

Leadership

*Lecture based on chapter 16 in Robbins, S., Bergman, R., Stagg I., & Coulter, M. (2006, 4th Ed). Management. Pearson Education Australia (ISBN 0 7239 7099 0).

Managers Compared to Leaders

Managers	Leaders
<ul style="list-style-type: none"> • Are appointed to their position 	<ul style="list-style-type: none"> • Are appointed or emerge from within a work group
<ul style="list-style-type: none"> • Can influence people only to the extent of the formal authority of their position 	<ul style="list-style-type: none"> • Can influence other people and have managerial authority
<ul style="list-style-type: none"> • Do not necessarily have the skills and capabilities to be leaders 	<ul style="list-style-type: none"> • Do not necessarily have the skills and capabilities to be managers

Leadership is the process of influencing a group toward the achievement of goals.

Early Leadership Theories

- **Trait theories (1920s -30s)**
 - 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.

Early Leadership Theories (cont'd)

- **Behavioural 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 (cont'd)

- **Behavioural theories (cont'd)**
 - Ohio State Studies
 - ❖ Identified two dimensions of leader behaviour
 - **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 (cont'd)

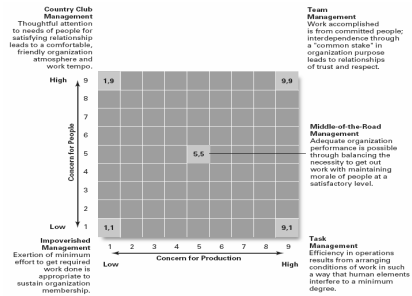
- **Behavioural theories (cont'd)**
 - University of Michigan Studies
 - ❖ Identified two dimensions of leader behaviour
 - **Employee oriented:** emphasizing personal relationships
 - **Production oriented:** emphasizing task accomplishment
 - ❖ Research findings:
 - Leaders who are employee oriented 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

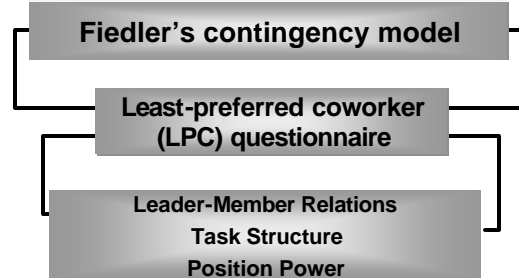
Managerial grid



Contingency theories of leadership

- Theories that seek to define leadership style and answer: *'if this situation, then'* this is the best style to use.
 - Fiedler model
 - Hersey-Blanchard situational theory
 - Leader-participation model
 - Path-goal theory

Fiedler's contingency model



Contingency theories of leadership

• The Fiedler Model (cont'd)

- 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 (cont'd)

• 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

Hersey and Blanchard's situational theory

- **An appropriate leadership style is contingent on followers' readiness using two leadership dimensions**
 - Task behaviour
 - Relationship behaviour
- **Leaders evaluate subordinates and adopt an appropriate style**

Contingency theories (cont'd)

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 (cont'd)

Hersey and Blanchard's Situational Leadership Theory (SLT)

- 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

Leader-participation model

Leader Participation Model (Vroom and Yetton)

- Posits that leader behaviour must be adjusted to reflect the task structure—whether it is routine, non-routine, or in between—based on a sequential set of rules (contingencies) for determining the form and amount of follower participation in decision making in a given situation.

Leader-participation model

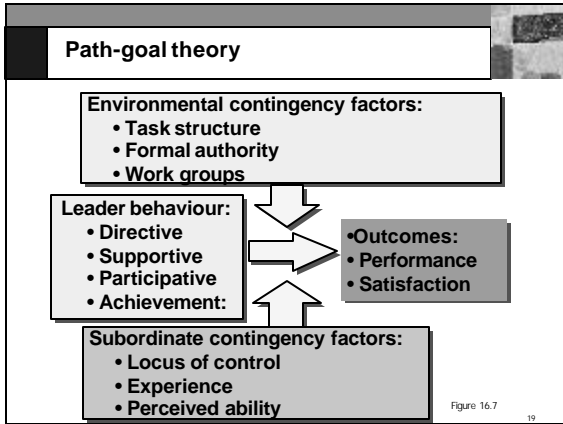
Decision-making contingencies:

- Decision significance
- Importance of commitment
- Leadership expertise
- Likelihood of commitment
- Group support
- Group expertise
- Team competence



Path-goal theory

Leadership theory that says it is a leader's job to assist followers and to provide direction and support that are needed to attain goals.



Transformational-transactional leadership

- Transactional leaders:** are those who guide or motivate their followers in the direction of established goals by clarifying role and task requirements.
- Transformational leaders:** are those who provide individualised consideration and intellectual stimulation, and possess charisma.

Robbins, Bergman, Stagg, Coulter, Management 4e © 2008 Pearson Education Australia

Charismatic leadership

- Charismatic leadership**
 - An enthusiastic, self-confident leader whose personality and actions influence people to behave in certain ways.
 - Characteristics of charismatic leaders:
 - Have a vision.
 - Are able to articulate the vision.
 - Are willing to take risks to achieve the vision.
 - Are sensitive to the environment and follower needs.
 - Exhibit behaviours that are out of the ordinary.

Robbins, Bergman, Stagg, Coulter, Management 4e © 2008 Pearson Education Australia

Charismatic leadership

The diagram shows seven horizontal boxes, each with an arrow pointing to a central starburst shape. The boxes are labeled: Self-confidence, Vision, Articulate, Strong convictions, Unconventional, Change agent, and Environment sensitive. The starburst contains the text 'Key characteristics of charismatic leaders'. Below the starburst is a small illustration of a person in a suit. The text 'Robbins, Bergman, Stagg, Coulter, Management 4e © 2008 Pearson Education Australia' is at the bottom.

Visionary leadership

- The ability to create and articulate a realistic, credible, attractive vision of the future that improves upon the present.**
- Visionary leaders are skilled at:**
 - Explaining the vision to others
 - Expressing the vision verbally and behaviourally
 - Applying the vision to different leadership contexts

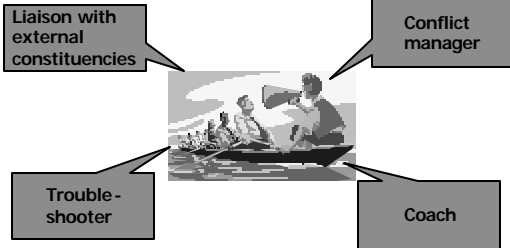
Robbins, Bergman, Stagg, Coulter, Management 4e © 2008 Pearson Education Australia

Team leadership

- Team Leadership Characteristics**
 - Having patience to share information
 - Being able to trust others and to give up authority
 - Understanding when to intervene
- Team Leader's Job**
 - Managing the team's external boundary
 - Facilitating the team process
 - Coaching, facilitating, handling disciplinary problems, reviewing team and individual performance, training, and communication

Robbins, Bergman, Stagg, Coulter, Management 4e © 2008 Pearson Education Australia

Team leadership roles



Gender differences and leadership

● Research findings

- Males and females use different styles:
 - Women tend to adopt a more democratic or participative style unless in a male-dominated job.
 - Women tend to use transformational leadership.
 - Men tend to use transactional leadership.

Where female managers do better: a scorecard

Where Female Managers Do Better: A Scorecard

None of the five studies set out to find gender differences. They stumbled on them while compiling and analyzing performance evaluations.

Skill (Each check mark denotes which group scored higher on the respective studies)	MEN	WOMEN
Motivating Others		✓✓✓✓
Fostering Communication		✓✓✓✓
Producing High-Quality Work		✓✓✓✓
Strategic Planning	✓✓	✓✓
Listening to Others		✓✓✓✓
Analyzing Issues	✓✓	✓✓

*In one study, women's and men's scores in these categories were statistically even.
Data: Hagberg Consulting Group, Management Research Group, Lawrence A. Pfaff, Personnel Decisions International Inc., Advanced Teamware Inc.

Leading through empowerment

Leading through empowerment increases the decision-making discretion of workers.



Why use?

- need for quick decisions by people who are most knowledgeable about the issues
- Need to cope with increased work demands due to large spans of control

To build trust, leaders should:

