

Leadership

What is the nature of leadership?

- Leadership - process of inspiring others to work hard to accomplish important tasks
- Vision - A future that one hopes to create or achieve
- Visionary leader - one who brings to the situation a clear and compelling sense of the future as well as an understanding of the actions needed to get there successfully.

What is the nature of leadership?

- Power - ability to get someone else to do something you want or make things happen the way you want
- Sources of position power
 - Reward power
 - Coercive power
 - Legitimate power
- Sources of personal power
 - Expert power
 - Referent power

What is the nature of leadership?

- Successful leadership relies on acquiring and using all sources of power
 - Use of reward power or legitimate power produces temporary compliance.
 - Use of coercive power produces, at best, temporary compliance accompanied by resistance.
 - Use of expert power or referent power generates commitment.

Turning Power into Influence

- Keys to developing personal power:
 - There is no substitute for expertise.
 - Likable personal qualities are very important.
 - Effort and hard work breed respect.
 - Personal behavior must support expressed values.

Turning Power into Influence

- Keys to developing position power:
 - Centrality—establishing a broad network of contacts and getting involved in important information flows.
 - Criticality—taking good care of others.
 - Visibility—becoming known as an influential person.

Leadership and Empowerment

- Empowerment
 - The process through which managers enable and help others to gain power and achieve influence.
- Effective leaders empower others by providing them with:
 - Information
 - Responsibility
 - Authority
 - Trust

Leadership

- Traditional Approach
 1. Traits
 2. Behaviors
 3. Situations
- Current View
 1. Transactional
 2. Transformational

Traditional Approach

- Traits - What personal characteristics do leaders have?
- Traits – Leaders are born
 - Physical & Mental Abilities
 - b. Personality Characteristics

What are some important leadership traits?

- Traits that are important for leadership success:
 - Drive
 - Self-confidence
 - Creativity
 - Cognitive ability
 - Business knowledge
 - Motivation
 - Flexibility
 - Honesty and integrity

Traditional Approach

- Behaviors – What behaviors do leaders exhibit?
 - a. People focused
 - b. Task focused

What are the important leadership behaviors?

- | Task concerns | People concerns |
|-----------------------------|--|
| • Plans & defines work | • Supportive toward followers |
| • Assigns tasks | • Develops social rapport with followers |
| • Sets clear work standards | • Respects feelings |
| • Urges task completion | • Sensitive to followers' needs |
| • Monitors performance | • Trusts followers |

Traditional Approach

- Situations – What factors in a situation affect leadership?
 - a. Task characteristics
 - b. Follower characteristics
 - c. Leader characteristics

Contingency Theories of Leadership

- Fiedler's contingency model
 - Good leadership depends on a match between leadership and situational demands.
 - Determining leadership style:
 - Task-motivated leaders
 - Relationship-motivated leaders
 - Diagnosing situational characteristics:
 - Favorable
 - Unfavorable
 - Moderately favorable

Contingency Theories of Leadership

- Fiedler's contingency model
 - Matching leadership style and situational control:
 - Task-oriented leaders are most successful in
 - Very favorable (high control) situations.
 - Very unfavorable (low control) situation.
 - Relationship-oriented leaders are most successful in
 - Situations of moderate control.

Contingency Theories of Leadership

- Hersey-Blanchard situational leadership model
 - Leaders adjust their styles depending on the readiness of their followers to perform in a given situation.
 - Readiness—how able, willing and confident followers are in performing tasks.

Contingency Theories of Leadership

- Hersey-Blanchard leadership styles
 - Delegating
 - Low-task, low-relationship style
 - Works best in high readiness-situations
 - Participating
 - Low-task, high-relationship style
 - Works best in low- to moderate-readiness situations

Contingency Theories of Leadership

- Hersey-Blanchard leadership styles
 - Selling
 - High-task, high-relationship style
 - Work best in moderate- to high-readiness situations
 - Telling
 - High-task, low-relationship style
 - Work best in low-readiness situations

Contingency Theories of Leadership

- House's path-goal leadership theory
 - Effective leadership deals with the paths through which followers can achieve goals.
 - Leadership styles for dealing with path-goal relationships:
 - Directive leadership
 - Supportive leadership
 - Achievement-oriented leadership
 - Participative leadership

Contingency Theories of Leadership

- House's path-goal leadership theory
 - Use directive leadership when job assignments are ambiguous.
 - Use supportive leadership when worker self-confidence is low.
 - Use participative leadership when performance incentives are poor.
 - Use achievement-oriented leadership when task challenge is insufficient.

Contingency Theories of Leadership

- Substitutes for leadership
 - Aspects of the work setting and the people involved that can reduce the need for a leader's personal involvement.
 - Possible leadership substitutes:
 - Subordinate characteristics
 - Task characteristics
 - Organizational characteristics

Contingency Theories of Leadership

- Vroom-Jago leader-participation theory
 - Helps leaders choose the method of decision making that best fits the nature of the problem situation.
 - Alternative decision-making methods
 - Authority decision
 - Consultative decision
 - Group decision

Contingency Theories of Leadership

- Vroom-Jago leader-participation theory
 - Use group-oriented and participative decision-making methods when ...
 - The leader lacks sufficient information to solve a problem by himself/herself.
 - The problem is unclear and help is needed to clarify the situation.
 - Acceptance of the decision by others is important.
 - Adequate time is available for true participation.

Contingency Theories of Leadership

- Vroom-Jago leader-participation theory
 - Use authority-oriented decision-making methods when ...
 - The leader has greater expertise to solve a problem.
 - The leader is confident and capable of acting alone.
 - Others are likely to accept the decision.
 - Little or no time is available for discussion.

Traditional Approach

- Traditional = Transactional
 - Exchange process
 - Contingent rewards
 - Management by exception
- Transactional leader
 - Someone who is methodical as a leader and keeps others focused on progressing toward goal accomplishment.

Transformational Leadership

- Transformational leader
 - Someone who is truly inspirational as a leader and who arouses others to seek extraordinary performance accomplishments.

Transformational Leadership

- Characteristics of transformational leaders
 - Vision
 - Charisma
 - Symbolism
 - Empowerment
 - Intellectual stimulation
 - Integrity

Transformational Leadership

- Idealized influence
- Inspirational motivation
- Intellectual stimulation
- Individualized consideration

Vision - What is it?

- Vivid picture of some future state
- Ideal and unique image of the future for the common good
- Points people to where the organization is going
- Promotes sense of common purpose - **Superordinate Goal**

Transformational Leadership

- Meeting the challenges of visionary leadership:
 - Challenge the process
 - Show enthusiasm
 - Help others to act
 - Set the example
 - Celebrate achievements

Transformational Leadership

- Emotional intelligence
 - The ability of people to manage themselves and their relationships effectively.
 - Components of emotional intelligence:
 - Self-awareness
 - Self-regulation
 - Motivation
 - Empathy
 - Social skill

Transformational Leadership

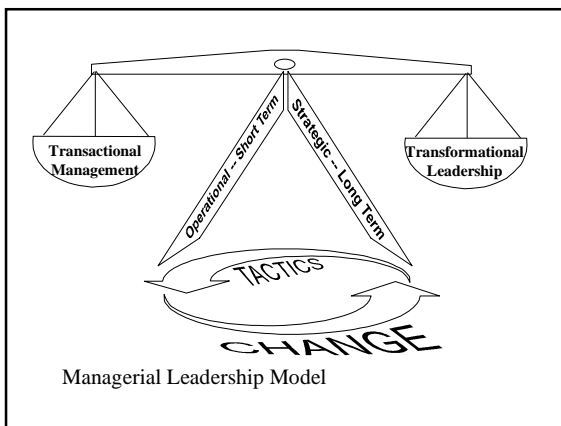
- Drucker's "old-fashioned" leadership
 - Leadership is more than charisma; it is "good old-fashioned" hard work.
 - Essentials of "old-fashioned" leadership:
 - Defining and establishing a sense of mission.
 - Accepting leadership as responsibility rather than rank.
 - Earning and keeping the trust of others.

Transformational Leadership

- Ethical aspects of leadership
 - Integrity ...
 - The leader's honesty, credibility, and consistency in putting values into action.
 - Crucial for transformational leadership and good old-fashioned leadership.
 - Moral obligation to awaken people's potential.
 - Moral leaders instill high expectations and let others do their best.

Managerial Leadership Model

- Transactional Management Skills
- Transformational Leadership Skills
- Situational Sensitivity



Leadership
