

WEEK 5

LEADERSHIP

CHAPTER 13



WEEK 5

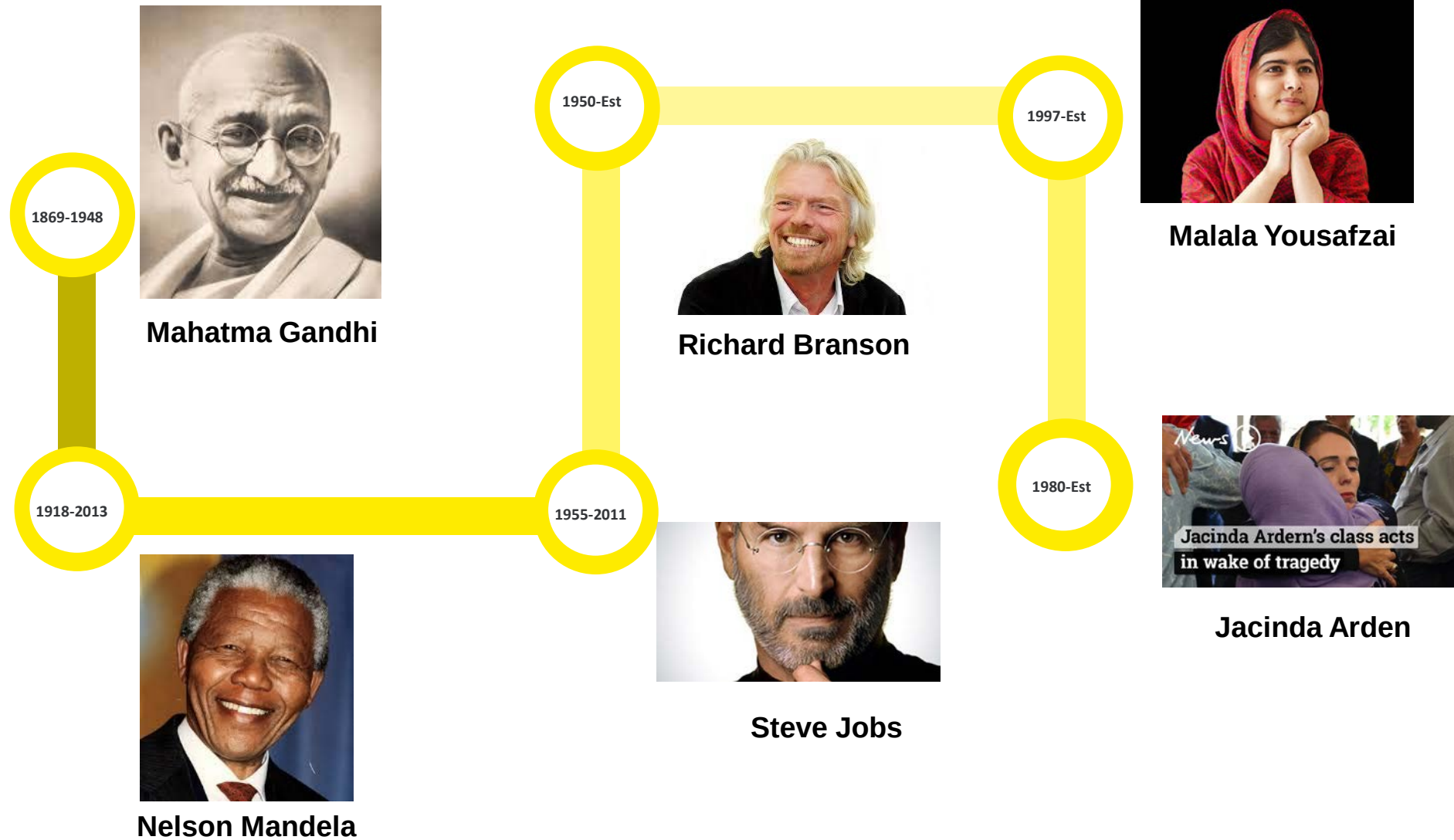
LEARNING

OUTCOMES

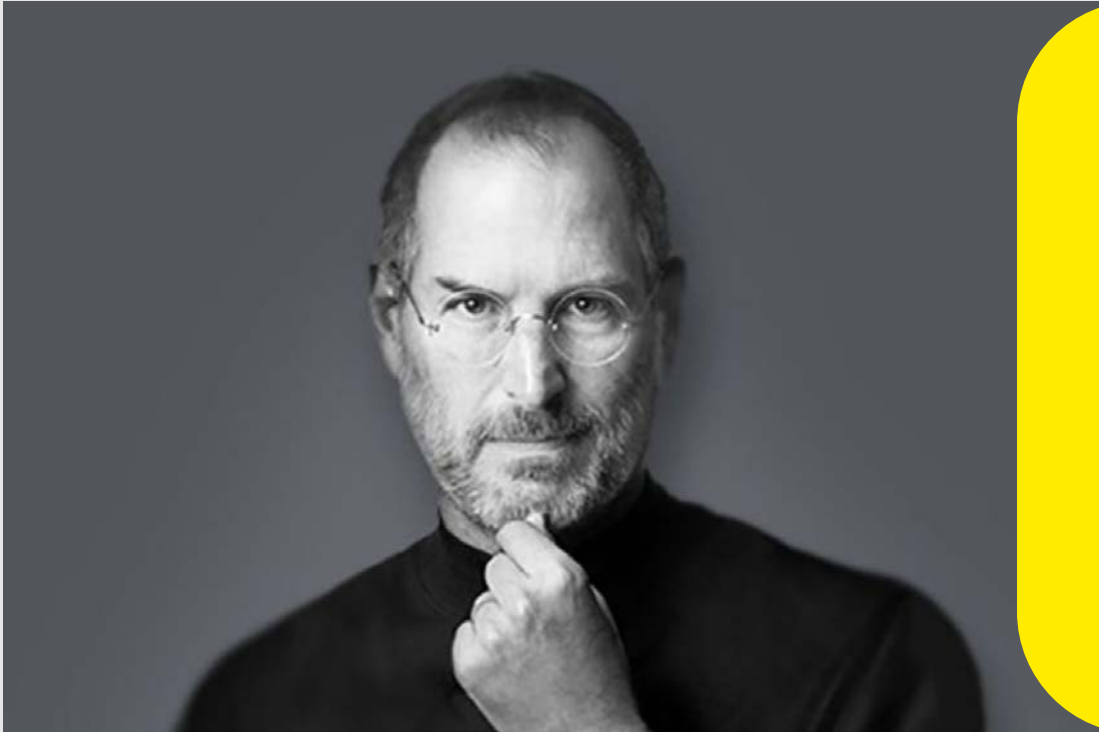
After reading this chapter, you should be able to:

1. Explain what leadership is
2. Describe who leaders are and what effective leaders do
3. Explain different leadership theories
4. Explain how visionary leadership helps leaders achieve strategic leadership

WHAT DO THESE LEADERS HAVE IN COMMON...?



LEADERSHIP



The process of influencing others to achieve group or organisational goals

Leaders are different from managers

LEADERSHIP & MANAGEMENT

MANAGERS

- Do things right
- Status quo
- Short term
- Means
- Builders
- Problem solve

VS

LEADERS

- Do the right thing
- Change
- Long term
- Ends
- Architects
- Inspire & motivate

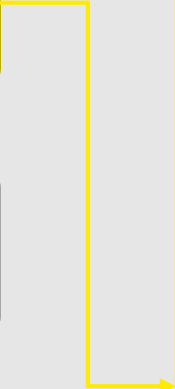
LEADERSHIP THEORIES



Trait theory

Behavioural
Theory

Situational
leadership theory

- 
- Effective leaders possess a similar set of traits or characteristics.
 - Traits are relatively stable characteristics, i.e. abilities, psychological motives or consistent patterns of behaviour.

LEADERSHIP THEORIES

Trait theory

Behavioural
Theory

Situational
leadership theory

Path-goal theory

Leadership Traits

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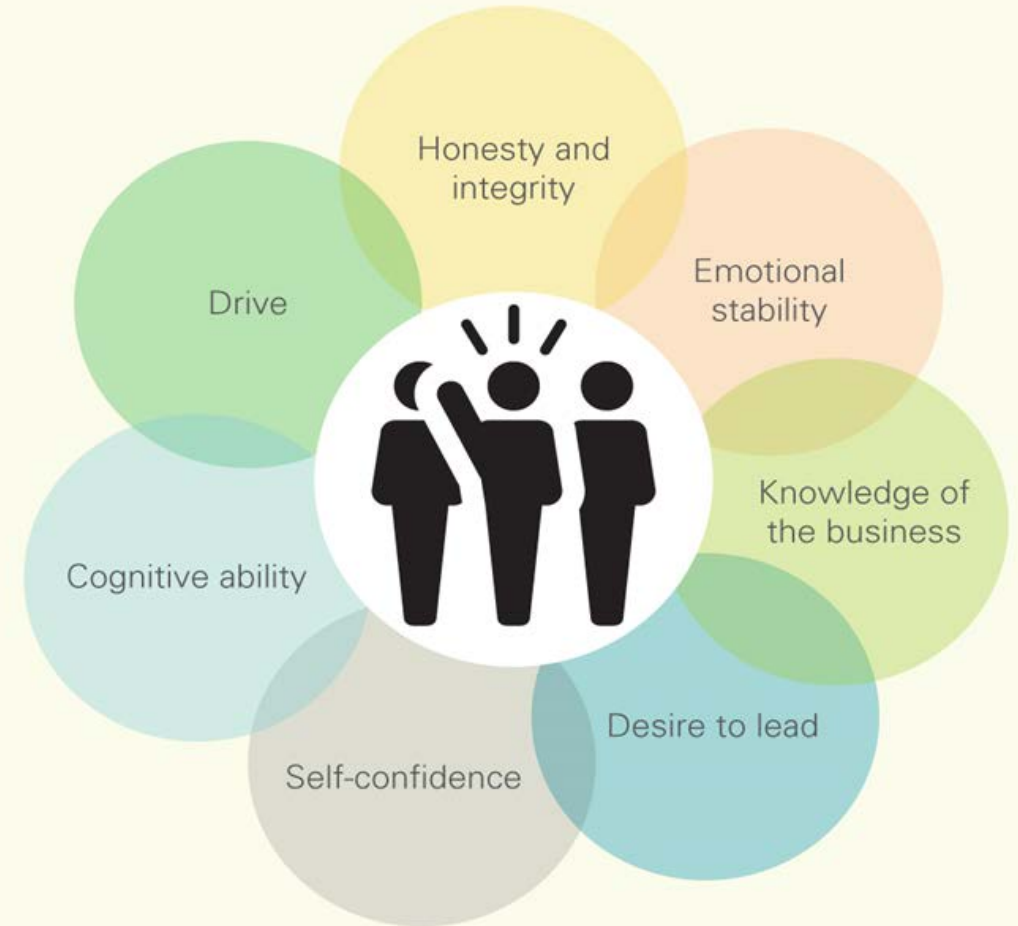


FIGURE 13.1

There are many ways that leaders are different from non-leaders

Source: D. Sacks, 'The accidental guru', *Fast Company*, 1 January 2005: 64.

LEADERSHIP THEORIES

Trait theory

**Behavioural
Theory**

Situational
leadership theory

- Traits alone cannot explain leadership
- Two leader behaviours that underlie behavioural theories:

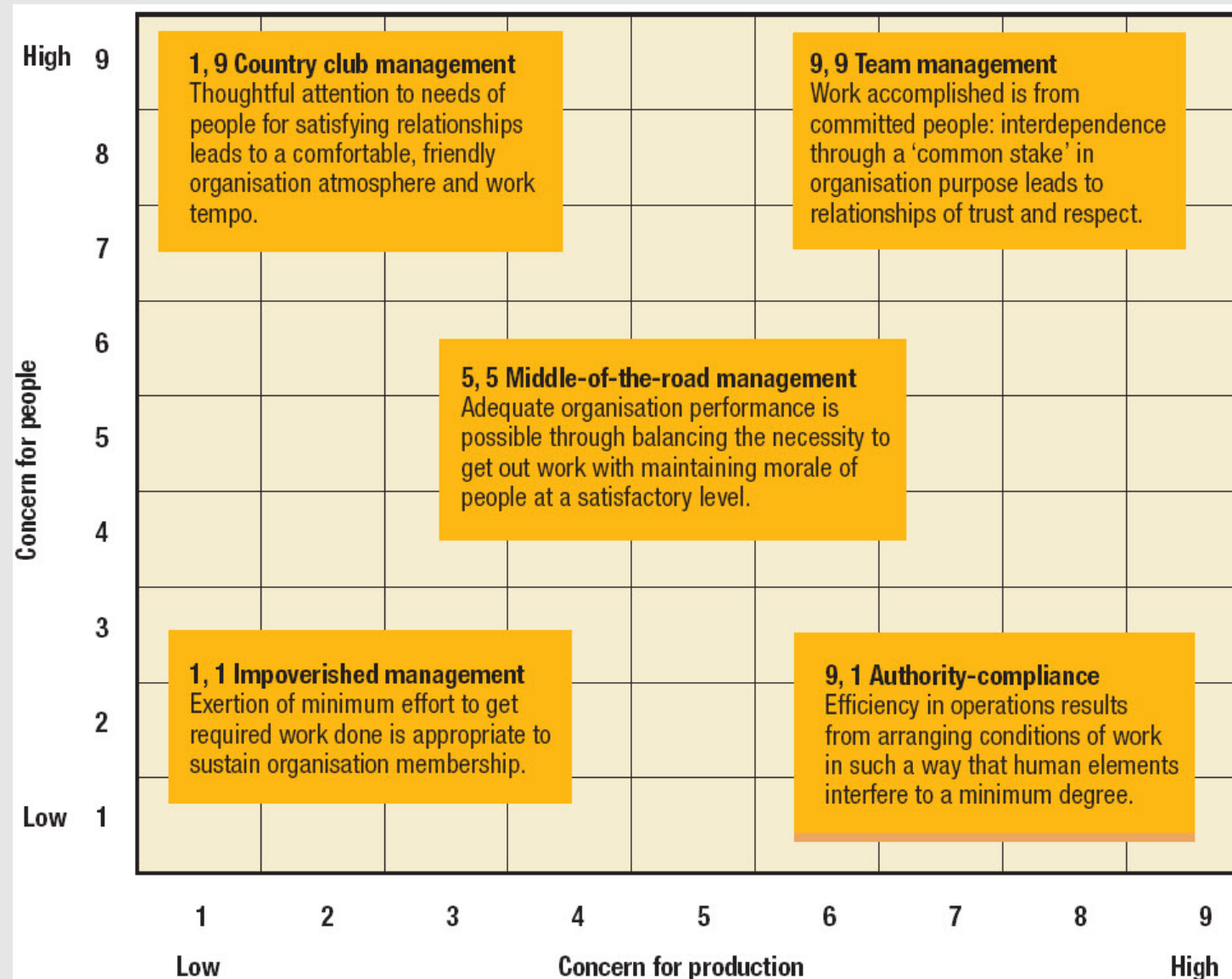
Initiating structure:

The degree to which a leader structures the roles of followers by setting goals, giving directions, setting deadlines, and assigning tasks

Consideration:

the extent to which a leader is friendly, approachable and supportive and shows concern for employees

BLAKE/MOUTON LEADERSHIP GRID

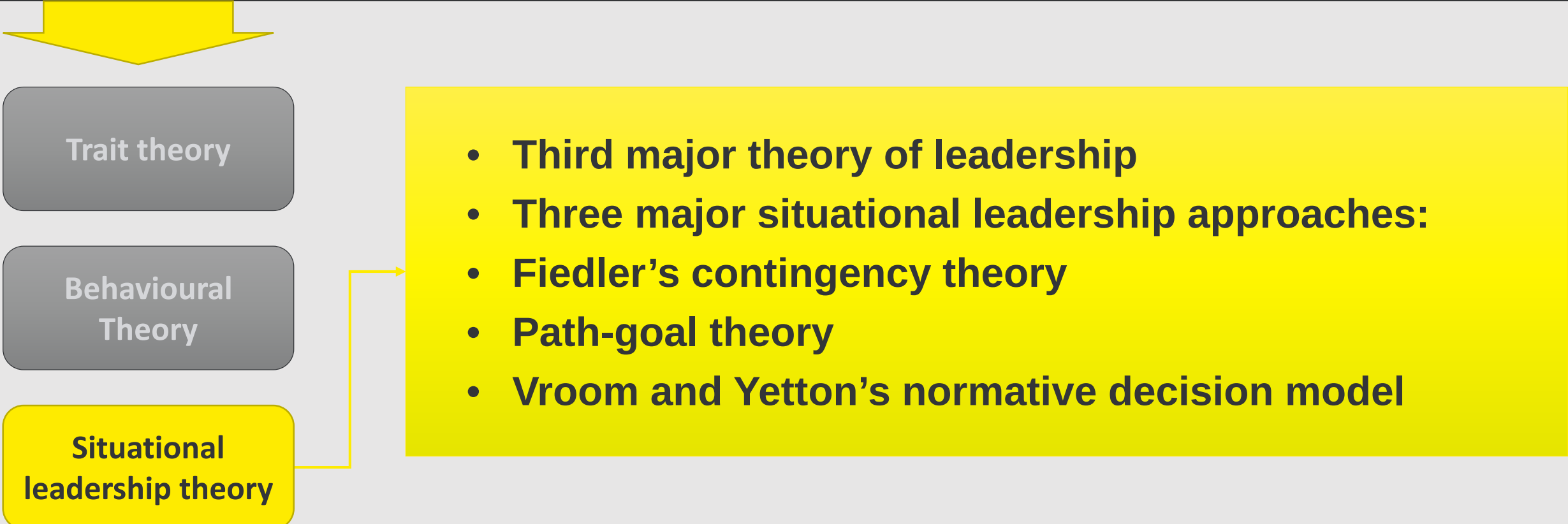


SOME LEADERS FAIL BECAUSE THEY FAIL TO UNDERSTAND THE CONTEXT THEY ARE WORKING IN

Contingency approaches to leadership

if-then

LEADERSHIP THEORIES



Trait theory

Behavioural
Theory

Situational
leadership theory

- Third major theory of leadership
- Three major situational leadership approaches:
- Fiedler's contingency theory
- Path-goal theory
- Vroom and Yetton's normative decision model

HOUSE'S PATH GOAL THEORY

A leadership theory that states that leaders can increase subordinate satisfaction and performance by clarifying and clearing the paths to goals and by increasing the number and kinds of rewards available for goal attainment.

- Clarify paths to goal.
- Clear paths to goals: solve problems and remove roadblocks.
- Increase the number and kinds of rewards available for goal attainment.
- Do things that satisfy followers today or will lead to future rewards or satisfaction.
- Offer followers something unique and valuable beyond what they're experiencing.

STRATEGIC LEADERSHIP



- A leader's ability to anticipate, envision, maintain flexibility, think strategically and work with others to initiate changes that will create a positive future for an organisation.
- Inspires change and extraordinary efforts to achieve organisational goals.

VISIONARY LEADERSHIP



- Leadership that creates a positive image of the future that motivates organisational members and provides direction for future planning and goal setting.

Charismatic
leadership

Transformational
leadership

CHARISMATIC LEADERSHIP

- Creates an exceptionally strong relationship between leader and follower
- Charismatic leaders:
 - ✓ articulate a clear vision, based on values
 - ✓ model values consistently with vision
 - ✓ communicate high performance expectations
 - ✓ display confidence in followers' abilities

CHARISMATIC LEADERSHIP



Kinds of charismatic leaders



Ethical & Unethical

CHARISMATIC LEADERSHIP



Kinds of charismatic leaders

Ethical charismatics:

- Provide developmental opportunities
- Open to positive and negative feedback
- Recognise others' contributions
- Share information
- Concerned with the interests of the group, organisation or society

Unethical charismatics:

- Control and manipulate followers
- Do what is best for themselves
- Only want positive feedback
- Share only information that is beneficial to themselves
- Have moral standards that put their interests before everyone else's

TRANSFORMATIONAL LEADERSHIP



Generates awareness and acceptance of group's purpose and mission and gets employees to see beyond their own needs and self-interests for the good of the group.

Gets followers to accomplish more than they intended or thought possible

COMPONENTS OF TRANSFORMATIONAL LEADERSHIP

Charisma or idealised influence

Transformational leaders act as role models for their followers

Inspirational motivation

Followers are motivated and inspired by providing meaning and challenge to their work

Intellectual stimulation

Followers are encouraged to be creative and innovative, question assumptions and look at problems and situations in new ways, even if different from leader's ideas

Individualised consideration

Attention is paid to followers' individual needs by creating learning opportunities, accepting and tolerating individual differences, encouraging two-way communication and being a good listener

CONTROLLING

