# Chapter 1
# The Nature and Importance of Leadership

LEADERSHIP: Research Findings, Practice, and Skills

Andrew J. DuBrin, 8th Edition

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# Learning Objectives

- Explain the meaning of leadership and how it differs from management.
- Describe how leadership influences organizational performance.
- Pinpoint several important leadership roles.
- Identify the major satisfactions and frustrations associated with the leadership role.
- Describe a framework for understanding leadership.
- Recognize how leadership skills are developed.
- Pinpoint several traits, behaviors, and attitudes of a successful follower.

# Chapter Outline

**The Meaning of Leadership**

- Leadership as Shared Responsibility and Collaboration
- Leadership as a Relationship
- Leadership Versus Management
- The Impact of Leadership on Organizational
- Performance
- Research and Opinion: Leadership Does Make a
- Difference
- Research and Opinion: Formal Leadership Does Not
- Make a Difference
- Leadership Roles
- The Satisfactions and Frustrations of Being a Leader
- Satisfactions of Leaders
- Dissatisfactions and Frustrations of Leaders
- A Framework for Understanding Leadership

**Skill Development in Leadership**

- Followership: Being an Effective Group Member
- Types of Followers
- Essential Qualities of Effective Followers
- Collaboration Between Leaders and Followers
- Summary
- Key Terms
- Guidelines for Action and Skill Development
- Leadership Case Problem A
- Leadership Case Problem B
- Notes

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# The Meaning of Leadership

- *The ability to inspire confidence and support among the people who are needed to achieve organizational goals.*

- ***Leadership Effectiveness*** refers to attaining desirable outcomes such as productivity, quality, and satisfaction in a given situation.

- ***Leadership Process*** elements include:
  - Leader
  - Group Members
  - Context of the Situation

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# The Meaning of Leadership

- A process in which an individual influences a group of individuals to
- achieve a common goal.
-  An act that causes others to act or respond in a shared direction.
- The art of influencing people by persuasion or example to follow a line of action.
- An effort to maintain control and power over others.
- The principal dynamic force that motivates and coordinates the organization in the accomplishment of its objectives.
- The exercise of social influence between and among many sources of leadership working toward a common goal by using various mechanisms.
- First figuring out what's right, and then explaining it to people, as opposed to first having people explain to you what's right, and then just saying what they want to hear (as defined by former New York mayor and presidential candidate Rudy Giuliani).

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# Leadership as Shared Responsibility and Collaboration

- Many leadership theorists and managers agree that the leadership role withina team is seldom the responsibility of one person.

- Rather, several individuals within the team may serve as leaders, both by formal assignment and informally.

- Leadership may shift, depending on whose expertise is the most relevant at the moment, such as one member of a marketing team having advanced expertise in using social media for product promotion.

- The essence of shared and collaborative leadership is reflected in the comments of Nick Petrie who conducted a study on leadership development. "There is a transition occurring from the old paradigm in which leadership resided in a person or role, to a new one in which leadership is a collective process that is spread throughout networks of people."

# Leadership as a Relationship

- Leadership is a relationship between the leader and the people being led.

- A theoretical analysis by Gail T. Fairhurst and Mary Uhl-Bien explains that leadership is not a trait or behavior of an individual, but a phenomenon generated in the interactions among people acting in a *given setting*.

- The *given setting* mentioned previously refers to the context of the relationship.

# Leadership is a Relationship

- How leaders build relationships has changed somewhat in the modern era and its emphasis on interacting with people **electronically**.

- It is common practice for leaders to give recognition and praise via e-mail or a posting on the company social media site, or a public social media site such as Facebook or Twitter.

- The late Steve Jobs, the Apple Company cofounder, however, emphasized that leaders should not let communication technology block them from interacting face-to-face with work associates.

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# Leadership vs. Management

## MANAGEMENT:

- Provides order, consistency, and predictability
- Top-level managers manage/maintain organizations
- Implements a vision
- Effective managers also lead

## LEADERSHIP:

- Provides change and adaptability
- Top-level leaders transform organizations
- Creates a vision
- Effective leaders also manage

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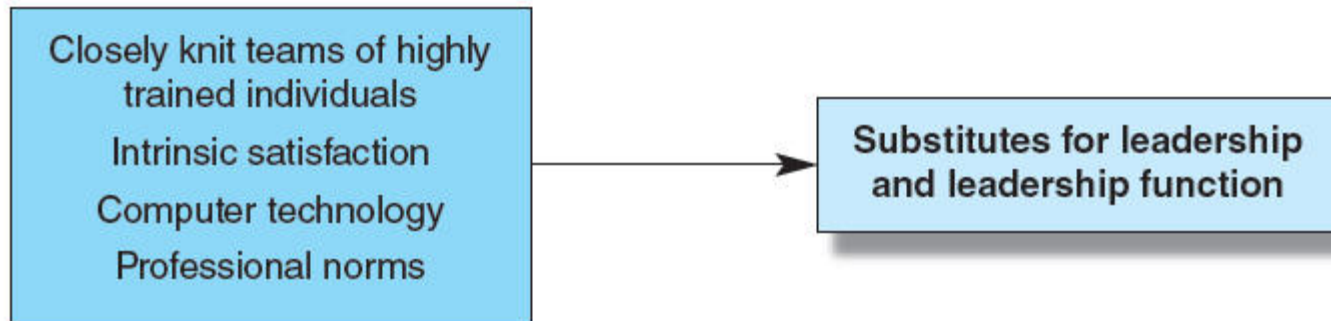# Does Leadership Impact Organizational Performance?

- Research shows leadership matters when:
  - Leader is perceived to be responsible and inspirational.
  - Leaders throughout the organization are involved in making decisions and these individuals are knowledgeable about the problem to be resolved.
  - Leaders change, company performance changes.
- Statistical analysis suggests the leader might be responsible for between 15-45 percent of a firm's performance.
- Study findings have shown the leader's activities have a 66 percent probability of achieving a positive outcome in an organization's performance.

# The Anti-Leadership Argument: Leadership Does Not Matter

- Arguments against the importance of leadership include:

  - **Substitutes exist for leadership**; factors in the work environment that provide guidance and incentives to perform, make the leader's role almost superfluous

  - **Leaders can be irrelevant**; people lead themselves and outside influences can overwhelm them; factors outside the leader's control have a larger impact on business outcomes than do leadership actions

  - **Organizational systems are far too complex** to attribute success to leadership; forces outside the leader's control determine a company's fate

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# Substitutes for Leadership

- At times, competent leadership is not necessary, and incompetent leadership can be counterbalanced by factors in the work situation.



| Closely knit teams of highly trained individuals / Intrinsic satisfaction / Computer technology / Professional norms | → | Substitutes for leadership and leadership function |

# Leadership Roles

- Figurehead
- Spokesperson
- Negotiator
- Coach and Motivator
- Team Builder
- Team Player
- Technical Problem Solver
- Entrepreneur
- Strategic Planner
- Executor

# Leader in Action

- Rosalind Brewer, CEO at Sam's Club, makes an impact
- Brewer has implemented a growth strategy focused on information technology and innovation.
- Offered attractive locally oriented merchandise
- Looked for opportunities to expand the number of
- club locations.
- Emphasized expanding e-commerce, giving members the convenience of shopping anywhere, anytime.
- Brewer thinks that her various leadership experiences have taught her how to lead change by identifying problems, creating a team, and drawing the roadmaps.
- She believes that these steps are a successful formula and set of tools for leaders.

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# Emergent Leaders

**Emergent Leaders**

- Are group members who significantly influence other group members even though they have not been assigned formal authority

- You therefore can exert some leadership by being an influential coworker.

- A team member who is influential based on personal attributes and behaviors will often be regarded as a leader by peers.

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# Is Leadership Satisfying or Frustrating?

## Satisfying:

- Power and prestige
- Help others grow & develop
- Increase income
- Respect & status
- Opportunity to advance
- "Being in on" things
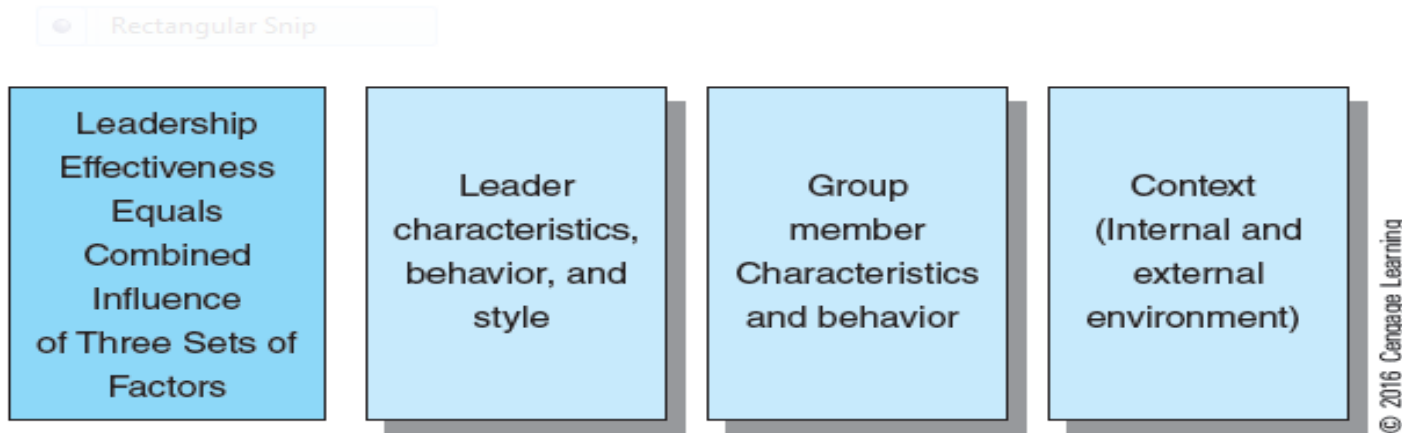- Control money & other resources

## Frustrating:

- Uncompensated overtime
- Too many "headaches"
- Perform – or – perish
- Insufficient authority
- Loneliness
- Too many people problems
- Organizational politics
- Pursuit of conflicting goals
- Unethical perceptions

# Leadership: A Basic Framework

**A FRAMEWORK FOR UNDERSTANDING LEADERSHIP    21**

| Leadership Effectiveness Equals Combined Influence of Three Sets of Factors | Leader characteristics, behavior, and style | Group member Characteristics and behavior | Context (Internal and external environment) |
|---|---|---|---|

**FIGURE 1-2** A Basic Framework for Understanding Leadership.

Leader characteristics and behavior are described in Chapters 2, 3, 4, 8, 11, and 12. Group member characteristics and behavior are described in Chapters 5, 9, and 12. The context of leadership is described in Chapters 5, 13, 14, and 15.

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# A Closer Look at Leadership Effectiveness

- Whether or not a leader is effective depends on four sets of variables:
  - **Leader Characteristics & Traits** –
    - Leader's inner qualities that help the leader function effectively in many situations
    - Examples include self-confidence and problem-solving ability
  - **Leader Behavior & Style** –
    - Activities the leader engages in, including his/her characteristic approach
    - Examples include participative leadership, task-orientation behavior
  - **Group Member Characteristics** –
    - Attributes of the group members
    - Examples include their intelligence and high level of motivation assist the leader with doing an outstanding job
  - **Internal & External Environment** –
    - Elements/forces of the situation that may or may not be within the leader's control
    - Examples include economy, diversity of workforce, organizational culture

# Skill Development in Leadership

- Studying the textbook assists with developing your personal leadership skills through the following textbook elements:

  - Conceptual information and behavioral guidelines
  - Conceptual information demonstrated by examples and brief descriptions of leaders in action
  - Experiential exercises
  - Feedback on skill utilization, or performance, from others
  - Practice in natural settings

# Followership:  Being an Effective *Group Member*

- To be an effective leader, one needs good followers.

- Leaders cannot exist without followers.

- ***Key Aspects of Effective Group Members***:
  - Types of followers (model as defined by Barbara Kellerman, Harvard Business School)
  - Personal characteristics of productive followers
  - Importance of collaboration between leaders and followers

- Followers differ in their individual engagement approach to being a group member

# TYPES OF FOLLOWERS
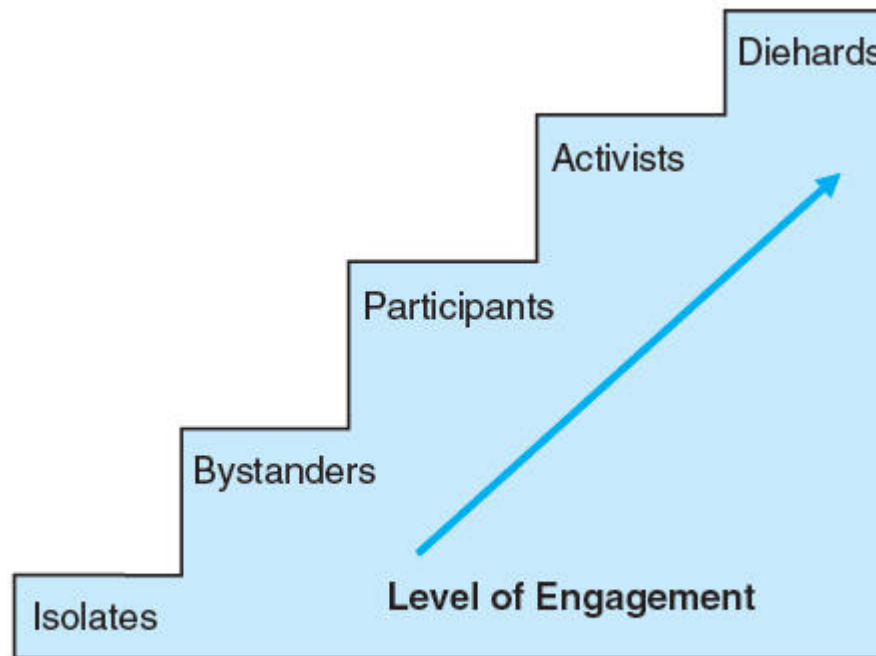


Followers Classified by Level of Engagement.

# Types of FOLLOWERS

- **ISOLATES:**
  - Completely detached
  - There to do what they must to get by and nothing more
  - Alienated from the system, the group, the organization
  - Silent and ignored

  *By default, they strengthen leaders who already have the upper hand*

  From "Followership" by Barbara Kellerman, Harvard Business School

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# Types of FOLLOWERS

- **BYSTANDERS:**
  - Observe, but do not participate
  - Make deliberate decisions to stand aside and disengage from leaders and the group dynamic
  - Their withdrawal is a declaration of neutrality that amounts to support for whoever
  - They do nothing even when doing something is not especially costly or especially risky
  - Free riders – content to let others make the group's decisions and do the group's work

*The fact is that followers who stand by and do nothing give other followers a bad name – to withdraw is to cede to those who have more power, authority, & influence than do we to make decisions.*

From "Followership" by Barbara Kellerman, Harvard Business School

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# Types of FOLLOWERS

- **PARTICIPANTS:**
  - Are in some way engaged
  - They either clearly favor their leaders and groups and organization – OR – they are clearly opposed
  - They invest their engagement to try to have an impact
  - By and large, leaders WANT followers who are participants – *assuming they are in support and not in opposition*
  - There are those followers who while generally supportive of their leader and of the organization of which they are members, nevertheless go their own way

From "Followership" by Barbara Kellerman, Harvard Business School

# Types of FOLLOWERS

- **ACTIVISTS:**
  - Feel strongly about their leaders and act accordingly
  - They are eager, energetic, and engaged
  - They work hard either on behalf of their leaders – OR – to undermine and unseat them
  - They are either a major resource or a major bane
  - They care – they care a great deal
    - They care about their leaders, pro or con
    - They care about each other, presumably pro
    - They care about the whole of which they are a part
  - They can be dangerous when they are so determined to have an impact that is ill-considered or wrongheaded
  - They should be watched and they should be judged

From "Followership" by Barbara Kellerman, Harvard Business School

# Types of FOLLOWERS

- **DIEHARDS:**
  - Are prepared to die if necessary for their cause, whether an individual, an idea, or both
  - Deeply devoted to their leaders – OR – ready to remove them from positions of power, authority, and influence by any means necessary
  - Defined by their dedication
  - Is all-consuming – it is who you are – it determines what you do
  - They are rare – fortunately
  - There are only so many diehards a society can take – And, there are only so many followers willing to play the part

  *Once exception is the military – subordinates follow orders – everyone, from top to bottom, is prepared to be wounded or even killed in battle*

  From "Followership" by Barbara Kellerman, Harvard Business School

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# New Leadership Case Problems with Associated Role Plays

- **Experiential exercises**-The textbook provides an opportunity for practice and personalization through **cases**, **role plays**, and **self-assessment quizzes**.

- Self-quizzes are emphasized here because they are an effective method of helping you personalize the information, thereby linking conceptual information to yourself.

- For example, you will read about the importance of assertiveness in leadership and also complete an assertiveness quiz.

# Summary

- Leadership is a long-term partnership and shared responsibility between leaders and group members. When effective, leadership inspires confidence and support among people who are needed to achieve organizational goals.
- Although some research supports the theory leaders do affect organizational performance, the concepts of substitutes, leader irrelevance, and complexity theory offer an alternative view.
- Leadership involves carrying out at least ten different roles.
- There are many sources of both satisfaction and frustration to leaders.
- Leadership is a function of leader characteristics and traits, leader behavior and style, group member characteristics, and the internal and external environments.
- Leadership is multilevel, involving the individual, the small group, and the organization.
- To be an effective leader, one needs good followers.
- Followers differ in terms of their engagement to the firm's goals.

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