Context
Motivation
Facilitation
Communication
Leadership
Communication
Ethics
Followers
Integrity
Diversity
Mission
Collaboration
Vision
Teams
Change
Skills
Teams
Service
Relationships
Mission
Perceptions
Shared Purpose
Collaboration
Culture
Perceptions
Integrity
Change
Skills
Facilitation
Communication
Leadership
Development
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Power
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Behaviors
Followers
Influence
Shared Purpose
Culture
Context
Relationships
Motivation

Agenda

- What is leadership? What is the difference between leadership and management?
- What are the trait and personality approaches to leadership?
- What are the behavioral, skills, and power approaches to leadership?
- What are the contingency approaches to leadership?
- What are transactional and transformational leadership?
- How can we develop our leadership potential?

What is leadership? What is the difference between leadership and management?

What is leadership?

- **Leadership:** The process whereby leaders and followers work together to achieve a common goal
  - **Leadership development:** Program that focuses on leader-follower interactions within an organization

What is leadership?

- **Followers**
- **Influence**
- **Change**
- **Shared purpose**
- **Integrity**
- **Relationships**
- **Vision**
- **Collaboration**
- **Development**
- **Service**

What is leadership?

Emergent leadership: When others view you as the leader

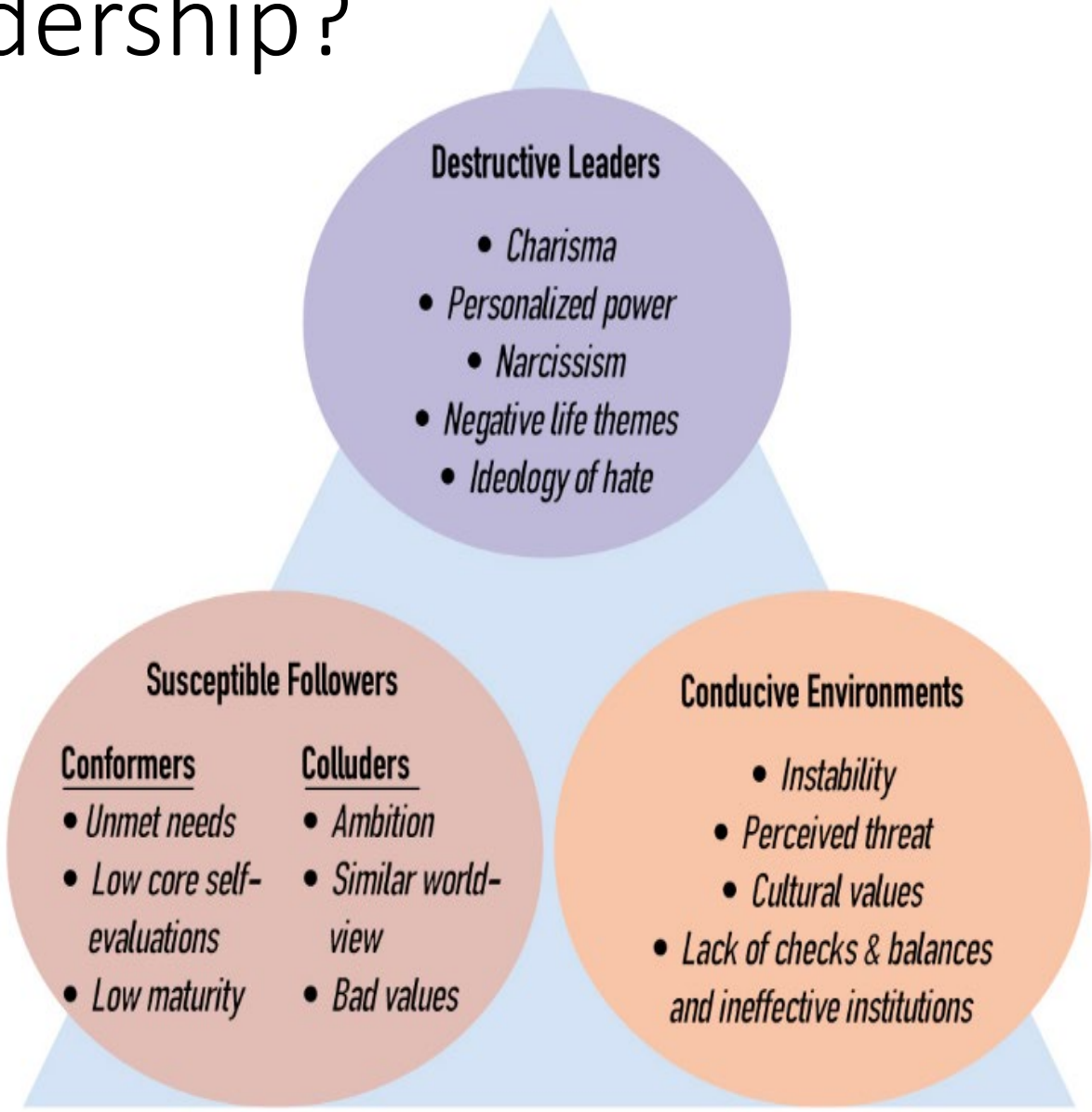
Attempted leadership: When you try to influence a follower

Successful leadership: When you actually influence a follower

Effective leadership: When you influence a follower and all parties benefit

What is leadership?

- **Destructive leaders:** Exhibit behaviors that violate the organization's interests and/or followers' interests



What is the difference between leadership and management?

Leaders

- Create vision and strategy
- Focus on long-term goals
- Facilitate change
- Create alignment

Managers

- Execute vision and strategy
- Focus on short-term goals
- Maintain stability
- Create assignments

What are the trait and personality approaches to leadership?

What is the trait approach?

- **Trait approach:** Suggests effective leaders possess certain traits that others do not
- But we have not established a consistent relationship between traits and leadership *effectiveness*!

What is the trait approach?

- Common traits associated with leadership *emergence*:
  - **Intelligence:** Verbal, perceptual, and reasoning capabilities
  - **Self-confidence:** Certainty about competencies and skills
  - **Determination:** Desire to get the job done
  - **Integrity:** Honesty and trustworthiness
  - **Sociability:** Inclination to seek out social relationships

What is the personality approach?

- **Personality approach:** Suggests different situations call for different personality characteristics

Industry	Government/Military	Student
Emotional stability Extraversion Openness to experience	Emotional stability Extraversion Conscientiousness	Emotional stability Extraversion Openness to experience Conscientiousness Agreeableness

What are the behavioral, skills, and power approaches to leadership?

What is the behavioral approach?

- **Behavioral approach:** Suggests leaders' behaviors dictate their effectiveness

Task behaviors:

Behaviors that organize and define group activities and roles, clarify expectations, and evaluate performance

Relationship behaviors:

Behaviors that support the group members' interactions, such as those that build mutual trust, respect, and rapport

What is the behavioral approach?

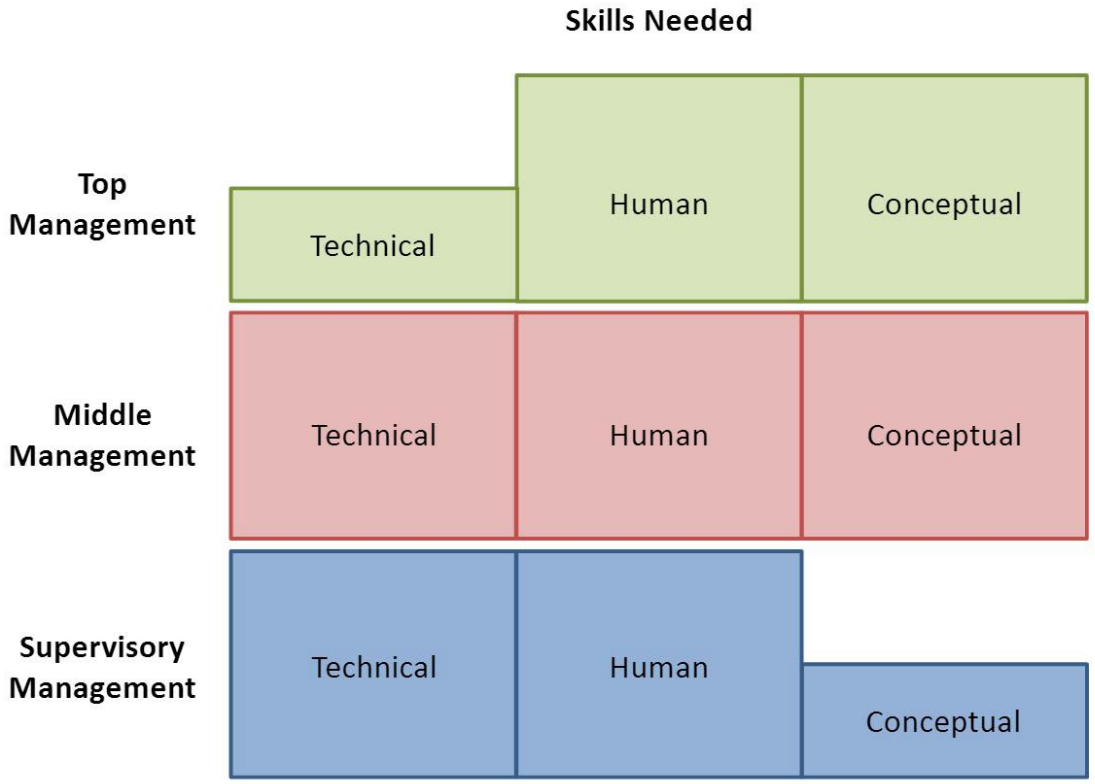
- Initiating structure
  - Concern for achieving organization's goals
- Consideration
  - Concern for followers' needs

- Task-oriented behavior
  - Correlates with performance
- Relations-oriented behavior
  - Correlates with satisfaction, motivation, and leader effectiveness

What is the skills approach?

- **Skills approach:** Suggests leaders develop specific skills that help them succeed on the job
- Katz (1955) proposed 3 categories:
  - Human skills
  - Technical skills
  - Conceptual skills

What is the skills approach?



What is the power approach?

- **Power approach:** Suggests leaders wield several types of power to influence their followers

Category	Type	Description	Example
Hard Power	Legitimate	Formal position of influence	President
	Reward	Potential to reward	Customers
	Coercive	Potential to punish	Supervisors
Soft Power	Expert	KSAOs or expertise	Mediator
	Referent	Role model, shared identity	Close friends

What are the contingency approaches to leadership?

What is situational leadership theory?

- **Situational leadership theory:** Suggests effective leaders adapt their behaviors to match each follower's readiness, or their level of commitment/motivation and competence/ability
- Created by Hersey and Blanchard
  - Matches 4 categories of follower readiness with 4 leadership styles

What is situational leadership theory?

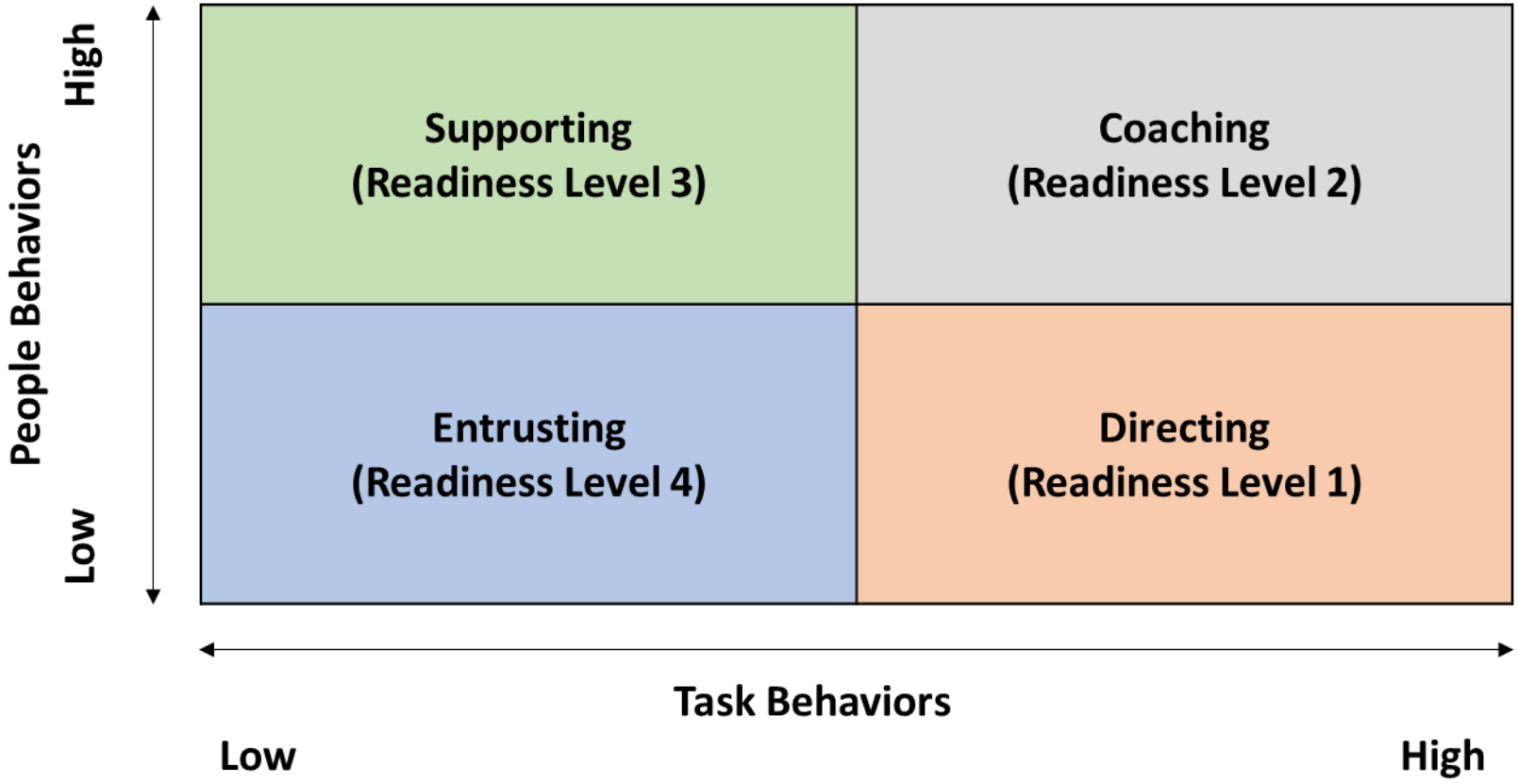
- Step 1 – Determine follower's readiness level
  - **Job maturity:** Follower's job-related KSAOs
  - **Psychological maturity:** Follower's self-confidence

	1	2	3	4
Job Maturity	**Unable**	**Unable**	**Able**	**Able**
Psychological Maturity	**Unwilling or Insecure**	**Willing or Confident**	**Unwilling or Insecure**	**Willing or Confident**

What is situational leadership theory?

- Step 2 – Identify the recommended leadership style
  - **Directing** for committed but incompetent followers
  - **Coaching** for uncommitted and incompetent followers
  - **Supporting** for uncommitted but competent followers
  - **Delegating** for committed and competent followers

What is situational leadership theory?



What is the participative approach?

- **Participative approach:** Suggests effective leaders allow their followers to participate in the decision-making process
- Created by Vroom-Yetton-Jago (1973, 1988)
  - Uses 7 questions to recommend 1 of 5 levels of participation

What is the participative approach?

- Step 1 – Answer 7 diagnostic questions

#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?

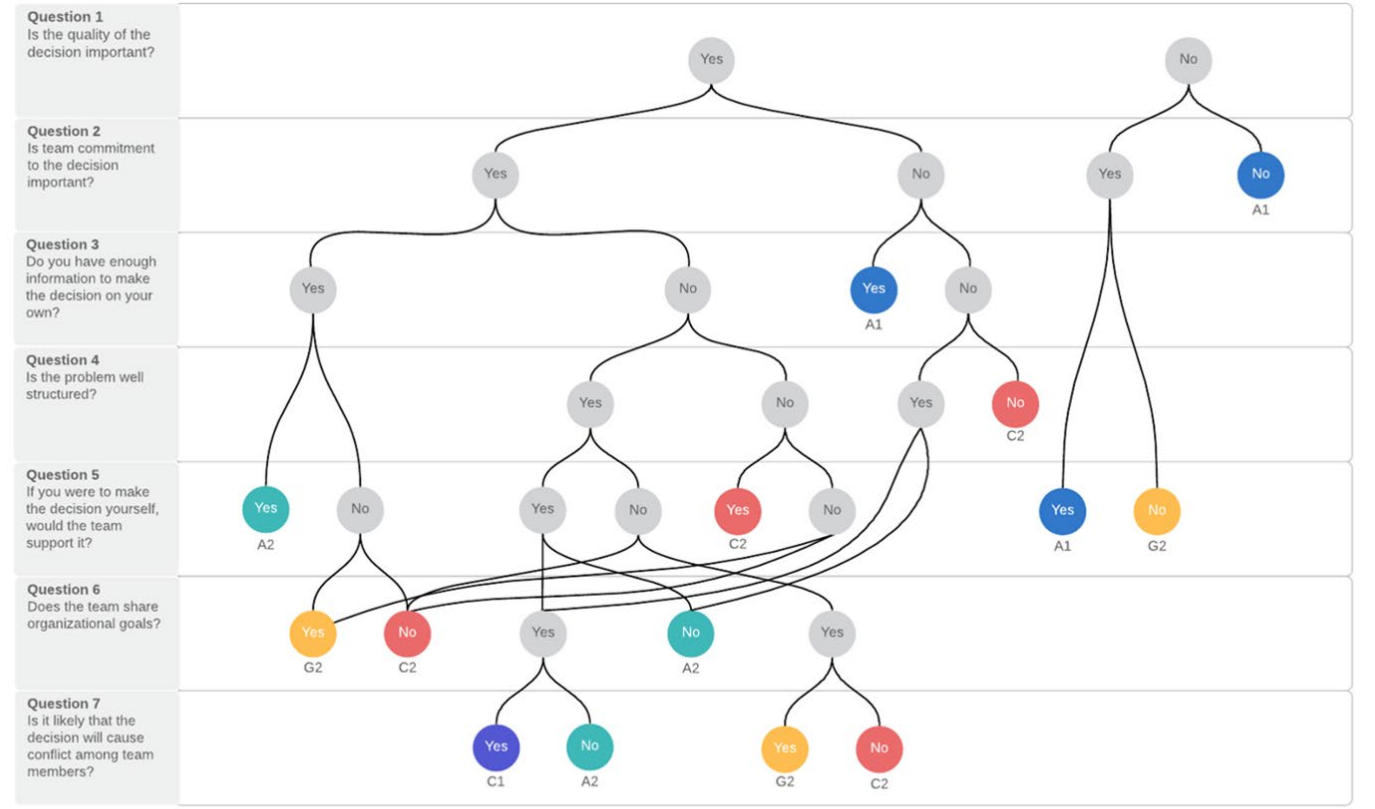
#6 – Does the team share the organization's goals?

#7 – Is team conflict over the decision likely?

What is the participative approach?

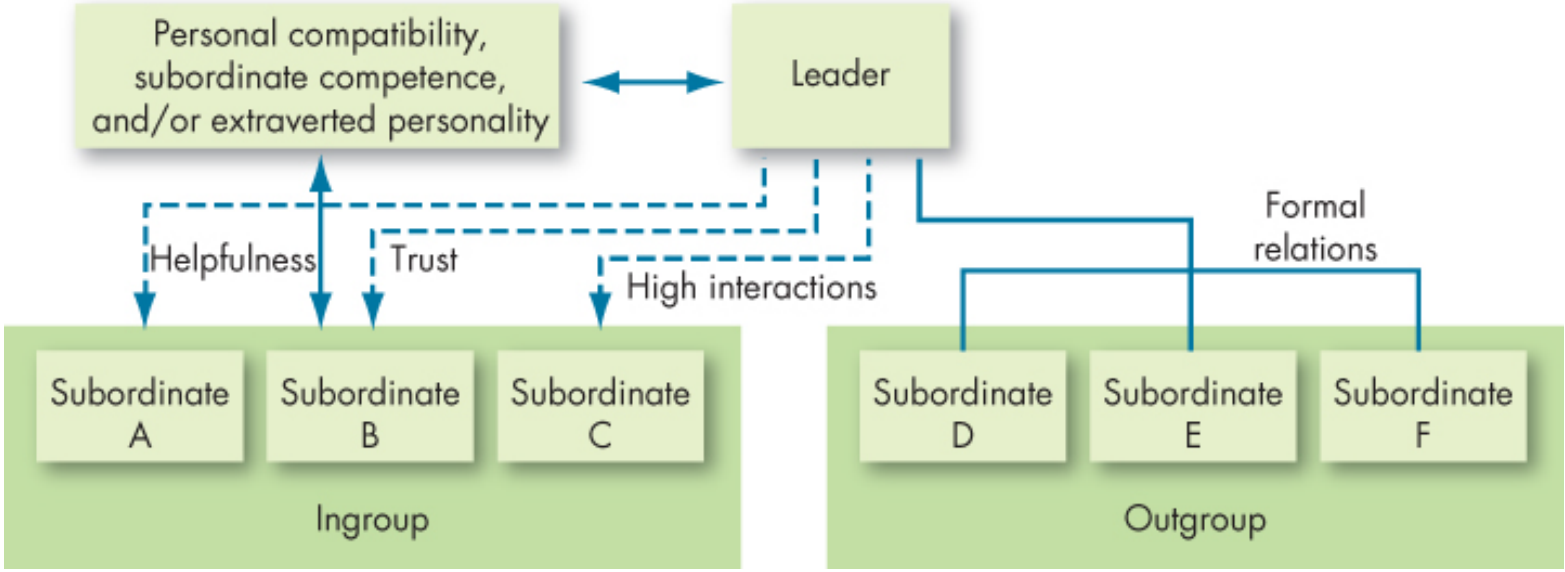
- Step 2 – Identify the recommended leadership style using the provided chart
  - **Decide:** Leader makes decision without follower input
  - **Consult individually:** Individual followers share input
  - **Consult group:** Group shares input
  - **Facilitate:** Group makes decision with leader
  - **Delegate:** Group makes decision without leader

What is the participative approach?



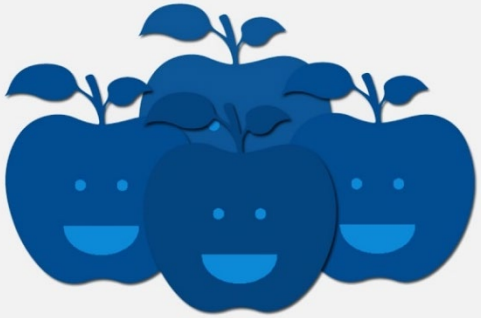
What is LMX theory?

- **LMX theory:** Suggests leadership effectiveness depends on the quality of the "exchanges" between leaders and followers



What is LMX theory?

- **In-group members:** Enjoy *high* quality relationships with the leader and *high* latitude for role negotiation
  - Mutual trust, respect, and influence
  - Perceived as more engaged, and dependable

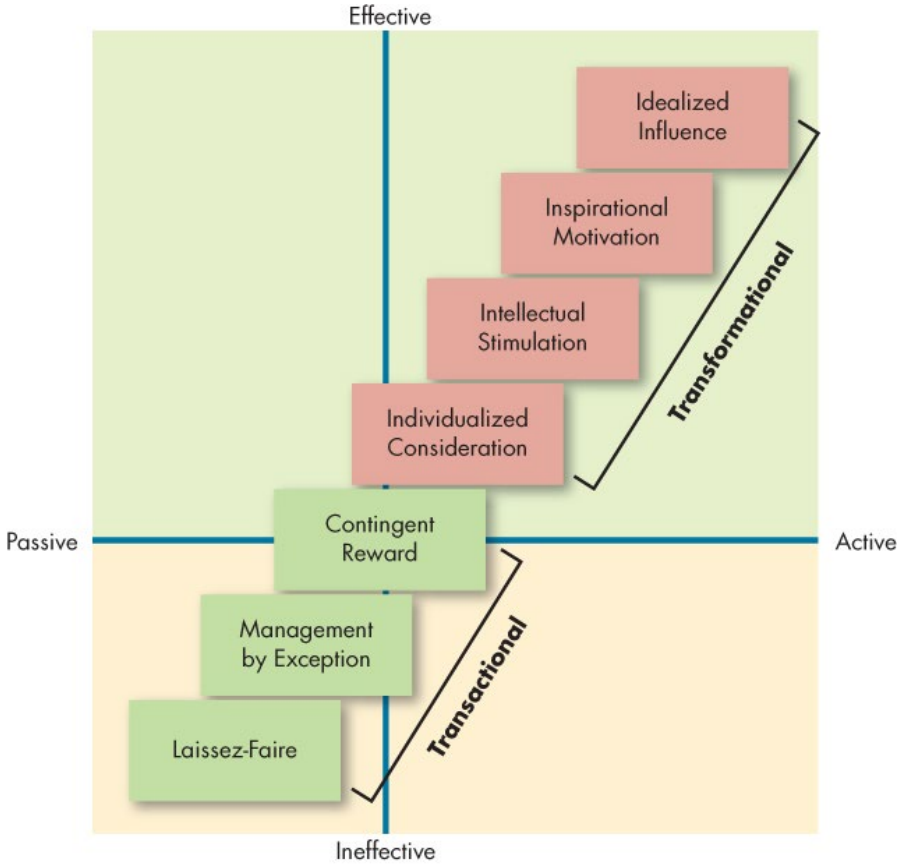


- **Out-group members:** Have *low* quality relationships with the leader and *little* latitude for role negotiation
  - Formal communication
  - Perceived as fulfilling the minimum requirements

What are transactional and transformational leadership?

What is full-range leadership?

- **Full-range of leadership model:** Suggests transformational leadership produces levels of follower effort and performance beyond what transactional leadership alone can produce



What is transactional leadership?

- **Transactional leadership:** A process whereby leaders use rewards and corrective actions to shape followers' behavior
  - **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 behaviors:** Exchange rewards for effort and high performance

What is transformational leadership?

- **Transformational leadership:** A process that inspires followers to exceed performance expectations

Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration
Charisma	High standards	Creativity	One-on-one
Trust	Visionary	Innovation	Supportive
Role model	Symbols	Critical thinking	Listening
High morals	Enthusiastic	Challenges	Coach
Respect	Optimistic	Expression	Advisor
Purpose	Team spirit	Problem solving	Delegation

What is transformational leadership?

- Increased satisfaction
- Increased motivation
- Increased performance
- Decreased cynicism
- Decreased turnover
- High-quality relationships
- Well-developed networks
- More successful mergers

What is 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

How can we develop our leadership potential?

How can we develop our leadership potential?

Current state of leadership potential

Desired state of leadership potential

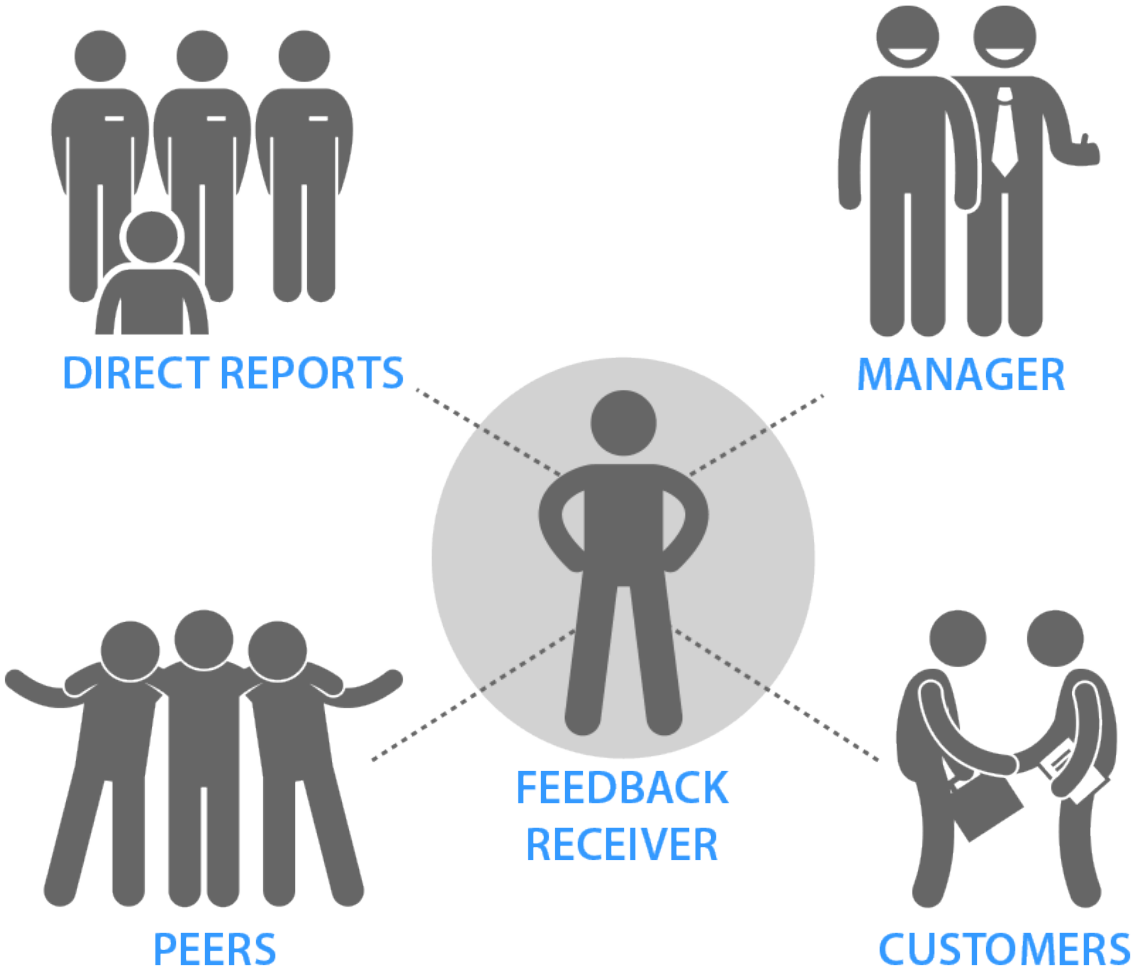
1. Conduct a gap analysis

How can we develop our leadership potential?

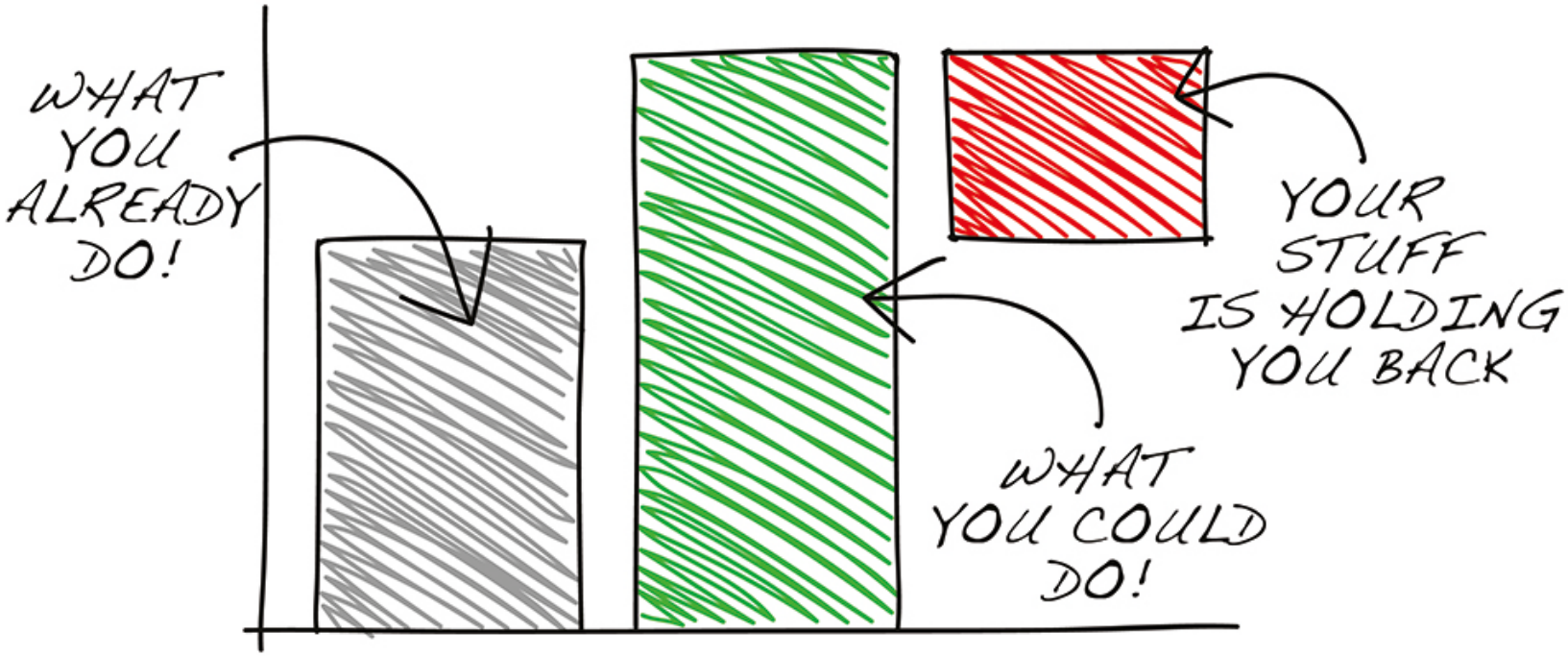
2. Reflect on your work experiences

How can we develop our leadership potential?

3. Collect 360° feedback



How can we develop our leadership potential?



4. Identify and remove obstacles

How can we develop our leadership potential?

5. Learn from mentors and role models

How can we develop our leadership potential?

6. Take advantage of growth opportunities

- Job transitions
- More responsibilities
- Solve problems
- Industry conferences
- International travel
- Team projects
- New challenges
- Certifications