

Project Leadership

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Project Leadership

Lecture 4 Theories of Leadership

PMG 511

Master in Project Management

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Chapter

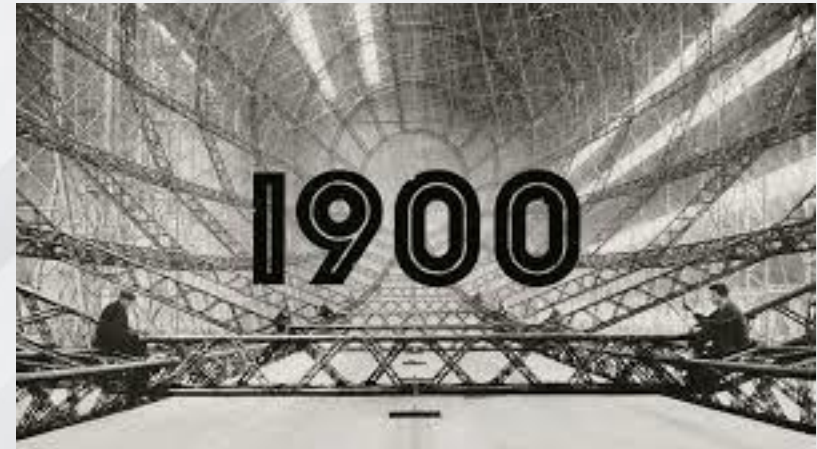
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Learning Outcomes

1. Leadership theories.
2. Types of leadership power (Influence).
3. Motivators.
4. Culture.
5. Professional discipline and Ethics.
6. Summary and conclusions.

Leadership Theories

- The interest in leadership increased during the early part of the 1900's.



“Great Man” Theory (1900’s)

- **Great Man theories** assume that the capacity for leadership is **inherent** – that great leaders are born, not made.
- These theories often reveals a great leaders as hero, myth, and fated to end by leadership when needed.
- The term “Great Man” was used because, at that time, leadership was believed on a male quality, especially in terms of military leadership.



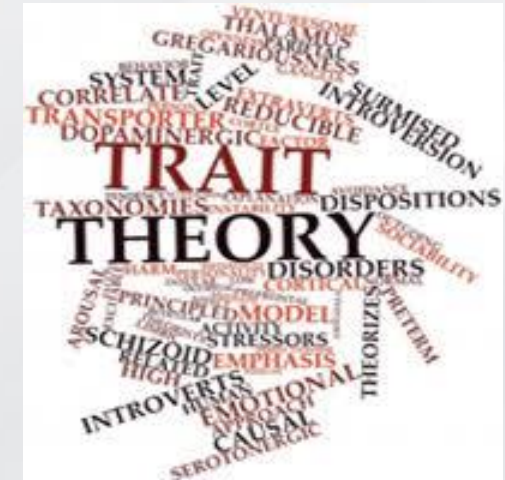
“Great Man” Theory

- Great Man approach actually emphasis “charismatic leadership”.
- (Gandhi, Lincoln, Napoleon).



Trait Theory (1940's – 1950's)

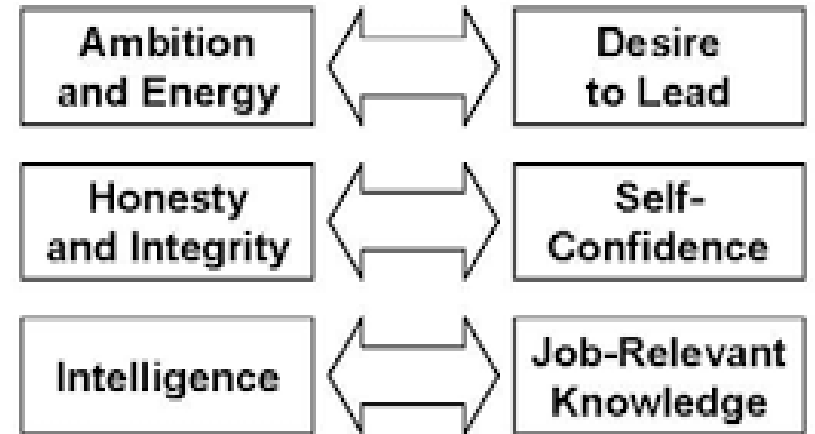
- Similar in some ways to “Great Man” theories, trait theory assumes that people inherit certain qualities and traits that make them better matched to leadership.
- Trait theories often identify certain personality or behavioral characteristics shared by leaders.



Trait Theories

- The Trait Theories Of Leadership is a social, physical traits that differentiate leaders from non leaders
- All leaders would have to possess those unique and consistent characteristics, making it easy to find leaders in organizations.

Trait Theories of Leadership



Leadership Traits

1

Drive.

Leaders exhibit a high effort level. They have a relatively high desire for achievement, they are ambitious, they have a lot of energy, they are tirelessly persistent in their activities, and they show initiative.

2

Desire to lead.

Leaders have a strong desire to influence and lead others. They demonstrate the willingness to take responsibility.

3

Honesty and integrity.

Leaders build trusting relationships with followers by being truthful, or nondeceitful, and by showing high consistency between word and deed.

4

Self-confidence.

Followers look to leaders who don't self-doubt. Leaders, therefore, need to show self-confidence in order to convince followers of the rightness of their goals and decisions.

5

Intelligence.

Leaders need to be intelligent enough to gather, synthesize, and interpret large amounts of information, and they need to be able to create visions, solve problems, and make correct decisions.

6

Job-relevant knowledge.

Effective leaders have a high degree of knowledge about the company, industry, and technical matters. In-depth knowledge allows leaders to make well-informed decisions and to understand the implications of those decisions.

7

Extraversion.

Leaders are energetic, lively people. They are sociable, assertive, and rarely silent or withdrawn.

Sources: Based on S. A. Kirkpatrick and E. A. Locke, "Leadership: Do Traits Really Matter?" *Academy of Management Executive*, May 1991, pp. 48–60; and T. A. Judge, J. E. Bono, R. Ilies, and M. W. Gerhardt, "Personality and Leadership: A Qualitative and Quantitative Review," *Journal of Applied Psychology* (August 2002), pp. 765–80.

Traits and Skills For Leaders

Traits	Skills
Adaptable to situations	Clever (intelligent)
Alert to social environment	Conceptually skilled
Ambitious, achievement oriented	Creative
Assertive	Diplomatic and tactful
Cooperative	Fluent in speaking
Decisive	Knowledgeable about the work
Dependable	Organized (administrative ability)
Dominant (power motivation)	Persuasive
Energetic (high activity level)	Socially skilled
Persistent	
Self-confident	
Tolerate of stress	
Willing to assume responsibility	

Source: Based on Ralph Stogdill *Handbook of Leadership: A Survey of the Literature* (New York: Free Press, 1974), p. 237.

Behavioral Theories (1950's – 1960's)

- In behavioral theories Individuals need three primary skills to lead the followers – technical, human, and conceptual skills.

Different Studies on Behavioral Theories

UNIVERSITY OF IOWA⁴

Behavioral Dimension

Democratic style: involving subordinates, delegating authority, and encouraging participation

Autocratic style: dictating work methods, centralizing decision making, and limiting participation

Laissez-faire style: giving group freedom to make decisions and complete work

CONCLUSION

Democratic style of leadership was most effective, although later studies showed mixed results.

OHIO STATE⁵

Behavioral Dimension

Consideration: being considerate of followers' ideas and feelings

Initiating structure: structuring work and work relationships to meet job goals

CONCLUSION

High-high leader (high in consideration and high in initiating structure) achieved high subordinate performance and satisfaction, but not in all situations

Different Studies on Behavioral Theories

UNIVERSITY OF MICHIGAN⁶

Behavioral Dimension

Employee oriented: emphasized interpersonal relationships and taking care of employees' needs

Production oriented: emphasized technical or task aspects of job

CONCLUSION

Employee-oriented leaders were associated with high group productivity and higher job satisfaction.

MANAGERIAL GRID⁷

Behavioral Dimension

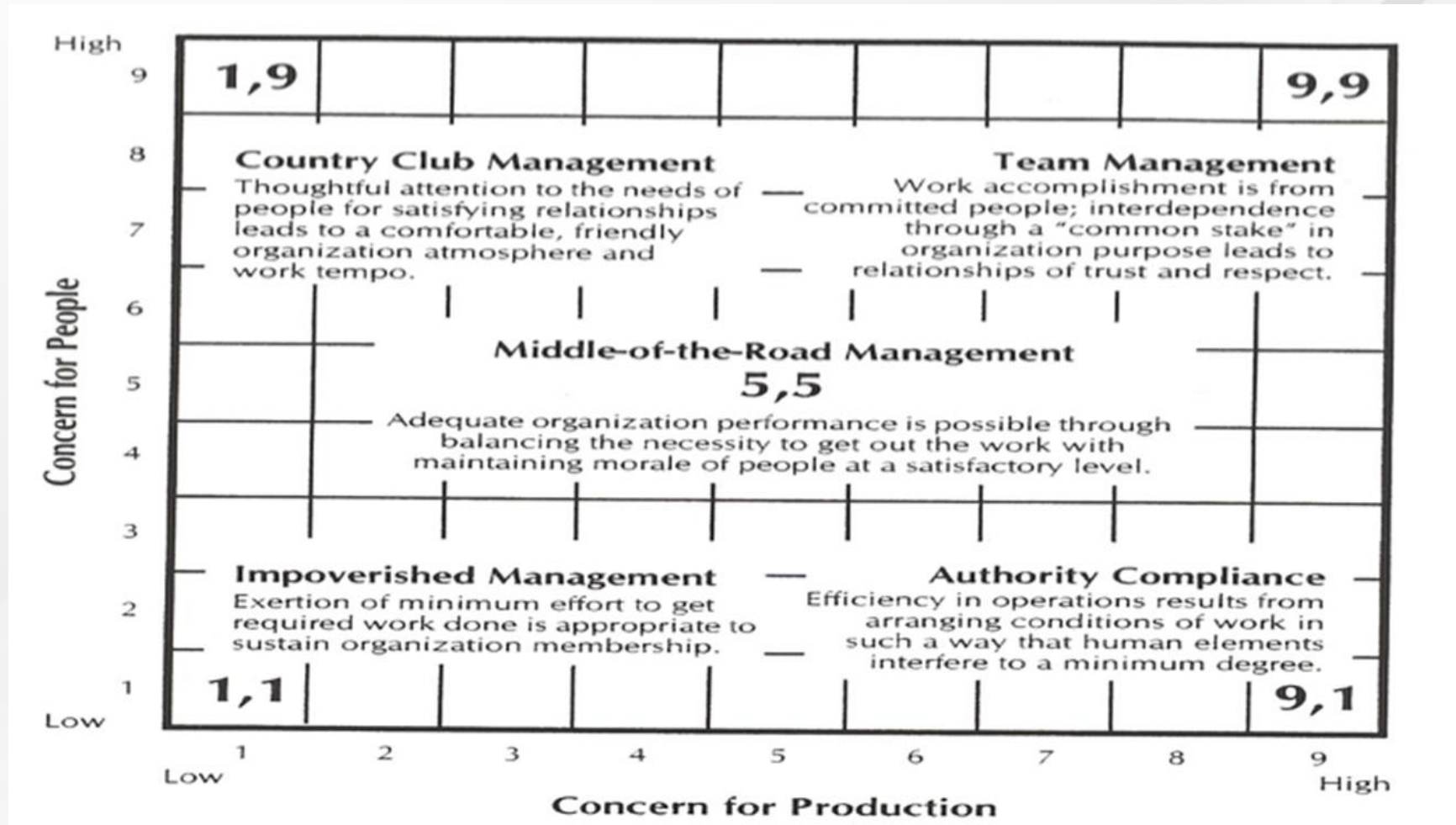
Concern for people: measured leader's concern for subordinates on a scale of 1 to 9 (low to high)

Concern for production: measured leader's concern for getting job done on a scale 1 to 9 (low to high)

CONCLUSION

Leaders performed best with a 9,9 style (high concern for production and high concern for people).

The Managerial Grid



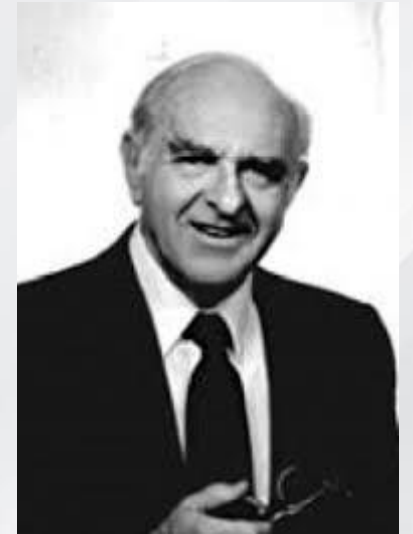
Contingency Theories (1960's – 1970's)

➤ There are four major contingency leadership theories:

- The Fiedler Model.
- Situational Leadership Theory.
- Leader-participation Model.
- Path-Goal Theory.

The Fiedler Model

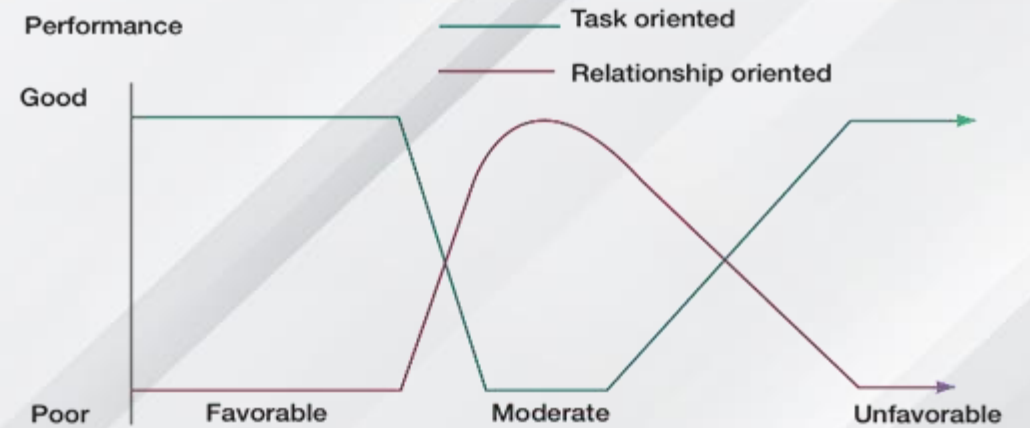
- The Fiedler Contingency Model was created in the mid-1960s by Fred Fiedler.
- The model states that there is **no one best style** of leadership. Instead, a leader's effectiveness is based on the situation.
- Fiedler believes a key factor in leadership success is the **individual's basic leadership style** which could be categorized as either task oriented or relationship oriented.



The Fiedler Model

➤ The Fiedler Model - Least-Preferred Coworker Questionnaire.

LPC: An instrument that tells to measure whether a person is task or relationship oriented.



Category	Highly Favorable			Moderate			Highly Unfavorable	
	I	II	III	IV	V	VI	VII	VIII
Leader-member relations	Good	Good	Good	Good	Poor	Poor	Poor	Poor
Task structure	High	High	Low	Low	High	High	Low	Low
Position power	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak

Least-preferred Coworker Questionnaire

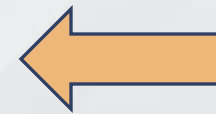
- If the score of the LPC is low, then the person is **task oriented**.
- If the score of the LPC is high, then the person is **relationship oriented**.

Least Preferred Coworker (LPC) Scale

Pleasant	8 7 6 5 4 3 2 1	Unpleasant
Friendly	8 7 6 5 4 3 2 1	Unfriendly
Rejecting	8 7 6 5 4 3 2 1	Accepting
Tense	8 7 6 5 4 3 2 1	Relaxed
Cold	8 7 6 5 4 3 2 1	Warm
Supportive	8 7 6 5 4 3 2 1	Hostile
Boring	8 7 6 5 4 3 2 1	Interesting
Quarrelsome	8 7 6 5 4 3 2 1	Harmonious
Gloomy	8 7 6 5 4 3 2 1	Cheerful
Open	8 7 6 5 4 3 2 1	Closed
Backbiting	8 7 6 5 4 3 2 1	Loyal
Untrustworthy	8 7 6 5 4 3 2 1	Trustworthy
Considerate	8 7 6 5 4 3 2 1	Inconsiderate
Nasty	8 7 6 5 4 3 2 1	Nice
Agreeable	8 7 6 5 4 3 2 1	Disagreeable
Insincere	8 7 6 5 4 3 2 1	Sincere
Kind	8 7 6 5 4 3 2 1	Unkind

Situational Leadership Theory (SLT)

- Which **leadership styles** might be suitable in different situations, and what are those **different situations**?



Situational Leadership Theory

- It was developed by **Paul Hersey and Ken Blanchard**.
- It is a contingency theory that focuses on followers' readiness.
- It refers to those leaders who adopt different leadership styles according to the situation and the development level of their team members.
- It is an effective way of leadership because it adapts to the team's needs and sets a beneficial balance for the whole organization.



Situational Leadership Theory

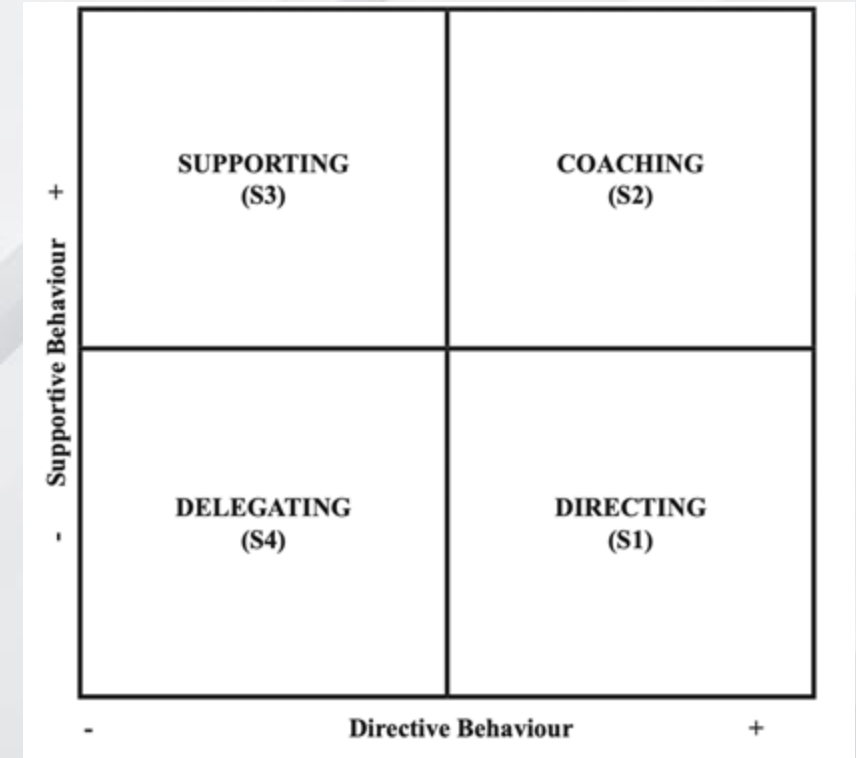
LEADER

FOLLOWERS

Now—let's put the **two together!**

Situational Leadership Theory

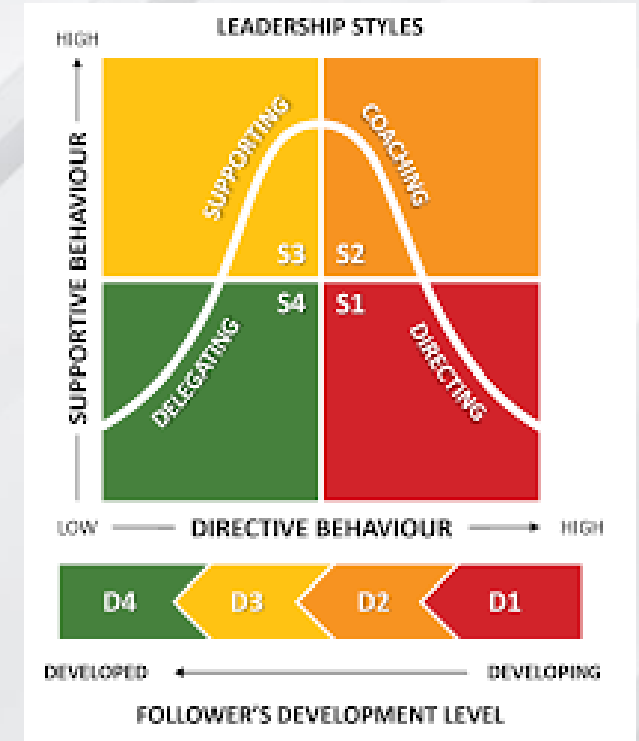
- Situational theories propose that leaders choose the best course of action based upon situational variable.
- Different styles of leadership may be more appropriate for certain types of decision-making.



Situational Leadership Theory

➤ Hersey and Blanchard suggested that there are four primary leadership styles:

- **Telling (S1):** In this leadership style, the leader tells people what to do and how to do it.
- **Selling (S2):** This style involves more back-and-forth between leaders and followers. Leaders "sell" their ideas and message to get group members to buy into the process.
- **Participating (S3):** In this approach, the leader offers less direction and allows members of the group to take a more active role in coming up with ideas and making decisions.
- **Delegating (S4):** This style is characterized by a less involved, hands-off approach to leadership. Group members tend to make most of the decisions and take most of the responsibility for what happens.



Participative Theories

➤ **Leader-participation Model** (Yroom & Yetton's).

- A leadership theory that **provides a set of rules to determine the form and amount of participative decision making in different situations.**
- Participative leadership theories suggest that **the ideal leadership style is one that takes the input of others into account.**
- These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process.

Contingency Variables of Leader-participation Model

1. Importance of the decision
2. Importance of obtaining follower commitment to the decision
3. Whether the leader has sufficient information to make a good decision
4. How well structured the problem is
5. Whether an autocratic decision would receive follower commitment
6. Whether followers “buy into” the organization’s goals
7. Whether there is likely to be conflict among followers over solution alternatives
8. Whether followers have the necessary information to make a good decision
9. Time constraints on the leader that may limit follower involvement
10. Whether costs to bring geographically dispersed members together are justified
11. Importance to the leader of minimizing the time it takes to make the decision
12. Importance of using participation as a tool for developing follower decision skills

Source: Stephen P. Robbins and Timothy A. Judge, *Organizational Behavior*, 13th, ©2009.
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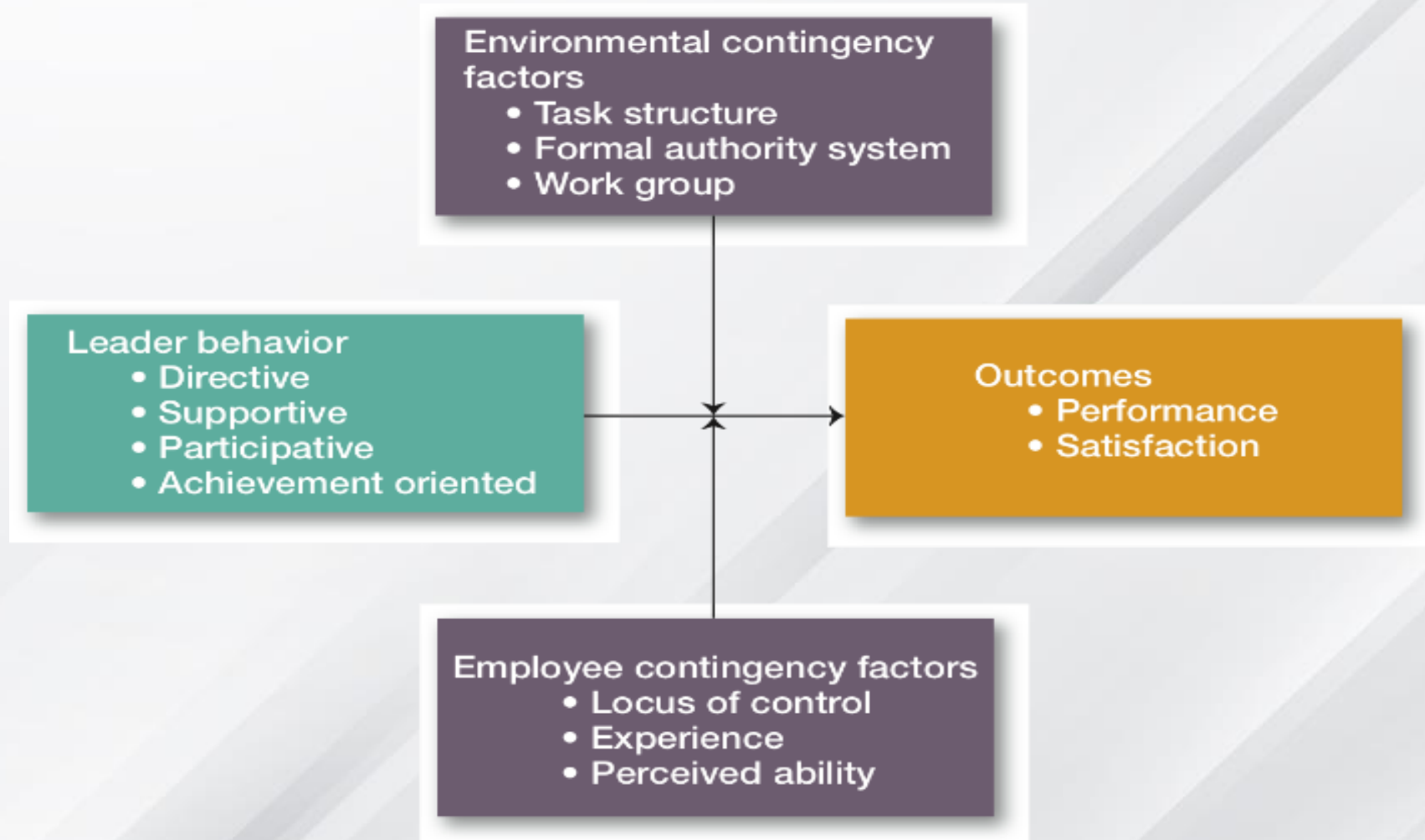
Path-Goal Theory

➤ Four leadership behaviors:



1. **A directive leader** lets subordinates know what's expected of them, schedules work to be done, and gives specific guidance on how to accomplish tasks.
2. **A supportive leader** shows concern for the needs of followers and is friendly.
3. **A participative leader** consults with group members and uses their suggestions before making a decision.
4. **An achievement-oriented leader** sets challenging goals and expects followers to perform at their highest level.

Path-Goal Model



Modern Views Of Leadership

1. Leader-member exchange (LMX).
2. Transformational-transactional leadership.
3. Charismatic-visionary leadership.
4. Team leadership.

Leader-member Exchange Theory (LMX)

- A leadership theory that says **leaders create in-groups and out-groups** and those in the **in-group** will have **higher performance ratings, less turnover, and greater job satisfaction.**

Transactional vs. Transformational Leaders

Transactional Leaders

Leaders who lead primarily by using social exchanges (or transactions).

Transformational Leaders

leaders who stimulate and inspire (transform) followers to achieve extraordinary outcomes.

Charismatic vs. Visionary Leaders

Charismatic leaders often rely heavily on their personal charisma to get things done, while visionary leaders focus more on inspiring others with their vision



Leaders and Teams

- The role of a **team leader** is different from the traditional leadership role and many leaders are not equipped to handle the shift to employee teams.
- A good way to describe the team leader's job is to focus on two priorities:
 1. Managing the team's external boundary; and
 2. Facilitating the team processes.



Influence

- Not just the leader; All team members have influence on their peers.
- Can be **positive** or **negative**
- Choose appropriate combinations for each peer or team member.
- Is being the 'boss' isn't enough?



Influence Types

- **Formal / Legitimate**
 - Classic title-based position of authority.
 - Ex: CEO.
- **Penalty/Coercive**
 - The ability or fear of punishment such as demotion.
 - Ex: Sales manager who tells underperforming team members that they will be replaced if goals are not met.
- **Reward**
 - The ability to reward.
 - Ex: Employee reward and recognition as being the best achiever.
- **Expert**
 - A superior level of skill, experience, or knowledge.
 - Ex: statistician who helps team interpret data for a project.
- **Referent**
 - Based on trust and respect, similar to the influence of trusted family members
 - Ex: A coach who is known for preventing team member from bullying one another.

Motivators

- **It is what makes us *want* to come to work.**
- Norms often established by industry, organization, or previous leaders.
- **What motivates you may or may not motivate others?**
- Motivators **are highly personal**; the leader must consider each team member individually.
- Divided into **Extrinsic and Intrinsic motivators.**



Extrinsic Motivators

➤ Money/Power

- Want to 'move up' in the organization or earn higher wages.
- Ex: Salespeople, CEO's, Politicians

➤ Recognition

- Often motivated most by acknowledgement of those in power.
- Ex: Entertainment, Lawyers, Interns

➤ Interpersonal Relationships

- Relationships with co-workers and a cooperative atmosphere are valued.
- Ex: Religious Leaders, Social Workers

Intrinsic Motivators

➤ Autonomy/Interesting Work

- Prefer the excitement of new and innovative endeavors.
- Ex: Architects, Engineers

➤ Purpose

- Need to feel that their work is beneficial to the causes they care about.
- Ex: Doctors, Teachers, Military

➤ Mastery/Exploration

- Personal achievement, problem solving opportunities, and creative endeavors are sought.
- Ex: Artists, Scientists

Leaders Professional Ethics

- Ethics (self-discipline) are key to professionalism.
- Ethics influence and are influenced by organizational culture.
- Examples:
 - Honesty regarding qualifications
 - Protecting proprietary information
 - Confronting conflict directly
 - Disclosing *conflicts of interest*
 - Focusing on mutual cooperation
 - Advocating for team members and stakeholders

National Culture

- The set of behaviors or beliefs that determine how an organization or team interacts or carries out work.
- **Awareness of *culture* and different circumstances/attitudes** is key
- Influenced by:
 - The industry, environment, customers, organizational practices
 - Personalities, values, principles, etc. of the organization, leader, and team
- Influences:
 - Decision making, risk tolerance, decisiveness, orderliness, competitiveness
 - Level of attention to detail, amount of process, emphasis on achievement
 - Supportiveness, reward/punishment, team vs. individual contribution

National Culture

➤ Cross-Cultural Leadership

- Korean leaders are expected to be parental toward employees.
- Arab leaders who show kindness or generosity without being asked to do so are seen by other Arabs as weak.
- Japanese leaders are expected to be humble and speak frequently.
- Scandinavian and Dutch leaders who single out individuals with public praise are likely to embarrass, not energize, those individuals.



Emotional Intelligence (EI)

- EI, more than any other single factor, is the best predictor of who will emerge as a leader.
- EI is an essential element in leadership effectiveness.



Summary and Conclusions

- There are different leadership theories.
- We must be intentional in how we *influence* and *motivate* others.
- Awareness of various types and techniques is the key.
- *Project Management* is an important discipline which requires diverse skills and a commitment to ethics.
- *Culture* influences every aspect of the organization and team.
- EI is an essential element in leadership effectiveness.



Thank You

Reference

