Title: Leadership
Speaker: Nathan Neale
Chapter 11
Leadership
Chapter 11

- Understand the foundations for effective leadership.
- Identify insights of the contingency leadership theories.
- Discuss current issues and directions in leadership development.
11.1

Foundations of Leadership

• Leadership is one of the four functions of management
• Leaders use position power to achieve influence
• Leaders use personal power to achieve influence
• Leaders bring vision to leadership situations
• Leaders display different traits in the quest for leadership effectiveness
• Leaders display different styles in the quest for leadership effectiveness
The Leadership Function

- Leading builds commitments and enthusiasm and turns plans into action.
FOUNDATIONS OF LEADERSHIP

Power

• Power is the ability to get others to do what needs to be done
Power

- Position power – what an individual can do based on position in the organization
  - Reward power
    - “you can have this if you do this”
  - Coercive power
    - “do this or I’ll take this away”
  - Legitimate power
    - “do it because I’m your boss”
Power

• Personal Power – how the leader is perceived as a person
  – Expert power
    • Special skill or knowledge that influences behavior
  – Referent power
    • Admirable and likeable qualities that influence behavior
Vision

• Vision is a clear sense of the future
• Visionary leadership is the ability to communicate the vision and how to accomplish the vision
Leadership Traits

• People want leaders who are
  – Honest
  – Competent
  – Forward-looking
  – Inspiring
  – Credible
FOUNDATIONS OF LEADERSHIP

Leadership Styles

• Leadership styles are a pattern of behavior
  – Autocratic
    • Acts in a “command and control” fashion
  – Human relations
    • Emphasizes people over tasks
  – Democratic
    • Participative with a strong emphasis on people and task
  – Laissez-faire
    • Little concern for people or tasks
FOUNDATIONS OF LEADERSHIP

Leadership Styles

- **Country Club Manager**
  - *Human Relations Leader*—Focuses on people’s needs, building relationships

- **Team Manager**
  - *Democratic Leader*—Focuses on building participation and support for a shared purpose

- **Middle-of-the-Road Manager**
  - Focuses on balancing work output and morale

- **Impoverished Manager**
  - *Laissez-Faire Leader*—Focuses on minimum effort to get work done

- **Authority-Obedience Manager**
  - *Autocratic Leader*—Focuses on efficiency of tasks and operations
Contingency Leadership Theories

- Fiedler’s contingency model matches leadership styles with situational differences.
- The Hersey-Blanchard situational leadership model matches leadership styles with the maturity of followers.
- House’s path-goal theory matches leadership styles with task and follower characteristics.
- Leader-member exchange theory describes how leaders treat in-group and out-group followers.
- The Vroom-Jago model describes a leader’s choice of alternative decision-making methods.
CONTINGENCY THEORIES

Contingency Leadership

• Contingency leadership
  – Successful leadership varies by the circumstances, task, leader and followers
Contingency Leadership

- Fiedler’s contingency model
  - Leadership style depends on the situation
  - Least Preferred Co-worker Scale (LPC)
CONTINGENCY THEORIES

Hersey-Blanchard

- Hersey-Blanchard situational model matches leadership style with maturity of followers
Path-Goal Theory

- House’s Path-Goal theory
  - Help followers move along paths to achieve work and personal goals
  - Four leadership styles

  - Directive leader
  - Supportive leader
  - Achievement oriented leader
  - Participative leader
CONTINGENCY THEORIES

Leader-Member Exchange

• Leader-member exchange (LMX)
  – In-groups
  – Out-groups
CONTINGENCY THEORIES

Vroom-Jago

– Vroom-Jago model describes decision-making methods
11.3

Current Issues in Leadership

- Transformational leadership inspires enthusiasm and extraordinary performance
- Emotionally intelligent leadership handles emotions and relationships well
- Interactive leadership emphasizes communication, listening and participation
- Moral leadership builds trust from a foundation of personal integrity
- Servant leadership is follower centered and empowering
CURRENT ISSUES

Transformational Leadership

• Charismatic leadership
  – Inspires others, creates enthusiasm and leads to extraordinary performance
CURRENT ISSUES

Transformational Leadership

- Transactional leadership
  - Directs through tasks, rewards, and structures
CURRENT ISSUES

Emotional Intelligence

- Emotional Intelligence (EI)
  - Ability to manage emotions in relationships
CURRENT ISSUES

Interactive Leadership

• Interactive Leadership
  – Emphasizes communication, listening and participation
  – Gender similarities
    • Men and women are similar in terms of psychological properties
CURRENT ISSUES

Moral Leadership

• Moral leadership
  – Builds trust through integrity

• Ethical leadership
  – Leaders with high ethical standards build ethical cultures

• Integrity
  – Honest, credible and consistent behavior that puts values into action and earns trust
CURRENT ISSUES

Servant Leadership

• Servant leadership
  – Commitment to others
  – Other-centered rather than self-centered

• Empowerment
  – Give others freedom to gain power, make decisions and achievement influence