Lecture 13: Leadership

Learning Objectives

1. Describe each of the classic theories of leadership.

2. Describe each of the contemporary theories of leadership.

3. Explain the full range of leadership theory.

Leadership Defined

- **Leadership** is a process.
    - Leaders influence a group of followers toward the achievement of a vision or set of goals.
    - Leadership ≠ management.
    - Informal leadership is often as important or more important than formal influence.

Trait Theories

- **Trait theories** focus on the personality, social, physical, or intellectual attributes that differentiate leaders from non-leaders and imply great leaders are born.

    – E.g., charismatic, driven, sociable

- The research is clear that traits predict leadership emergence more so than leadership effectiveness.

    – E.g., extroversion, conscientiousness, openness to experience, emotional intelligence

Behavioral Theories

- **Behavioral theories** focus on leaders' actions and imply we can train people to be effective leaders.

- The Ohio State University studies identified 2 behaviors:

  – **Initiating structure:** The extent to which a leader structures the work to facilitate goal attainment

  – **Consideration:** The extent to which a leader develops relationships based on trust, respect, and support

RELATIONSHIP   **TASK**

SENSE OF BALANCE

Contingency Theories

- **Contingency theories** suggest effective leadership is *contingent* on situational factors.

- Examples:
    - Fiedler's contingency model
    - House's path-goal theory
    - Hersey and Blanchard's situational leadership theory
    - Vroom, Yetton, and Jago's leader-participation model

Situational Leadership Theory

- The **situational leadership theory** says effective leaders adapt their style to match **followers' readiness**, or their level of commitment/motivation and competence/ability.

- Choose 1 of 4 styles:

  - **Directing** for committed but incompetent followers

  - **Coaching** for uncommitted and incompetent followers

  - **Supporting** for uncommitted but competent followers

  - **Delegating** for committed and competent followers

Situational Leadership Theory
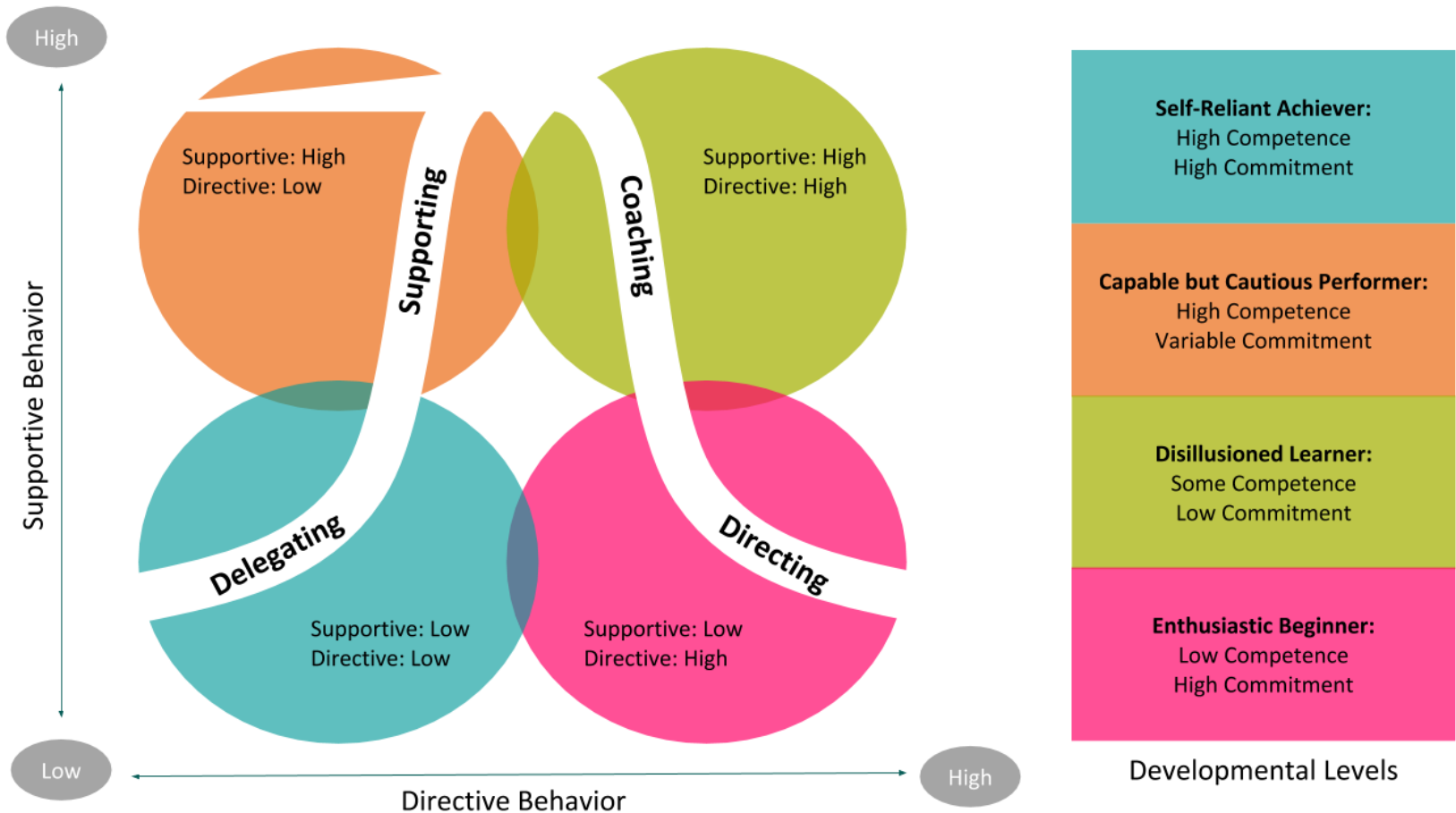
Path-Goal Theory

- **Path-goal theory** suggests leaders help followers reach their goals by clarifying the path to these goals.
  - **Directive leadership** will yield greater satisfaction when tasks are ambiguous or stressful.
  - **Supportive leadership** will yield greater satisfaction and performance tasks are structured.

Path-Goal Theory

Leadership Behavior	Subordinate Characteristics	Task Characteristics
Directive Provides guidance and psychological structure	Dogmatic Authoritarian	Ambiguous Unclear rules Complex
Supportive Provides nurturance	Unsatisfied Need affiliation Need human touch	Repetitive Unchallenging Mundane
Participative Provides involvement	Autonomous Need for control Need for clarity	Ambiguous Unclear Unstructured
Achievement Oriented Provides challenges	High expectations Need to excel	Ambiguous Challenging Complex

Leader-Participation Model

- The **leader-participation model** says leaders use different levels of follower participation to make decisions.

- Choose 1 of 5 levels of participation:
    - Decide
    - Consult individually
    - Consult group
    - Facilitate group
    - Delegate group

Leader-Participation Model

#1 – Is decision quality important?
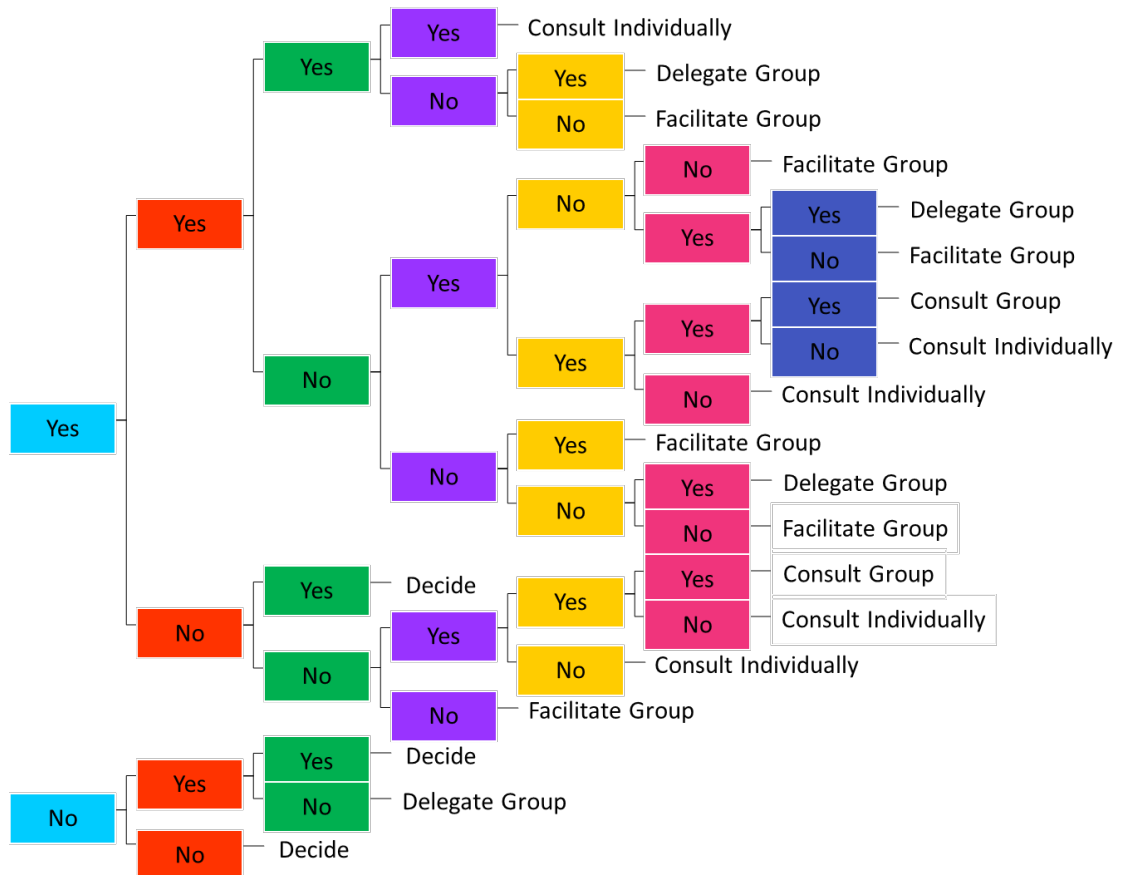
#2 – Is team commitment important?

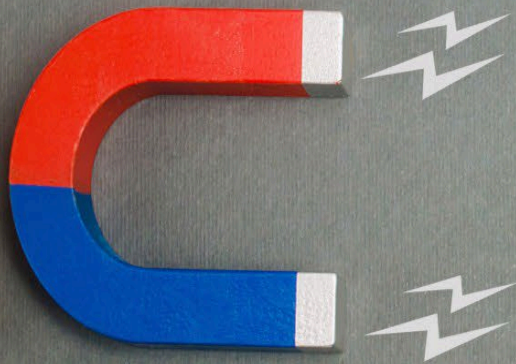**#3 – Do you have enough information to make the decision alone?**

#4 – Is the problem structured?

#5 – Would the team support the decision if you made it alone?

#6 – Does the team share the organization's goals?

#7 – Is team conflict over the decision likely?

Charismatic Leadership

- Charismatic leaders:

    - Articulate an appealing and memorable vision.

    - Convey courage and confidence.

    - Use their passion to generate enthusiasm.

    - Encourage out-of-the-box thinking and risk-taking.

    - Bring out their followers' potential by being sensitive to their needs.

Charismatic Leadership

- It tends to emerge and be effective when:

  – The task has an ideological component.

  – The environment involves a high degree of stress and uncertainty.

- Unfortunately, some charismatic leaders allow their personal goals and interests to override the goals and interests of the organization.

  – Narcissistic people tend to exhibit behaviors associated with charismatic leadership.

Full-Range of Leadership Model

- The **full-range of leadership model** suggests transformational leadership:

  – Builds on transactional leadership.

  – Produces levels of follower effort and performance beyond what transactional leadership alone can produce.
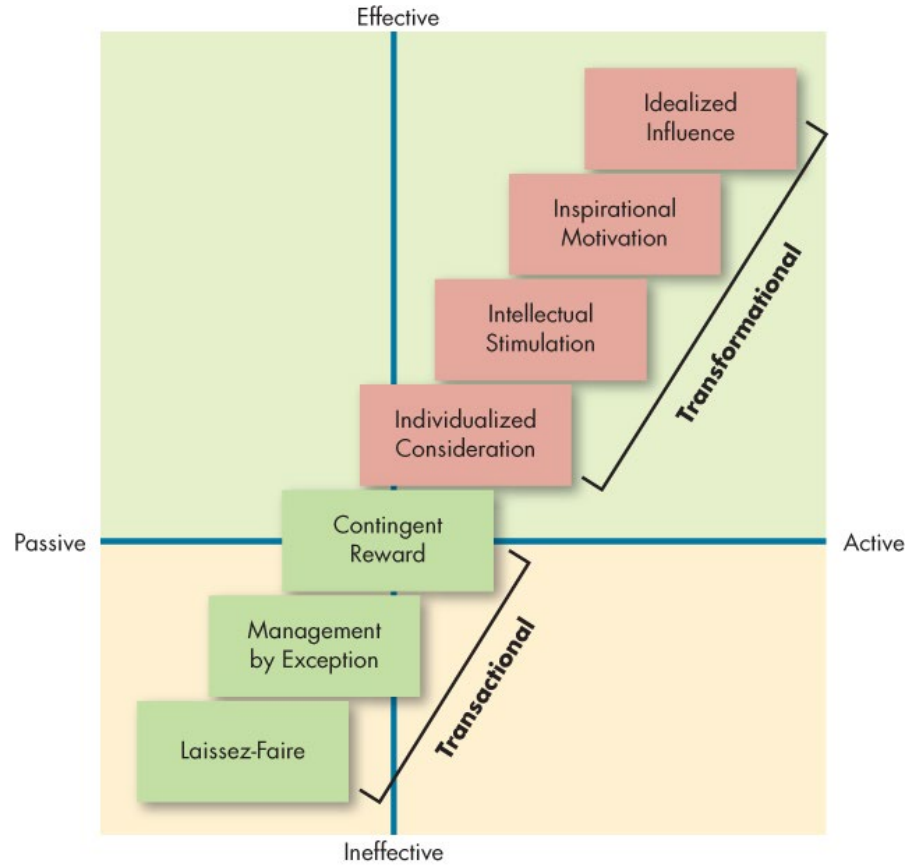
Full-Range of Leadership Model

- **Laissez-faire leaders** abdicate their responsibilities and avoid making decisions.

- **Transactional leaders** guide their followers toward established goals by clarifying role and task requirements.

  - **Passive management by exception:** Intervene only if standards are not met or mistakes are made

  - **Active management by exception:** Search for rule deviations and correct undesirable behaviors

  - **Contingent Reward:** Exchange rewards (including social recognition) for effort and high performance

Transformational Leadership

- The 4 I's of transformational leadership:

Idealized influence: Provides vision and a sense of mission, instills pride, gains respect and trust

Inspirational motivation: Communicates high expectations in simple ways, uses symbols to focus efforts

Intellectual stimulation: Promotes learning, logic, and careful problem solving, challenges the status quo

Individualized consideration: Gives personal attention, treats each person individually, coaches, advises

Transformational Leadership

- Why does transformational leadership work?
  - Fulfills followers' needs for autonomy, competence, and relatedness
  - Increases followers' intrinsic motivation and self-efficacy
  - Establishes trust between leaders and followers
  - Challenges old ways of thinking
  - Builds consensus among group members

Implications for Managers

- Ensure your preferences for task- and relationship-oriented behaviors are a match for your work dynamics.

- Hire candidates who exhibit transformational leadership qualities, demonstrate success in influencing others to meet a goal, and are ethical and trustworthy.

- Seek to develop trusting relationships with followers.

- Consider investing in leadership training such as formal courses, workshops, and mentoring.