

Chapter 4

Leadership Behaviors, Attitudes, and Styles

LEADERSHIP: Research Findings, Practice, and Skills

Andrew J. DuBrin, 8th Edition

Learning Objectives

- Explain the key leadership dimensions of initiating structure and consideration.
- Describe at least five task-oriented leadership behaviors and attitudes.
- Describe at least five relationship-oriented attitudes and behaviors.
- Explain how leaders use 360-degree feedback to improve their performance.
- Describe the participative and autocratic leadership styles.
- Present the case for the entrepreneurial style of leadership and for gender differences in leadership style.
- Determine how to choose the most appropriate leadership style.

Chapter Outline

CHAPTER OUTLINE

The Classic Dimensions of Consideration and Initiating Structure

Task-Related Attitudes and Behaviors

Relationship-Oriented Attitudes and Behaviors

360-Degree Feedback for Fine-Tuning a Leadership Approach

Leadership Styles

Participative Leadership

Autocratic Leadership

Leadership Grid™ Styles

Entrepreneurial Leadership

Gender Differences in Leadership Style

Selecting the Best Leadership Style

Summary

Key Terms

Guidelines for Action and Skill Development

Leadership Case Problem A

Leadership Case Problem B

Notes

Leadership Effectiveness

- ***Leadership Effectiveness*** means helping group members attain productivity and job satisfaction.
- Effectiveness is based on two dimensions:
 - **Objective Data**
 - Sales, Production, Cost-Cutting
 - **Subjective Data**
 - Judgments and perceptions by others about the leader's effectiveness

Leadership Behaviors

- For leadership to occur, traits and skills must be transformed into behavior.
- Thus, considerable research has focused on leaders' behaviors and their impact on group members and employees.

Dimensions of Leadership Behavior

- Ohio State studies were conducted in the 1950s.
- Researchers surveyed group members regarding their perceptions of their supervisors (leaders).
- 85% of the leadership behaviors described were focused in two areas/dimensions:
 - **Consideration**
 - **Initiating Structure**

Consideration

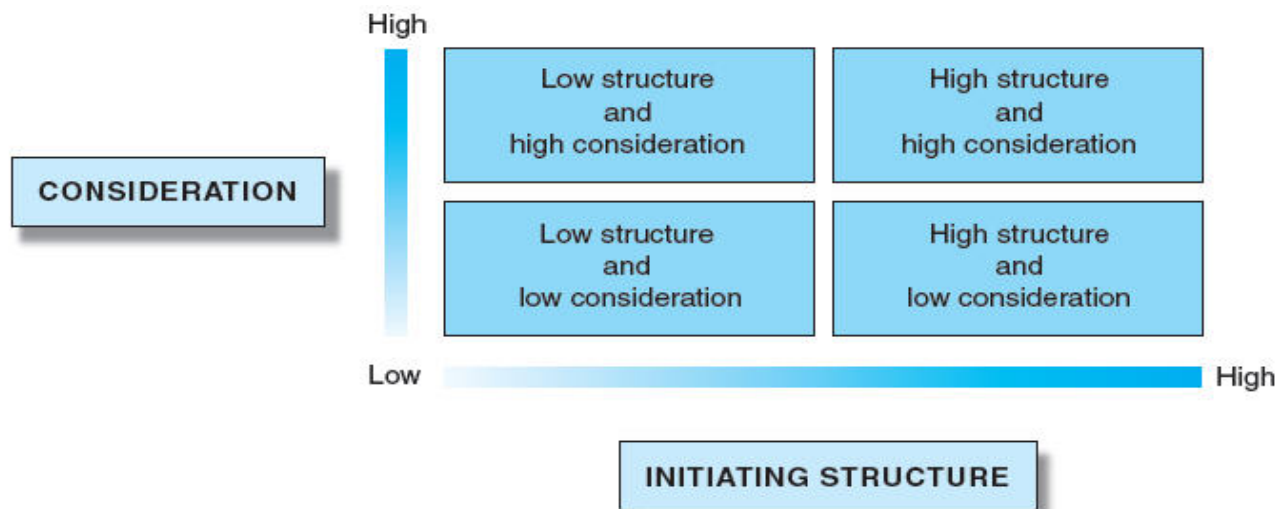
- Consideration refers to the extent to which the leader creates an environment of emotional support, warmth, friendliness, and trust.
- The leader is approachable and focuses on the welfare of the group members.
- The leader makes connections with people.
- Being soft-spoken, or not dominating the discussions taking place between leader and group members, is another aspect of consideration.

Initiating Structure

- Extent to which relationships are organized and defined by assigning tasks, specifying procedures to be followed, scheduling work, clarifying expectations, and establishing realistic goals.
- Leaders clearly define their personal role as well as those of each and every group member.

Combining Initiating Structure & Consideration Behaviors

- Both dimensions contribute to an understanding of leadership.
 - **Consideration** – influences satisfaction of group members and the leader; worker motivation; leader effectiveness
 - **Initiating Structure** – influences job, group, and organization performance
- Unfavorable attitudes occur when employees don't receive what they feel they need from both dimensions.



Task-Related Attitudes & Behavior

- Focus is more on the task to be performed than on the interpersonal aspects of leadership:
 - *Adaptability to the situation*
 - *Direction setting*
 - *High-performance standards*
 - *Concentrating on strengths of group members*
 - *Risk-taking with execution of plans*
 - *Hands-on guidance and feedback*
 - *Ability to ask tough questions*
 - *Organizing for collaboration*

Relationship-Oriented Attitudes & Behavior

- Focus is more on interpersonal relationships:
 - *Aligning people*
 - *Openness to worker opinions*
 - *Creating inspiration and visibility*
 - *Satisfying higher-level needs*
 - *Giving emotional support and encouragement*
 - *Promoting principles and values*
 - *Being a servant leader*
 - Focus on serving others – employees, customers, community
 - Moral leadership
 - Act as role model

360-Degree Feedback

Or Multirater Feedback

- A formal evaluation of leaders based on input from people who work both *for* and *with* the leader, including customers and suppliers.
- **Best** when survey reflects the behaviors and attitudes the organization values most and connects to:
 - How the person receiving feedback should have input on who gives the feedback
 - Competencies associated with organization's success
 - Feedback reflecting leadership functioning
 - Workers who are trained on giving & receiving feedback
 - Action plans for improvement
 - Individual leader having ownership of the feedback received
- **Problem** is with the anonymous feedback and potential for group member to “anonymously strike” at leader.

Leadership Styles

- A leader's behavior begins to reveal a consistent, regular, predictable pattern of dealing with group members.
- This consistency then reveals a pattern of behavior which characterizes the leader's actions into one of three styles:
 - **Participative**
 - Consultative – Consensus – Democratic
 - **Autocratic**
 - **Entrepreneurial**

Participative Leadership

- Share decision making with group members
- Encompasses the team approach as leaders accept suggestions from group members related to managing the operation
- Divided into three subtypes:
 - **Consultative**
 - Leaders confer with group members before making a decision, but the leader retains the final authority to make decisions.
 - **Consensus**
 - Leaders strive for consensus in discussions, and decisions are made reflecting a general agreement the group members support.
 - **Democratic**
 - Leaders confer final authority to group members.
- Do be aware this leadership style can be time-consuming and does result in reducing the power of the leader.

Autocratic Leadership

- Leaders retain authority and make all decisions assuming group members will comply.
- Considered task-oriented leaders as their focus is on getting tasks accomplished.
- Typical behaviors include *telling*, *asserting*, and *serving*.
- Is effective in certain situations.
- Does not necessarily imply the leader is impulsive or stubborn.

Leadership Grid™

- Framework for specifying the extent of a leader's concern for production and for people – see Figure 4.3 in book (page 127)
- Benchmark Leadership Grid™ styles include:
 - Controlling (9,1)
 - Accommodating(1,9)
 - Indifferent(1,1)
 - Status Quo (5,5)
 - Sound(9,9)

Entrepreneurial Leadership

- Strong achievement drive and sensible risk taking
- High degree of enthusiasm and creativity
- Typical pattern of being proactive
- Tendency to act quickly when opportunity arises
- Visionary perspective combined with tenacity
- Dislike of hierarchy and bureaucracy
- Preference for dealing with external customers
- Eye on the future

Gender Differences in Leadership Styles

- Women are more likely to exhibit higher levels of people skills than men AND consequently men and women have different leadership styles.
- However, this naturally draws criticism and controversy due to the insufficient evidence to draw decisive conclusions.
- INDIVIDUAL differences among women and men are probably far more important than any relatively small overall average difference between the two gender groups.

Selecting the Best Leadership Style

- There is no one best or most effective leadership style.
- Leaders who get the best results do not rely on one style.
- Effective leaders need to focus on BOTH structuring the work (task behaviors) AND supporting and developing good interpersonal relationships with and among group members (relationship behaviors).

Summary

- Two major dimensions of a leader's behavior are *initiating structure* and *consideration*.
- Many task-related attitudes and behaviors, as well as relationship-related attitudes and behaviors of effective leaders have been identified.
- Servant leaders are committed to serving others rather than achieving their own goals.
- 360-degree feedback is commonly used today to provide leaders with feedback on their attitudes and behaviors.
- There are several distinct leadership styles including participative, autocratic, and entrepreneurial.
- Gender differences in leadership style have been observed.
- Leader should diagnose the situation and then choose the appropriate leadership style to match.