

Organizational Behavior and Projects

Lecture 7

PMG421

Leadership

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OVERVIEW

- The Nature of Leadership
- The Leadership Process
- Leader Emergence
- The Trait Approach to Leadership
- Behavioral Approaches to Leadership
- Situational (Contingency) Approaches to Leadership
- Transformational, Visionary, and Charismatic Leadership



Learning Objectives

- Summarize the conclusions of trait theories of leadership.
- Identify the central tenets and main limitations of behavioral theories of leadership.
- Contrast contingency theories of leadership.
- Describe the positive leadership styles and relationships.
- Discuss the roles of leaders in creating ethical organizations.
- Describe how leaders can have a positive impact on their organizations through building trust.
- Identify the challenges and opportunities to our understanding of leadership.



Leadership

- We define leadership as the ability to influence a group toward the achievement of a vision or set of goals.
- Organizations need strong leadership and strong management for optimal effectiveness.
- We need leaders to challenge the status quo, create visions of the future, and inspire organizational members to achieve the visions.
- We need managers to formulate detailed plans, create efficient organizational structures, and oversee day-to-day operations.





Trait Theories

- Strong leaders have been described by their traits throughout history.
- Therefore, leadership research has sought to identify the personality, social, physical, or intellectual attributes that differentiate leaders from nonleaders.
- These trait theories of leadership focus on personal qualities, including personality traits.

Trait Theories – Cont.

- leader behavior is a function of traits and the situation.
- In support, researchers and human resource (HR) practitioners have used machine learning and artificial intelligence (AI) approaches to try to predict leader effectiveness from several leader characteristics and found that both traits and situational features are important predictors of leader effectiveness.

Personality Traits and Leadership

- What makes a person a leader?
- In general, individuals who like being around people and who can assert themselves (extroverted),
- who are disciplined and able to keep commitments they make (conscientious), and
- who are creative and flexible (open) have an apparent advantage when it comes to leadership.

Personality Traits and Leadership

- **Big Five Traits** In examining the Big Five personality traits, researchers have consistently found extroversion to be important for several leadership outcomes.
- Despite being the strongest predictor of motivation to lead and leader emergence, extroversion also predicts several leadership behaviors or styles.

Proactive Personality Traits

- Leaders' proactive personality also has an important influence on leadership outcomes.
- In particular, it appears to matter during specific times during a team, department, or organization's life cycle.
- For instance, leader proactivity makes all the difference in leadership transitions, as leaders are more likely to foster followers' identification with their new agenda, become more behaviorally engaged in their work, and engage in voice behavior.

Dark Triad Traits

- What about the Dark Triad personality traits?
- Research indicates they are not all bad for leadership: Normative (midrange) scores on the Dark Triad personality traits (even psychopathy) were optimal, suggesting that having too much (or too little) of the Dark Triad traits can result in ineffective leadership.



Dark Triad Traits – Cont.

- However, this may be attributable to whether followers spend a lot of time with their leaders.
- When followers work closely with their leaders, they have more opportunity to observe exploitative or toxic behavior, which can diminish their trust in the leader and undermine their perceptions of leadership effectiveness.



Emotional Intelligence and Leadership

- Another trait that may indicate effective leadership is emotional intelligence (EI).
- As discussed in the chapter on emotions and mood, a core component of EI is empathy.
- Empathetic leaders can sense others' needs, listen to what followers say (and do not say), and read the reactions of others.



Emotional Intelligence and Leadership – Cont.

- A leader who effectively displays and manages emotions will find it easier to influence the feelings of followers by expressing emotions appropriate for the context, such as genuine sympathy and enthusiasm for good performance.

Emotional Intelligence and Leadership – Cont.

- Although the association between leaders' self-reported EI and transformational leadership (to be discussed later in this chapter) is moderate, it is much weaker when followers rate their leaders' leadership behaviors.
- However, people high in EI are more likely to emerge as leaders, even after taking cognitive ability and personality into account.

Behavioral Theories

Behavioral theories of leadership:

- Theories proposing that specific behaviors differentiate leaders from nonleaders.
- The most comprehensive behavioral theories of leadership resulted from the Ohio State Studies,³⁶ which sought to identify independent dimensions of leader behavior.
- Beginning with more than a thousand dimensions, the studies narrowed the list to two that substantially accounted for most of the leadership behavior described by employees:
- *initiating structure and consideration.*

Behavioral Theories – Cont.

Initiating Structure:

- Initiating structure is the extent to which a leader defines and structures their role and those of their followers to facilitate goal attainment.
- It includes behavior that attempts to organize work, work relationships, and goals.
- A leader who engages in initiating structure behaviors is someone who assigns followers tasks, sets definite standards of performance, and emphasizes deadlines.



Some Considerations:

- consideration The extent to which a leader has job relationships that are characterized by mutual trust, respect for subordinates' ideas, and regard for their feelings.
- A leader who engages in consideration helps employees with personal problems, behaves in a friendly and approachable manner, treats all employees as equals, and expresses appreciation and support (people-oriented).



Contingency Theories

- Fiedler contingency model The theory that effective groups depend on a proper match between a leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader.

Contingency Theories - Cont.

- According to this model, leadership styles reflect the degree to which leaders approach situations from either a task-oriented or relationship-oriented perspective.
- These leadership styles align with the degree to which they use the initiating structure or consideration behaviors discussed earlier.
- Moreover, these leadership styles are generally assumed to be stable or permanent.

Contingency Theories - Dimensions

- **Leader–member relations:** The degree of confidence, trust, and respect that subordinates have in their leader.
- **Task structure:** The degree to which job assignments are regimented or structured.
- **Position power:** The degree of influence derived from one's formal structural position in the organization.
- This includes the power to hire, fire, discipline, promote, and give salary increases.

Situational Leadership Theory (SLT)

- A contingency theory that suggests the appropriate leadership style depends on followers' readiness (e.g., willingness and competence) to accomplish a specific task.
- It says that successful leadership depends on selecting the right leadership style contingent on the followers' readiness, the extent to which followers are committed toward and competent in accomplishing a specific task.
- Leadership styles represent different combinations of supportive and directive behavior, which closely align with the consideration and initiating structure behaviors described earlier.

Follower Contingency Theories

- The final contingency theories we cover concern the role that followers play.
- As one leadership scholar noted, “Leaders do not exist in a vacuum”; leadership is a symbiotic relationship between leaders and followers.
- But the theories we have covered to this point assume that leaders use a homogeneous style with everyone in their work unit.



Leader – Participation Model

- A theory that suggests leaders should determine the extent to which leadership problems involve participation and shared responsibility with followers (and adjust accordingly).

Shared Leadership Theory

- As suggested by the leader–participation model, sometimes the situation calls for followers to play an active role in the decision making that affects the team, work group, or unit.
- Shared leadership theory takes this idea a step further to suggest that leadership can become an emergent state (see the chapter on teams) in which leadership roles are distributed across followers, and all are capable of influencing one another.
- Notably, shared leadership shifts the assumption that leadership is something enacted by one person to a broader understanding of leadership that is capable of being enacted by a collective.

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Shared Leadership Theory

- Shared leadership is possible in teams and groups with a strongly held shared purpose, flexible roles, composed of proactive and functionally diverse members and in an environment characterized by social support, autonomy, and psychological safety.

Leading in Times of Crisis:

- A popular English proverb states, “Cometh the hour, cometh the man.” Despite its sexist phrasing, this proverb suggests that during times of crisis, leaders will emerge to bring order and understanding to the chaos.
- Indeed, leaders can and do emerge during times of crisis, although there is variability in how effective they are at handling this contingency.

Leader – member Exchange (LMX)

- leader–member exchange (LMX) theory
A theory that suggests:
- (1) leaders and followers have unique relationships that vary in quality and
- (2) these followers comprise ingroups and outgroups; subordinates with ingroup status will likely have higher performance ratings, less turnover, and greater job satisfaction.



Full Range Leadership

- Full range leadership model A model that suggests that there are a number of approaches or styles of leadership (i.e., transactional, transformational) that vary on a continuum from passive and ineffective to active and effective

Full Range Leadership –Cont.

Laissez-faire leadership:

- A leadership style involving passive abdication and avoidance of leadership responsibilities.

Transactional leaders:

- Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements, allocating rewards and punishment where needed, and (passively or actively) intervening when the situation calls for it.



Authentic Leadership

- A leadership style in which leaders “know who they are” (i.e., self awareness), are anchored by their mission, consider others’ opinions and all relevant information before acting, and display their true selves when interacting with employees.

Ethical Leadership

- (un)ethical leadership The idea that leaders serve as ethical role models to followers and thus demonstrate appropriate (or inappropriate) behavior by using their power in (un)ethical ways and/or by treating others fairly (or unfairly).



Servant Leadership

- A leadership style marked by going beyond the leader's own self-interest and instead focusing on opportunities to help followers grow and develop.



Abusive Leadership

- abusive supervision refers to the perception that a supervisor is hostile in their verbal and nonverbal behavior (e.g., uncontrolled outbursts, public ridicule, inappropriate blaming)

TIME FOR
QUESTIONS



Thank You