

Leadership Concepts

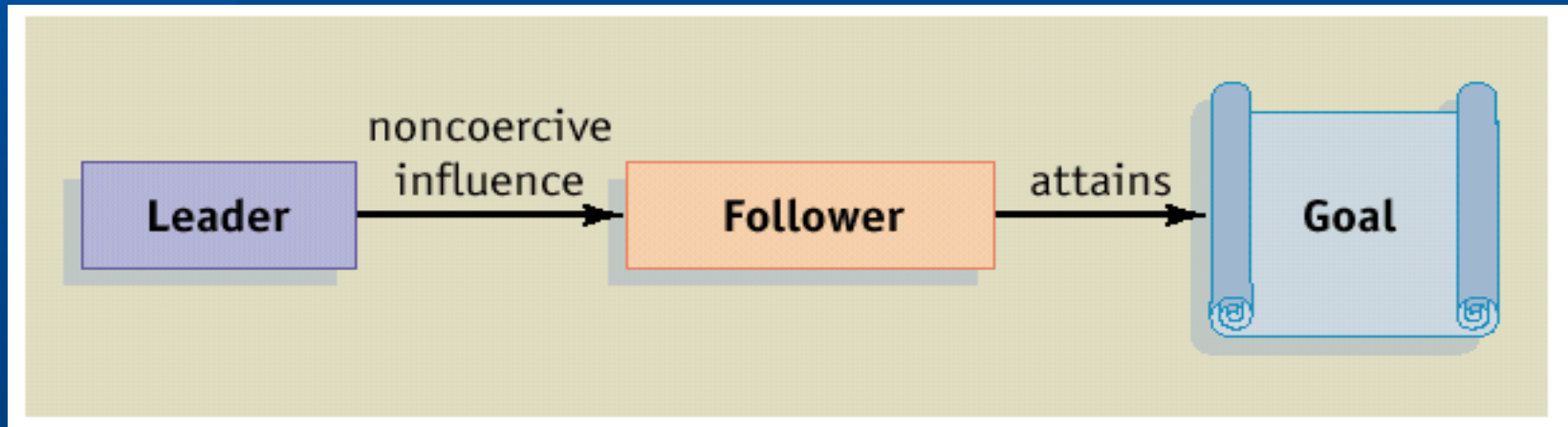
- ✚ **Leader:** An individual within a group or an organization who wields the most influence over others.
- ✚ **Leadership:** The process whereby one individual influences other group members toward the attainment of defined group or organizational goals.



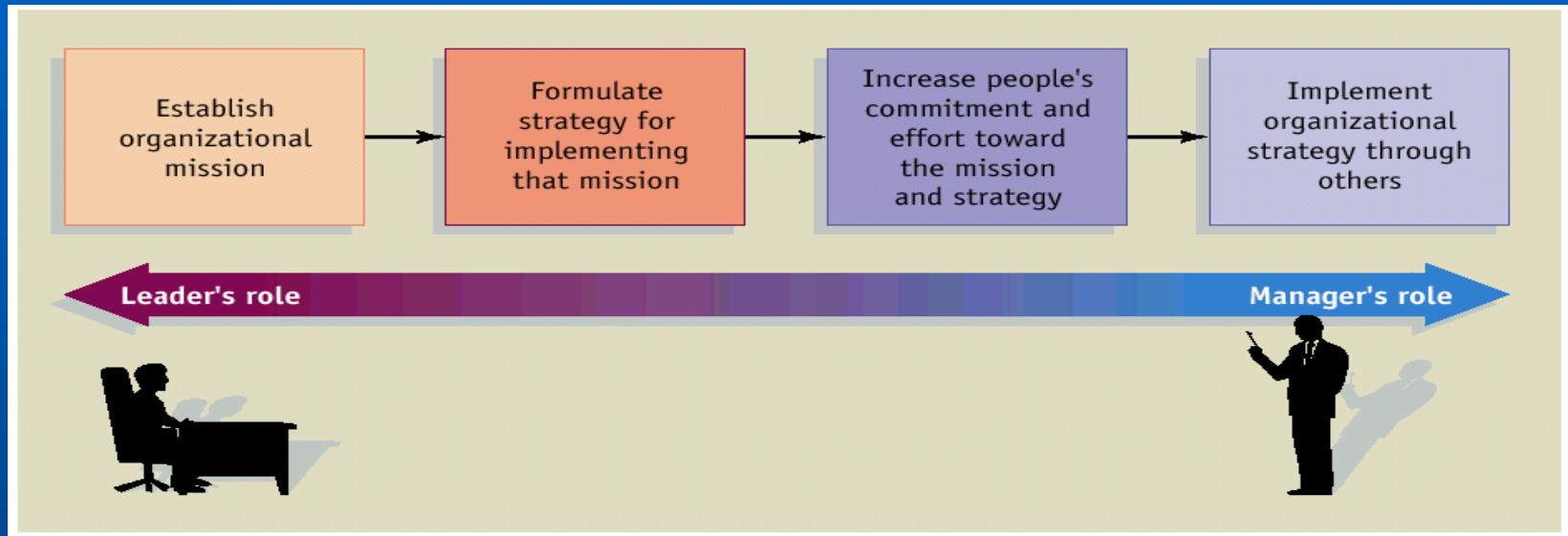
Leadership Characteristics

Leadership:

- Involves noncoercive influence
- Is goal directed
- Requires followers



Leaders and Managers



Leaders primarily are responsible for establishing an organizational mission, whereas managers primarily are responsible for implementing that mission through others. The intermediate steps – formulating a strategy for the mission and increasing people's commitment toward it – tend to be performed by either leaders or managers. It is these overlapping functions that make the distinction between leaders and managers blurred in actual practice.

The Trait Approach



Great Person Theory

The view that leaders possess special traits that set them apart from others and that these traits are responsible for their assuming positions of power and authority.

Leadership Characteristics

TABLE 13.1 CHARACTERISTICS OF SUCCESSFUL LEADERS

Successful leaders possess many of the traits listed here.

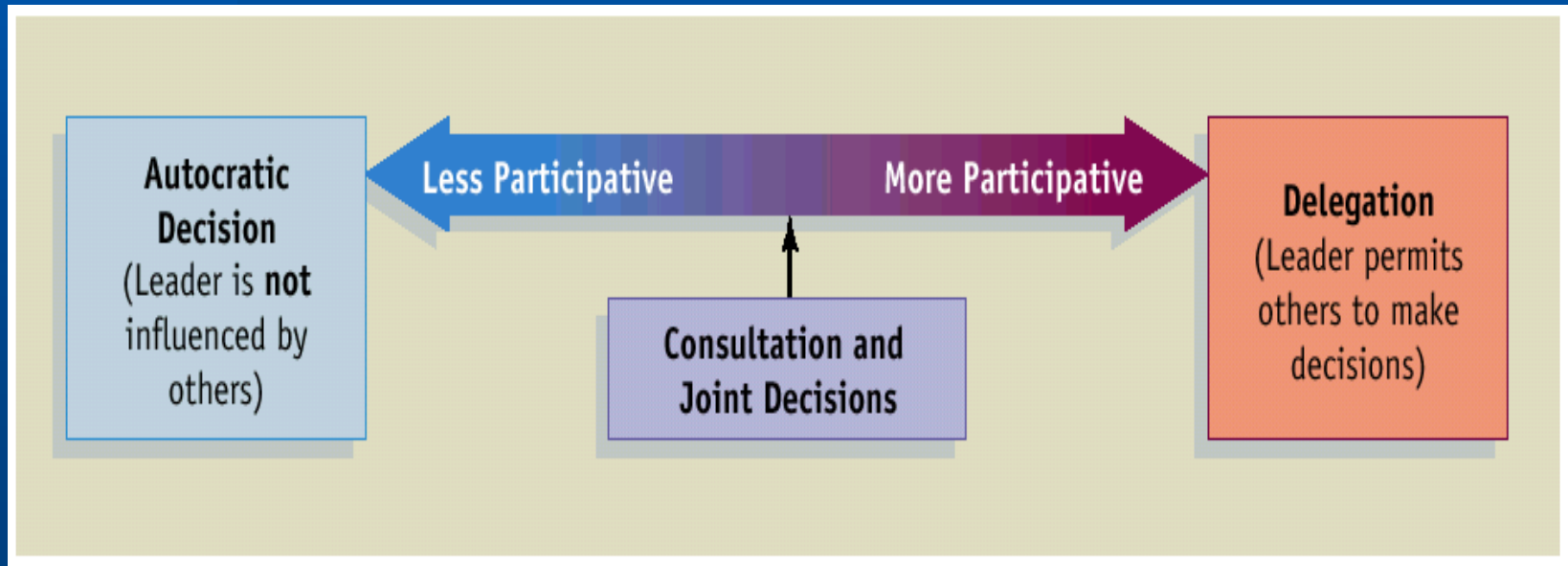
TRAIT OR CHARACTERISTIC	DESCRIPTION
Drive	Desire for achievement, ambition, high energy, tenacity, and initiative.
Honesty and integrity	Trustworthy, reliable, and open.
Leadership motivation	Desire to influence others to reach shared goals.
Self-confidence	Trust in own abilities.
Cognitive ability	Intelligence; ability to integrate and interpret large amounts of information.
Knowledge of the business	Knowledge of industry and relevant technical matters.
Creativity	Capacity to come up with original ideas.
Flexibility	Ability to adapt to needs of followers and the situation.

Leadership Behavior

- ***Autocratic Leadership Style:*** A style of leadership in which the leader makes all decisions unilaterally.
- ***Participative Leadership Style:*** A style of leadership in which the leader permits subordinates to take part in decision making and also gives them a considerable degree of autonomy in completing routine work activities.

Autocratic-Delegation Continuum

An approach to leadership describing the ways in which leaders allocate influence to subordinates. This ranges from controlling everything (autocratic) to allowing others to make decisions for themselves (delegating). Between these two extremes are more participative forms of leadership – consulting and make joint decisions.



Two-Dimensional Model of Participation

TABLE 13.2 THE TWO-DIMENSIONAL MODEL OF SUBORDINATE PARTICIPATION

Leaders can be described as having different styles based on how they involve subordinates in making decisions about how to do their jobs. Four distinct styles are summarized here.

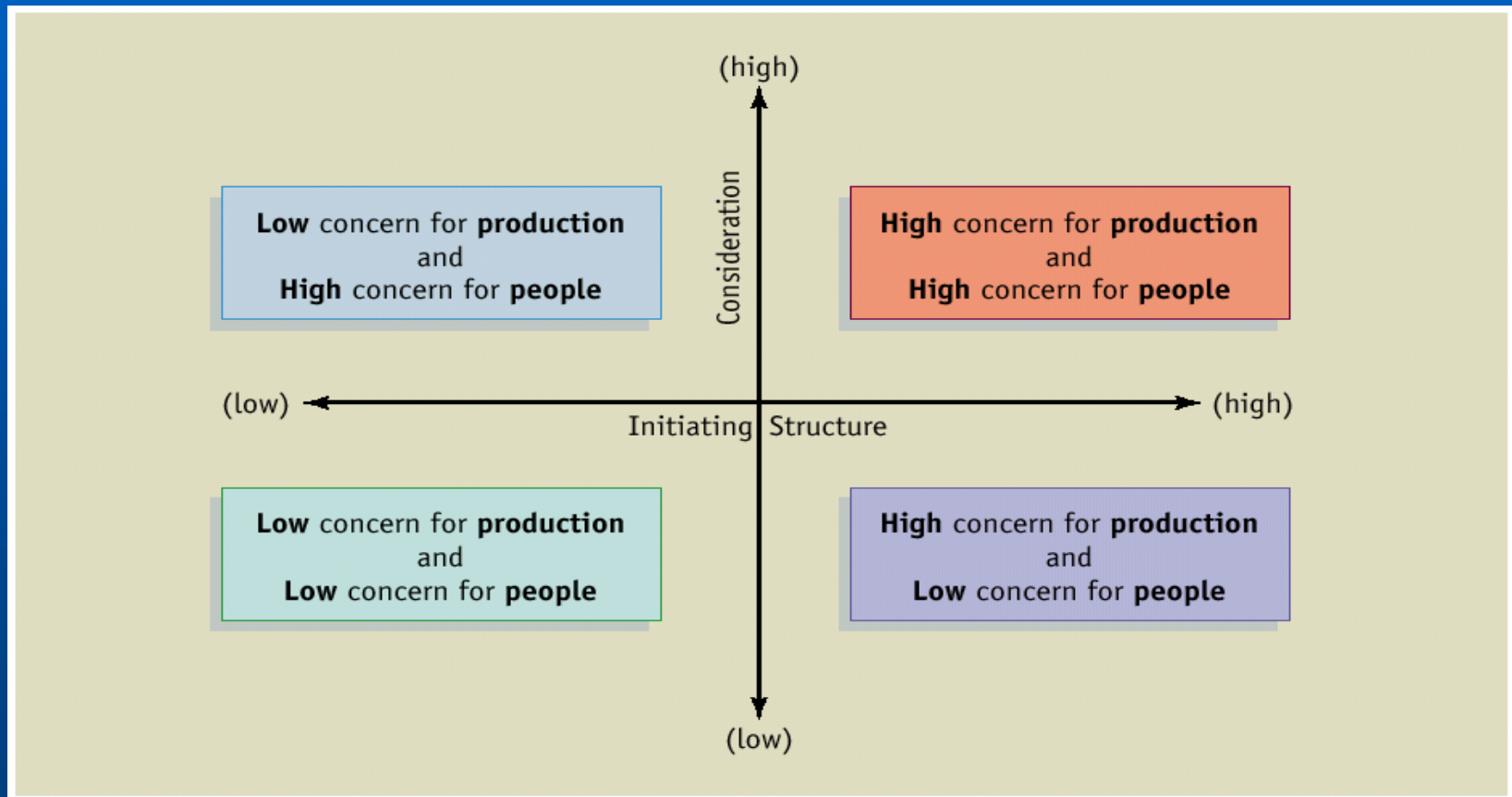
ARE SUBORDINATES TOLD EXACTLY HOW TO DO THEIR JOBS?	ARE SUBORDINATES PERMITTED TO PARTICIPATE IN MAKING DECISIONS?	
	YES (<i>DEMOCRATIC</i>)	NO (<i>AUTOCRATIC</i>)
Yes (<i>directive</i>)	Directive democrat (<i>makes decisions participatively; closely supervises subordinates</i>)	Directive autocrat (<i>makes decisions unilaterally; closely supervises subordinates</i>)
No (<i>permissive</i>)	Permissive democrat (<i>makes decisions participatively; gives subordinates latitude in carrying out their work</i>)	Permissive autocrat (<i>makes decisions unilaterally; gives subordinates latitude in carrying out their work</i>)

(Source: Based on suggestions by Muczyk & Reimaan, 1987; see Note 25.)

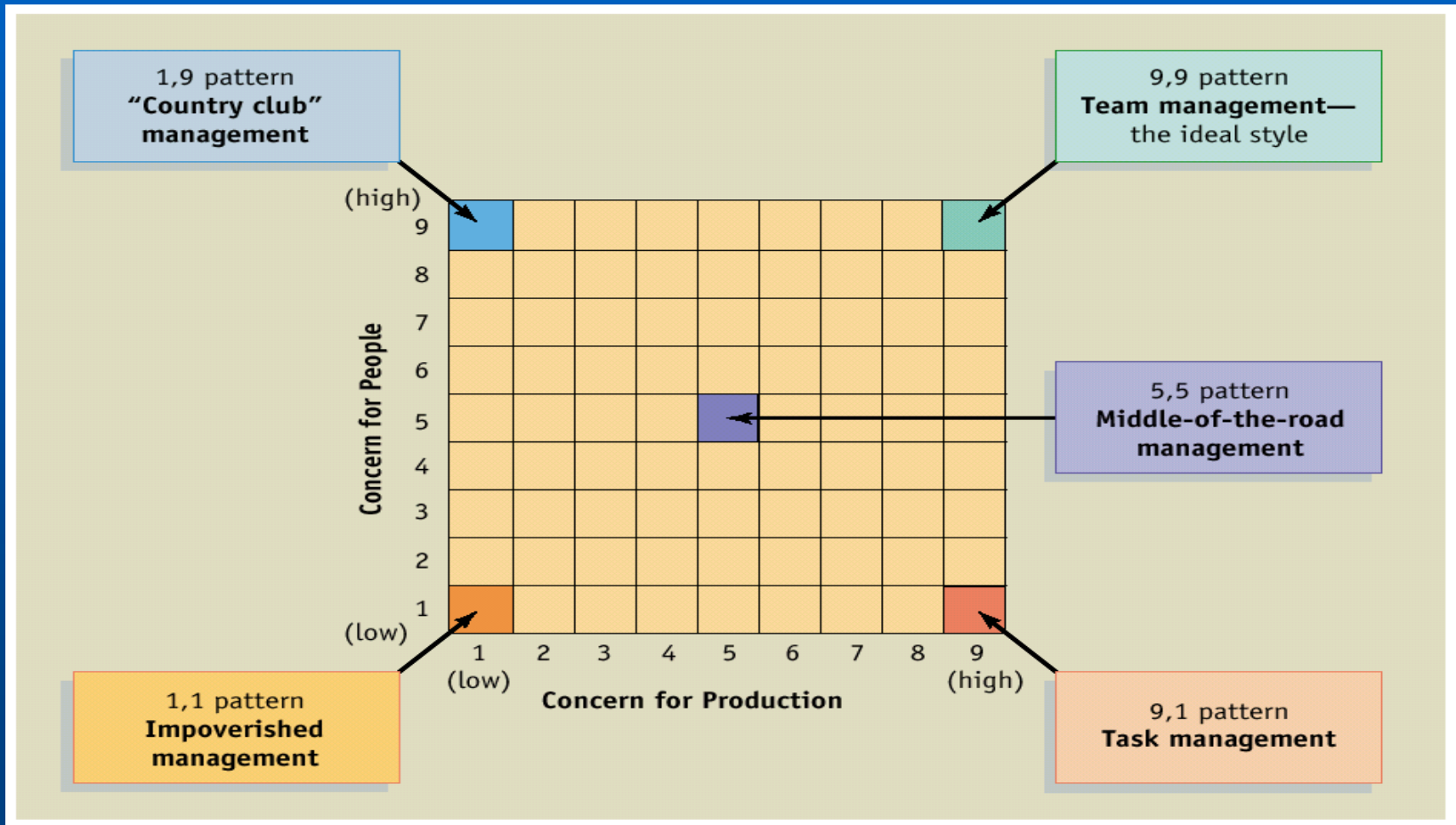
Initiating Structure & Consideration

- ❖ ***Initiating Structure***: Activities by a leader designed to enhance productivity or task performance. Leaders who focus primarily on these goals are described as demonstrating a task-oriented style.
- ❖ ***Consideration***: Actions by a leader that demonstrate concern with the welfare of subordinates and establish positive relations with them. Leaders who focus primarily on this task are often described as demonstrating a person-oriented style.

Dimensions of Leader Behavior



The Managerial Grid

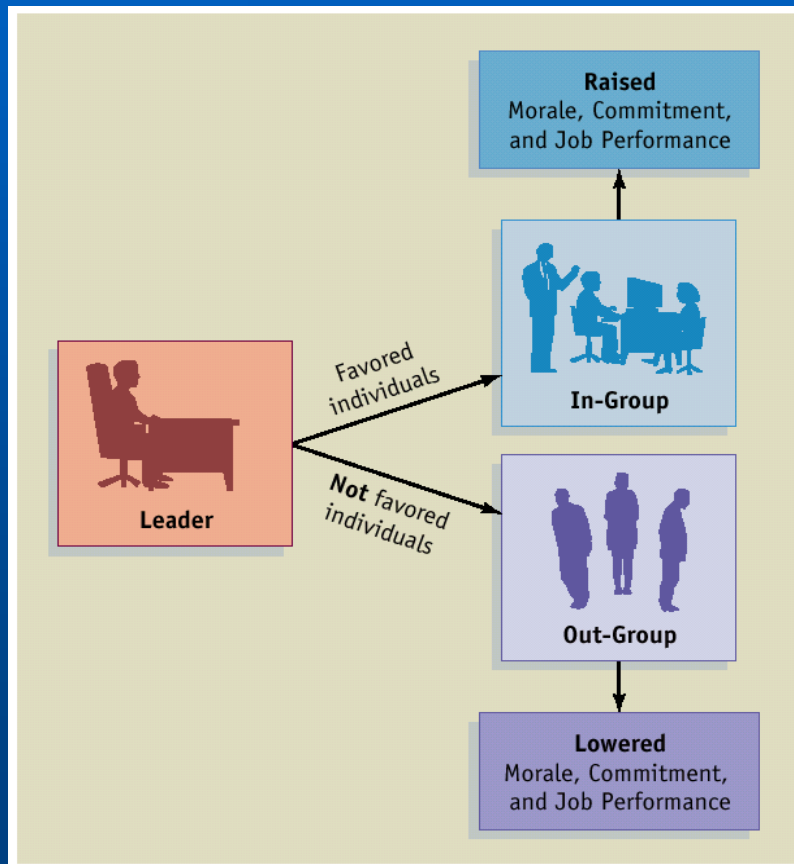


Leaders and Followers

- **The Leader-Member Exchange (LMX) Model**
- **The Challenge of Leading Work Teams**
- **The Attribution Approach**



Leader-Member Exchange



A theory suggesting that leaders form different relations with various subordinates and that their nature can exert strong effects on subordinates' performance and satisfaction.

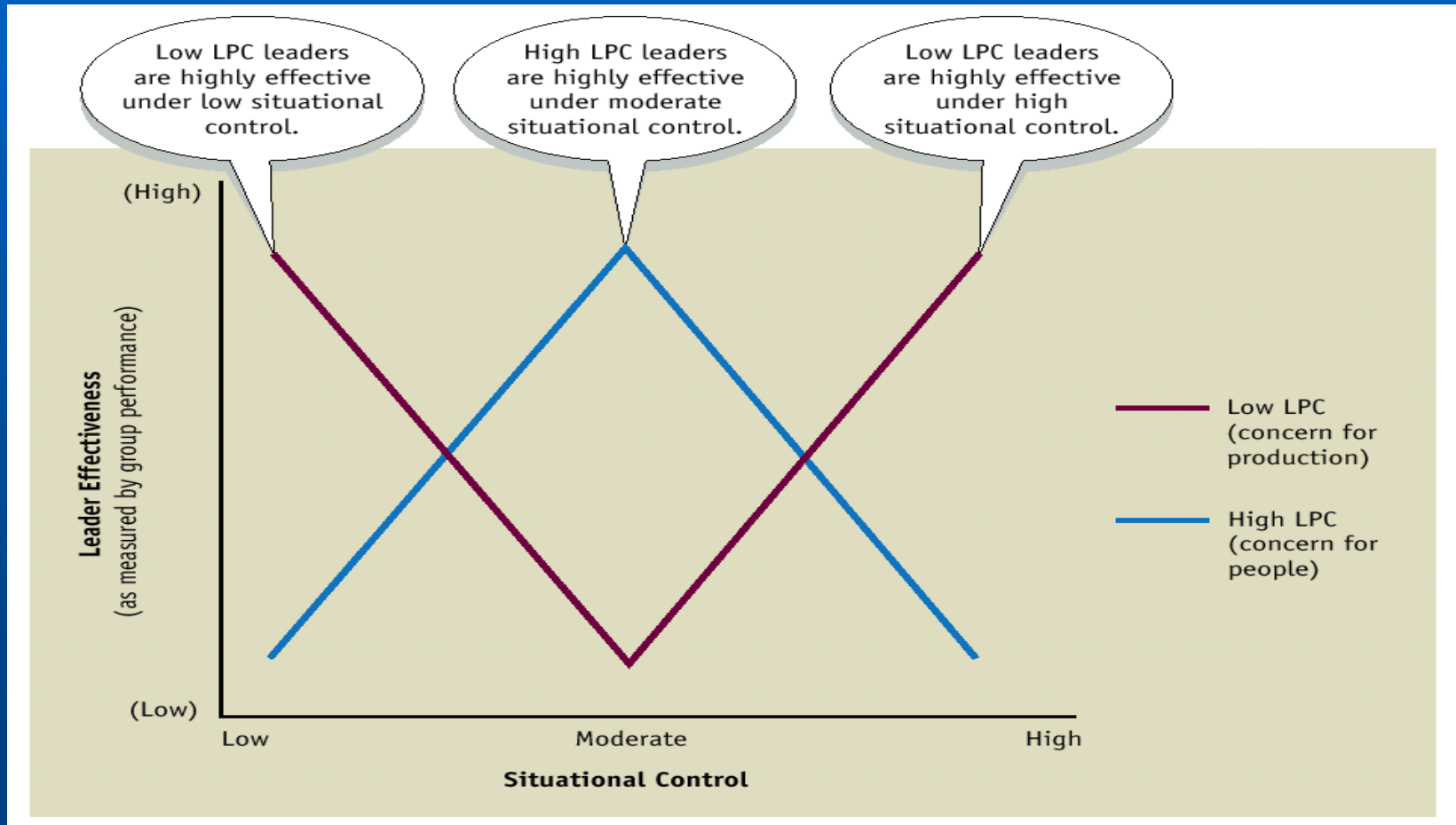
Contingency Theories

- **Any of several theories that recognize that certain styles of leadership are more effective in some situations than others.**
- **Theories include**
 - **LPC Contingency Theory**
 - **Situational Leadership Theory**
 - **Path-Goal Theory**
 - **Normative Decision Theory**
 - **Substitutes for Leadership**

LPC Contingency Theory

- ❁ A theory suggesting that leader effectiveness is determined both by characteristics of leaders (their LPC scores) and by the level of situational control they are able to exert over subordinates.
- ❁ LPC: Short for “esteem for least preferred coworker,” a personality variable distinguishing individuals with respect to their concern for people (high LPC) and their concern for production (low LPC).
- ❁ Situational determinants of effectiveness:
 - Leader’s relations with group members
 - Degree of structure in the task being performed
 - Leader’s position power

LPC Contingency Theory



Situational Leadership Theory

A theory suggesting that the most effective style of leadership depends on the extent to which followers require guidance, direction, and emotional support.

