

Leadership and Management



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Fundamentals Of Leading



- We Will:
 - ▶ Provide you with a solid understanding of leadership and its importance to management,
 - ▶ Examine the role of power as a leadership resource, and
 - ▶ Review various approaches to the study of leadership.

The Nature Of Leadership



- Leading
 - ▶ Builds the commitments and enthusiasm needed for people to apply their talents fully to help accomplish plans.
- Leadership
 - ▶ The process of inspiring others to work hard to accomplish important tasks.

Leadership and Management



- To succeed as a "leader" a manager must be good at dealing with all aspects of motivation, communication, interpersonal relations, teamwork, and group dynamics.

However

Leadership and Management



- **Leadership and Management are not one and the same thing:**
- **"Managers are people who do things right, and Leaders are people who do the right things."**

Leadership and Vision



- Vision
 - ▶ A term generally used to describe someone who has a clear sense of the future and the actions needed to get thereSuccessfully.
- Leadership With Vision
 - ▶ Is beginning with a clear vision,
 - ▶ Communicating that vision to all concerned,
 - ▶ And motivating and inspiring people to pursue the vision in their work.

Five Principles Of Visionary Leadership

- **Challenge the Process** - Be a pioneer - encourage innovation and support people with ideas.
- **Be Enthusiastic** - Inspire others through personal enthusiasm to share in a common vision.
- **Help Others to Act** - Be a team player and support the efforts and talents of others.

Five Principles Of Visionary Leadership

- **Set the Example** - Provide a consistent role model of how others can and should act.
- **Celebrate Achievements** - Bring emotion into the workplace and rally "hearts" as well as "minds."

Leadership and Power



- Power
 - ▶ The ability to get someone else to do something you want done.
- Good managers use power in ways that influence others to work hard and willingly apply their efforts toward the accomplishment of organizational objectives.

The Sources of Power



- **Position**

Based on things managers can offer to others:

- ▶ **Rewards**
- ▶ **Coercion (punishment)**
- ▶ **Legitimacy (formal authority)**

The Sources of Power




- Person

**Based on the way managers are viewed
by others:**


- ▶ **Expert (expertise)**
- ▶ **Reference (charisma or personal
reputation)**

Leadership and Empowerment



- Empowerment
 - ▶ Giving people at all levels of responsibility the opportunity to act and make relevant decision on their own.

Leadership and Empowerment



- **Lateral Leadership**
 - ▶ Essential in coordinating the many diverse elements in today's complex organizations.
- **Bottom-up Leadership**
 - ▶ Needed for organizational flexibility and responsiveness in empowerment cultures.

Leadership Traits and Behaviors



- **Four Alternative Directions in the Study of Managerial Leadership**
 - ▶ **Traits**
 - ▶ **Behavioral**
 - ▶ **Contingency**
 - ▶ **Charismatic**

Personal Traits



- **Relatively stable and enduring characteristics of an individual.**
 - ▶ **Researchers have been unable to isolate a definitive profile of effective leadership traits, and**
 - ▶ **Research indicates that physical traits have no relationship to leadership success.**

However

Personal Traits



- ▶ **Some personal traits, such as**
 - ✘ **Drive**
 - ✘ **Motivation**
 - ✘ **Integrity**
 - ✘ **Self-Confidence**
 - ✘ **Intelligence, Knowledge, and Flexibility**
- ▶ **Are considered to be important to leadership success.**

Leadership Behaviors



- **Leadership-behavior research identifies alternative leadership styles and tries to determine which ones work best.**
- **Leadership Style is a recurring pattern of behaviors exhibited by a leader.**

Leadership Behaviors

- **Leadership behavior has two basic underlying dimensions: (Blake and Mouton's Managerial Grid)**
 - ▶ **Concern for People**
 - ▶ **Concern for the Task**

How A Task-Oriented Leader Behaves

- ▶ **Plans and Defines Work to be Done**
- ▶ **Assigns Task Responsibilities**
- ▶ **Sets Clear Work Standards**
- ▶ **Urges Task Completion**
- ▶ **Monitors Performance Results**

How a People-Oriented Leader Behaves

- ▶ **Acts Warm and Supportive Toward Followers.**
- ▶ **Develops Social Rapport with Followers.**
- ▶ **Respects the Feelings of Followers.**
- ▶ **Is Sensitive to Followers' Needs.**
- ▶ **Shows Trust in Followers.**

Leadership Styles




- Abdicative or Laissez-faire: Low concern for both task and people.
- Directive or Autocratic: Low concern for people, high concern for task.
- Supportive or Human Relations; High concern for people, low concern for task.
- Participative or Democratic: High concern for both people and task.

Contingency Theories of Leadership

- **Modern leadership theories reflect a contingency perspective which attempts to match situational demands with appropriate leader behaviors.**
 - ▶ **"When and under what circumstances is a particular leadership style preferable to others?"**

Contingency Theories of Leadership



- ▶ **When a manager's decisions are highly participative, the leadership style is more subordinate-centered.**
- ▶ **When the decisions are more authoritarian, the style is more boss-centered.**

Contingency Theory



- **According to the contingency theory a good manager-leader moves back and forth on a leadership style continuum as circumstances dictate.**
- **The choice of leadership style depends in each case on forces in the manager, the subordinates, and the situation itself.**

Fiedler's Contingency Model

- **Suggests that the key to leadership success is putting the styles to work in situations for which they are good fits.**
 - ▶ **The first step in applying Fiedler's theory is to understand one's predominate leadership style.**
 - ▶ **The second step is to diagnose the amount of situational control available to the leader.**
 - ▶ **The third step is to obtain a match between leadership style and the situation.**

Fiedler's Contingency Model



- Leadership Style
 - ▶ Relationship-oriented
 - ▶ Task-oriented
- Situational Control
 - ▶ The extent to which a leader can determine what a group is going to do, and what the outcomes of its actions and decisions are going to be.

Fiedler's Contingency Model



- Situational Variables
 - ▶ Quality of leader-member relations (G/P)
 - ▶ Degree of task structure (H/L)
 - ▶ Amount of position power (S/W)

Fiedler's Contingency Model

- Matching Leadership Style and Situations
 - ▶ Neither the task-oriented nor the relationship-oriented style is effective all the time.
 - ▶ Instead, each style appears best when used in the right situation.

Fiedler's Contingency Model

- **Prospective leaders should actively seek situations which match their leadership style, and when a mismatch occurs:**
 - ▶ **Engage in Situational Engineering, or**
 - ▶ **Change one's leadership style**


Hersey-Blanchard Situational Leadership Theory

- **This contingency theory suggests that successful leaders adjust their styles depending on the readiness of followers to perform in a given situation.**
 - ▶ **Readiness refers to how able, willing, and confident followers are in performing required tasks.**

Hersey-Blanchard Situational Leadership Theory

- ▶ Delegating - allowing the group to make and take responsibility for tasks...
- ▶ Participating - emphasizing shared ideas and participative decisions...
- ▶ Selling - explaining task directions in a supportive and persuasive way...
- ▶ Telling - giving specific task directions and closely supervising work...

House's Path-Goal Leadership Theory



- **Effective leadership clarifies the paths by which subordinates can achieve goals, helps them to progress along these paths, and removes barriers to goal accomplishment.**

House's Path-Goal Leadership Theory

- Four Leadership Styles

- ▶ **Directive Leadership**

- ✘ Letting subordinates know what's expected.
- ✘ Giving directions on what should be done and how.
- ✘ Clarifying the leader's role in the group.
- ✘ Scheduling work to be done.
- ✘ Maintaining definite standards of performance.

House's Path-Goal Leadership Theory

▶ Supportive Leadership

- ✘ Showing concern for subordinates.
- ✘ Doing little things to make the work pleasant.
- ✘ Treating group members as equals.
- ✘ Being friendly and approachable.

House's Path-Goal Leadership Theory

▶ Achievement-Oriented Leadership

- ✦ Setting challenging goals.
- ✦ Expecting subordinates to perform at their highest level.
- ✦ Emphasizing excellence and improvements in performance.
- ✦ Displaying confidence that subordinates will meet high standards.

House's Path-Goal Leadership Theory

▶ PARTICIPATIVE LEADERSHIP

- ✘ Involving subordinates in decision making.
- ✘ Consulting with subordinates.
- ✘ Asking for suggestions from subordinates.
- ✘ Taking these suggestions seriously in making decisions.

House's Path-Goal Leadership Theory



- **This leadership theory advises managers to always use leadership styles that complement the needs of the situation.**
- **It further suggests that an effective leader contributes things that are not already present, i. e. , avoids being redundant.**

House's Path-Goal Leadership Theory

- When job assignments are unclear, the effective manager provides Directive Leadership.
- When worker confidence is low, the effective manager provides Supportive Leadership.
- When performance incentives are poor, the effective manager provides Participative Leadership, and insufficient task challenge requires Achievement-Oriented Leadership.

Substitutes For Leadership

- **These are aspects of the work setting (and the people involved) that can reduce the need for a leader's personal involvement.**
- **Possible substitutes for leadership include:**
 - ▶ **Subordinate characteristics**
 - ▶ **Task characteristics**
 - ▶ **Organizational characteristics**

Vroom-Jago

Leader-Participation Theory

- This theory is designed to help a leader choose among three major decision making methods.
 - ▶ Authority Decision: The manager makes a decision and then communicates it to the group.
 - ▶ Consultive Decision: The manager makes the decision after gathering information from others.
 - ▶ Group Decision: The manager shares information and works with the group to reach consensus.

Vroom-Jago Leader-Participation Theory

- Managers Make Group Decisions When
 - ▶ They lack sufficient information to solve a problem by themselves.
 - ▶ The problem is unclear and help is needed to clarify the situation.
 - ▶ Acceptance of the decision by others is necessary to achieve successful implementation.
 - ▶ Adequate time is available to allow for true participation.

Vroom-Jago Leader-Participation Theory

- Managers Can Make Individual Decisions When
 - ▶ They have greater expertise on a problem.
 - ▶ They are confident and capable of acting alone.
 - ▶ Others are likely to accept the decision they make.
 - ▶ Little or no time is available for discussion.

Charismatic Leadership and Beyond



- Transactional Leadership
 - ▶ Describes managers who apply the insights of the leader-behavior and contingency theories, particularly the Path-Goal theory.
- Charismatic Leaders
 - ▶ Those who develop special leader-follower relationships and inspire followers in extraordinary ways.

Transformational Leadership



- **Inspirational leadership that influences the beliefs, values, and goals of followers, and gets them to perform above and beyond expectations.**
- **They create Transformations that shift people and organizational systems into new and high-performance patterns.**
They have:

Transformational Leadership



VISION

CHARISMA

SYMBOLISM

EMPOWERMENT

INTELLECT

INTEGRITY

Good "Old-Fashioned" Leadership

- Peter Drucker views leadership as much more than charisma. To him it is:
 - ▶ Establishing a sense of mission.
 - ▶ Accepting leadership as a responsibility rather than a rank.
 - ▶ Earning and keeping the trust of workers.