

PMG 671
Leadership & Organizational
Behavior

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Chapter 8



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Agenda

This chapter discusses ten qualities that make a leader and influence the leadership process.

The study of followership.

Factors Affecting Leadership Process

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Leadership Qualities

- Vision
- Ability
- Enthusiasm
- Stability
- Concern for Others

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Leadership Qualities

- Self-Confidence
- Persistence
- Vitality
- Charisma
- Integrity

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Vision

A leader requires a strong sense of purpose

Recognizes what must be done and does it

Inspires others

Causes him/her to accept the leadership duties

Evokes power

Questions to ask:

Do I have a plan?

What is the vision for this department or organization?

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Ability

Leaders must know the job

Employees do not respect, and lose faith in, leaders who:

- Fail to understand the job

- Rely on others when making decisions, giving guidance, or solving problems

Leaders must also:

- Keep job knowledge current

- Have an ability to understand information, formulate strategies, and make decisions

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Ability

Questions to ask:

- How competent am I?
- Am I current in my field?
- Do I set an example?
- Do I keep job knowledge current?
- Are my perceptions accurate?
- Is my memory good?
- Are my judgments sound?

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Enthusiasm

An important trait of a leader:

Causes others to become interested and willing to accept the leader's accomplishments
Leaders can generate enthusiasm in followers

Questions to ask:

Do I care about what I am doing, personally and deeply?
Do I show enthusiasm to my employees?
Does my enthusiasm ignite others to take action?

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Stability

Leaders must understand their world and how it relates to others

Leaders should not:

- Bring personal problems to work
- Be emotionally unstable

Questions to ask:

- Do I possess objectivity?
- Do I convey stability to the employees?
- Do personal problems interfere with my judgment?

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Concern for Others

The heart of caring leadership

Leaders must:

- Never look down on others or treat people as machines
- Be concerned about others' welfare

Caring leaders never tear down, downgrade, or diminish others

Leaders should possess humility and selflessness

- When the interests of others are put first, loyalty is built

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Concern for Others

- **Questions to ask:**
 - Do I care about my employees as people?
 - Do I ever demean (cause people to feel less respected) people?
 - Do I lift up my employees?
 - Do my employees know that I value them?

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Self Confidence

Gives the leader inner strength to overcome tasks

People question a leader lacking self-confidence

Successful leaders stay calm and confident

Grace under pressure inspires others

Questions to ask:

What is my self-confidence level?

Do I show confidence in my actions?

Have I done the homework and preparation to build self-confidence?

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Presistence

Drive and determination are:

Important for business success

Important on the battlefield

Questions to ask:

Do I have self-drive and the
unflagging persistence to overcome adversity (difficult
situations)?

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Vitality

Leaders need strength and stamina

Effective leaders are electric, vigorous, active, and full of life, regardless of age or disability

To achieve goals, leaders need *stamina, energy, health, and vigor*

Questions to ask:

Am I fit for the tasks of leadership?

Do I have energy?

Am I doing everything I can to keep strong?

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Charisma

A quality that generates others' interest and creates followers

Charismatic leaders show *optimism, a sense of adventure, and commitment*

Results in *admiration, enthusiasm, and loyalty of followers*

Questions to ask:

Do I possess a positive outlook and commitment that promotes follower loyalty?

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Integrity

The most important quality of leadership

Honesty, strength of character, and courage

Leads to trust

Trust leads to *respect, loyalty, and action*

Questions to ask:

Do my people trust me?

Do they know that I seek the truth and am true to my word?

Do they see that I possess strength of character?

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The Study of Followership

The study of followership is integral to a better understanding of leadership, as the success and failure of groups, organizations, and teams is not only dependent on how well a leader can lead, but also on how well **the followers can follow**. Specifically, followers play an active role in organization, group, and team successes and failures.

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Characteristics of Good Effective Followers

- **Self-Management**: This refers to the ability to think critically, to be in control of one's actions, and work independently. It is important that followers manage themselves well as leaders are able to delegate tasks to these individuals.

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Characteristics of Good Effective Followers

- **Commitment:** This refers to an individual being committed to the goal, vision, or cause of a group, team, or organization. This is an important quality of followers as it help keep one's (and other member's) morale and energy levels high.

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Characteristics of Good Effective Followers

- **Competence:** It is essential that individuals possess the skills and aptitudes necessary to complete the goal or task or the group, team, or organization. Individuals high on this quality often hold skills higher than their average co-worker (or team member). Further, these individuals continue their pursuit of knowledge by upgrading their skills through classes and seminars.

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Characteristics of Good Effective Followers

- **Courage:** Effective followers hold true to their beliefs and maintain and uphold ethical standards, even in the face of dishonest or corrupt superiors (leaders). These individuals are loyal and honest.

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Fellowship Type (Followers or Non-Followers)

- Kelley identified two underlying behavioral dimensions that help identify the difference between **followers and non-followers**. The first behavioral dimension is whether or not the individual is an independent, critical thinker. The second dimension is whether or not the individual is **active or passive**. From these dimensions, Kelley has identified five followership patterns, or types of followers:

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Fellowship Type (Followers or Non-Followers)

- **The Sheep:** These individuals are passive and require external motivation from the leader. These individuals lack commitment and require constant supervision from the leader.

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Fellowship Type (Followers or Non-Followers)

- **The Yes-People:** These individuals are committed to the leader and the goal (or task) of the organization (or group/team). These conformist individuals do not question the decisions or actions of the leader. Further, yes-people will defend adamantly their leader when faced with opposition from others.

Chapter
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- **The Pragmatics:** These individuals will not stand behind controversial or unique ideas until the majority of the group has expressed their support. These individuals often remain in the background of the group.

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08**Fellowship Type (Followers or Non-Followers)**

- **The Alienated:** These individuals are negative and often attempt to bring the group down by constantly questioning the decisions and actions of the leader. These individuals often view themselves as the rightful leader of the organization and are critical of the leader and fellow group members.

Chapter
08**Fellowship Type (Followers or Non-Followers)**

- **The Star Followers:** These exemplary individuals are positive, active, and independent thinkers. Star followers will not blindly accept the decisions or actions of a leader until they have evaluated them completely. Furthermore, these types of followers can succeed without the presence of a leader.

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Characteristics of Followers

- **Leadership requires adjustment to followers' ideas and expectations**
 - **Past leaders:**
 - Ruled with authority
 - Forced employees to obey
 - Fired or punished employees
 - **Defenses developed by employees:**
 - Organized unions
 - Created legislation

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Characteristics of Followers

- **Effective leaders avoid the power tactics of the past**
 - Threatening employees is counterproductive
- **Leaders today:**
 - Motivate employees
 - Function as facilitators
 - Believe that trust and respect should be earned

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The Importance of Trust

- **Stuart Levine and Michael Crom**
 - Wrote about building trust in the workplace
 - **Principles of trust for effective leadership:**
 - Deal openly with everyone
 - Consider all points of view
 - Keep promises
 - Give responsibility
 - Listen to understand
 - Care about people

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Factors Affecting Leadership Process

Situational factors influence the leadership process:

- 1- Size of the organization
- 2- Social and psychological climate
- 3- Patterns of employment
- 4- Type, place, and purpose of work performed
- 5- Organizational Life Cycle
- 6- Culture of the organization
- 7- Leader-follower compatibility

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Size of the Organization

- **Leaders of small organizations:** can be in the form of salespeople, marketing manager and production managers. These leaders organize the system, assign the task, coach the team and evaluate the system. The small organizations have a flexible system and flatter structure. The approach of the small organization is more entrepreneurs.

Leaders of large organizations: In the large organization, the main focus will be on to create public image and future investment plans. The system of the large organization will be more procedural and structure of the large organization will also be more rigid and more complex because of its operations

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Social and Psychological Climate

Every organization has its own climate of working and environment in which the employees work together. Different factors that influence the organizations climate;

- _ Confusion
- _ Anxiety
- _ Conflicts
- _ Mistrust
- _ Stress
- _ Politics

These factors also play their role on the formulation of situation and ultimately the leadership process.

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Pattern of Employment

In today's organization the pattern of the employees also varies from organization to organization. We can now see the permanent or temporary and Short-term or Long-term employees. So it also effects the situation of the organization. Today's people need more job security and organizations are facing more challenges in shape of changing the external environment. So it is another challenge for leadership to create a congenial working environment for satisfaction of employees.

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08**Type, Place and Purpose of Work**

- **The type of work is an important factor**
- The Work duties should be clear-cut. The routine or monotonous work could create hostile working environment. Many researcher claims that in today's organization work duties loosely defined which always cause de-motivation and stress.
- **Context of place and purpose is also a factor**
 - Where is the setting?
 - What is the challenge?

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Organizational Life Cycle Stage

Every organization has its own life cycle. Which always start from its birth and end with its decline. To save from decline, most of the organization introduces new products and new paths etc.

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Culture of the Organization

The system of shared values and beliefs held by organizational members or the system of the shared values norms and behavior that held by the top management is called organizational culture. All organizations have their own cultures.

Culture has an effect on behaviors during Communication, Cooperation, Commitment, Decision Making, Implementation, and Leadership style etc.

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Leaders- Follower Compatibility

- For running an organization successfully there is need of leader-followers interaction. There should be Leader-follower compatibility for working together in the organization. Proper communication and confidence on each other is very essential for trust and performance.
This factor affects directly or indirectly the situation and ultimately the leadership process.

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Leadership Effectiveness Today

Leadership is:

- More art than science
- More skill than knowledge
- Difficult

Effective leaders must be:

- Director and motivator
- Implementer and innovator
- Mentor and team builder
- Expert and moral force
- Organizer and developer of people

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The Vision

Management author Peter Drucker once said,
“The best way to predict the future is to create it”

The leader wants to make a difference and strives to create a thing that never was before

This thing, this difference, constitutes a
vision

The most important function of a leader:
To develop a clear picture of the future.

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The Vision

- **Leaders must have *intensity* and *stamina***
 - CEO of Johnson & Johnson, James Burke, spent 40% of his time communicating and reinforcing his vision
- **Leaders:**
 - Have energy and vitality
 - Can transmit this energy to others
 - Have deep passion

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Why Create a Vision

- **Peter Drucker** explains the importance of a vision:
 - It makes the organization's purpose crystal clear
 - It provides a single-minded focus point
 - A focused, shared vision holds an organization together and enables it to produce
 - Without purpose and values, organizations lose credibility
 - Without credibility, an organization loses its ability to attract the people it needs to perform

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Vision as an Ideal

- **Elements that give life and strength to vision**
 - Evokes pictures in the mind
 - Suggests future orientation
 - Implies a standard of excellence
 - Has the quality of uniqueness
 - Is an image of what could and should be

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Vision as an Ideal

- **Leaders must ask three questions to test his/her vision:**
 - Is this the right direction?
 - Are these the right goals?
 - Is this the right time?
- **The vision must be shared and supported**

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Forum Leadership Qualities

- **The vision and strategy must be:**
 - Leader-initiated
 - Shared and supported by followers
 - Comprehensive and detailed
 - Worth doing
- Vision must be uplifting and inspiring for others

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Visioning Content Principles

- **Element 1**

- A good vision should provide direction for the organization

- **Element 2**

- A good vision should involve strategic planning; they give definition to the vision and focus people and resources on objectives

- **Element 3**

- A good vision should refer to projects and activities that implement strategy

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Requirements for an Affective Vision

- A vision must be comprehensive and detailed, so that every member of the organization can understand his or her part in the whole
- Roles and responsibilities must be understood
- Everyone must know what is expected and the rewards that will accrue when the vision is achieved
- A major determinant of vision fulfillment is personal rewards vs. personal efforts

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Requirements for an Affective Vision

- A vision must be uplifting and inspiring
- The vision must be meaningful and important to the members
- The members of an organization must try to achieve the organization's fullest potential



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