followers accept or reject a leader.
    - ❖ **Readiness:** the extent to which followers have the ability and willingness to accomplish a specific task.
  - Leaders must relinquish control over and contact with followers as they become more competent.

# Contingency Theories of Leadership

- Hersey and Blanchard's Situational Leadership Theory (SLT) (cont'd.)
  - Creates four specific leadership styles incorporating Fiedler's two leadership dimensions:
    - ❖ **Telling:** high task-low relationship leadership
    - ❖ **Selling:** high task-high relationship leadership
    - ❖ **Participating:** low task-high relationship leadership
    - ❖ **Delegating:** low task-low relationship leadership



# Contingency Theories of Leadership

- Hersey and Blanchard's Situational Leadership Theory (SLT) (cont'd)

➤ Posits **four stages follower** readiness:

- ❖ **R1:** followers are unable and unwilling
- ❖ **R2:** followers are unable but willing
- ❖ **R3:** followers are able but unwilling
- ❖ **R4:** followers are able and willing

In practice, SLT states that if followers at R1, the leader needs to use telling and for R2, needs to use Selling style.

# Contingency Theories of Leadership

- Path-Goal Model

- States that the leader's job is to assist his or her followers in attaining their goals and to provide direction or support to ensure their goals are compatible with organizational goals.
- Leaders assume different leadership styles at different times depending on the situation:
  - ❖ Directive leader
  - ❖ Supportive leader
  - ❖ Participative leader
  - ❖ Achievement oriented leader

## Exhibit 16–5 Path-Goal Theory

