Leadership and Management

• Transactional Leaders
  – Focus on fair exchanges with members to motivate achieving goals by:
    • Clarifying role or task requirements
    • Setting up structures
    • Providing appropriate rewards
    • Being considerate of the needs of subordinates
  – Personal characteristics:
    • Take pride in running smoothly and efficiently
    • Have a sense of commitment to the organization
    • Encourage conformity to norms and values
Leadership and Management

- Leadership
  - The process of influencing others so that their work efforts lead to the achievement of organizational goals.
- Leadership versus Management
  - Are leading and managing different functions?
    - Are leaders managers?
    - Are there substitutes for leadership?

Leadership and Management (cont’d)

- Transformational Leaders
  - Focus on inspiring change in members and the organization by:
    - Inspiring and arousing others to unite in seeking extraordinary performance accomplishments
    - Challenging the status quo and stimulating change in the organization’s mission, strategy, structure, and culture

Leadership and Management (cont’d)

- Transformational Leaders (cont’d)
  - Personal characteristics:
    - Identify with followers, creating personal loyalty.
    - Motivate employees to transcend individual goals for the sake of a team or organization by articulating a clear vision.
    - Pay personal attention to followers’ needs by supporting and encouraging followers in their attempts to work toward the vision.
    - Challenge followers to be innovative, model new behaviors, and exhibit a high moral standard in their actions.
What Do You Think?
Are Leaders Born or Made?

- Consider leaders whom you know or are familiar with.
- Are they born leaders or were they made leaders through learning and life experience?

Mainstream Leadership

- Leadership Traits
  - The desire to lead
  - Drive
  - Self-confidence
  - Honesty and integrity
  - Intelligence and job-relevant knowledge

- Charisma
  - A special trait or “gift” that some leaders have to attract and inspire others.

Mainstream Leadership (cont’d)

- Charismatic Leader Traits
  - Are enthusiastic and self-confident
  - Relate to others on an interpersonal level
  - Are superior motivators
  - Persuasive communicators of their vision
  - Are risk takers
  - Are sensitive to follower needs
  - Display extraordinary behaviors in pursuit of their vision
Mainstream Leadership (cont'd)

• Leadership Behavior
  – Dimensions of leadership behavior
    • Consideration
      – Supportive, relational, and/or employee-oriented
      – Related to employee satisfaction
    • Initiating structure
      – Directive, structural, and/or task-oriented
      – Related to productivity

Figure 15.1: The Leadership Grid

Mainstream Leadership (cont'd)

• Situational (Contingency) Leadership
  – The situation determines which leadership style is effective at maximizing productivity.
  – An effective leadership style in one situation will not necessarily work in another situation.
• Contingency Models
  – Fiedler's Contingency Theory
  – House's Path-Goal Theory
  – Hersey and Blanchard's Situational Leadership
Mainstream Leadership (cont'd)

- Fiedler’s Contingency Theory
  - Assumes that a leader’s style is either relationship-oriented or task-oriented and that this style is fixed.
  - Leaders will need to seek out or be assigned positions that fit their style.
- Situational Contingencies
  - Leader-member relations
  - Task structure
  - Position power

Figure 15.2: Summary of Fiedler’s Situational Contingencies

<table>
<thead>
<tr>
<th>1. Leader-Member Relations</th>
<th>Good</th>
<th>Good</th>
<th>Good</th>
<th>Poor</th>
<th>Poor</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Task Structure</td>
<td>High</td>
<td>High</td>
<td>Low</td>
<td>High</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>3. Position Power</td>
<td>Strong</td>
<td>Weak</td>
<td>Strong</td>
<td>Weak</td>
<td>Strong</td>
<td>Weak</td>
</tr>
</tbody>
</table>

"Best" Leadership Style: Task-oriented | Relationship-oriented | Task-oriented

Mainstream Leadership (cont'd)

- House’s Path-Goal Theory
  - Focuses on what leaders can do to motivate and align their employees’ behavior to achieve organizational goals.
  - Leader’s role is direction and support by:
    1. Clearly identifying the outcomes subordinates are trying to obtain in the workplace
    2. Rewarding high performance and the attainment of work goals
    3. Clarifying for subordinates the path that will bring about the attainment of work goals
Mainstream Leadership (cont’d)

- Hersey and Blanchard’s Situational Leadership Theory
  - Focused on the characteristics of followers (personal readiness) in determining appropriate leadership behavior.

- Situational Leadership II (Blanchard)
  - Posits basing leadership style on developmental level of subordinates
    - Competence (formerly ability)
    - Commitment (formerly willingness)

Figure 15.3: Four Basic Mainstream Leadership Styles

Mainstream Leadership (cont’d)

- Integrated Mainstream Leadership Theory:
  - Behavioral perspective: a leader’s style can be described as a combination of supportive (relational) and directive (task-oriented) behaviors.
  - Leadership style depends on contingencies, particularly a member’s or follower’s competence and commitment.
Digging Deeper
Do We Really Need Leaders?

• Substitutes-for-Leadership Theory
  – Argues that characteristics of the task and work environment may:
    • Substitute for the influence of leaders
    • Neutralize the influence of leaders
    • Enhance the influence of leaders

Multistream Leadership

• Servant Leadership
  – An active approach to leadership that promotes the interests of others.

• Servant Leader Characteristics
  – Help others to “grow as persons.”
  – Want others to become “healthier, wiser, freer, more autonomous, [and] more likely to themselves become servants.”
  – Have a positive effect on the stakeholders who are “the least privileged in society.”

Digging Deeper
Spiritual Leadership

• Spirituality
  – A state or quality of a heightened sensitivity to one’s human or transcendent spirit.

• Spiritual Leadership
  – Who the leader is, the leader’s being, the leader’s within the organization.
    • Vision, faith, hope, and love as means to align values and build commitment.

• Can spiritual leadership be taught?
Multistream Leadership (cont’d)

• Leadership Behavior
  – Socioemotional behaviors
    • Include but go beyond supportive behavior to address interpersonal and emotional needs.
  – Structural behaviors
    • Include but go beyond directive behavior to address the structure of the task and work context.
  – Transparency (Multistream) versus frequency (Mainstream) of leadership behaviors

Multistream Leadership (cont’d)

• Situational Leadership
  – Appropriate socioemotional behavior
    • Behavior a leader shows to others (behavioral theory)
    • Behavior required by others or appropriate for the situation (contingency theory).
  – Appropriate structural behavior
    • Behavior that a leader initiates (behavioral theory)
    • Behavior that is appropriate for the situation (contingency theory).
Multistream Leadership (cont’d)

• Situational Leadership Styles
  – Enabling
    • Sharing or explaining information related to a job and its context.
  – Equipping
    • Creating an environment for continuous learning on the job.
  – Engaging
    • Encouraging affiliation and enhancing the intrinsic meaningfulness of work.
  – Empowering
    • Freeing people to be responsible for work and do things differently and possibly better than the leader might suggest.

Table 15.1: Contrasting and Comparing Mainstream and Multistream Leadership Styles