



# Chapter 9

# Leadership

# What Is Leadership?

- The influence that particular individuals exert on the goal achievement of others in an organizational context.
- Effective leadership exerts influence in a way that achieves organizational goals by enhancing the productivity, innovation, satisfaction, and commitment of the workforce.
- Leadership is about motivating people and gaining their commitment.
- Leadership has a strong effect on an organization's strategy, success, and very survival.

# Strategic Leadership

- Leadership that involves the ability to anticipate, envision, maintain flexibility, think strategically, and **work with others to initiate changes** that will create a viable future for the organization.
- Strategic leaders are **open and honest** in their interactions with the organization's stakeholders, and they **focus on the future**.

# Formal vs. Informal

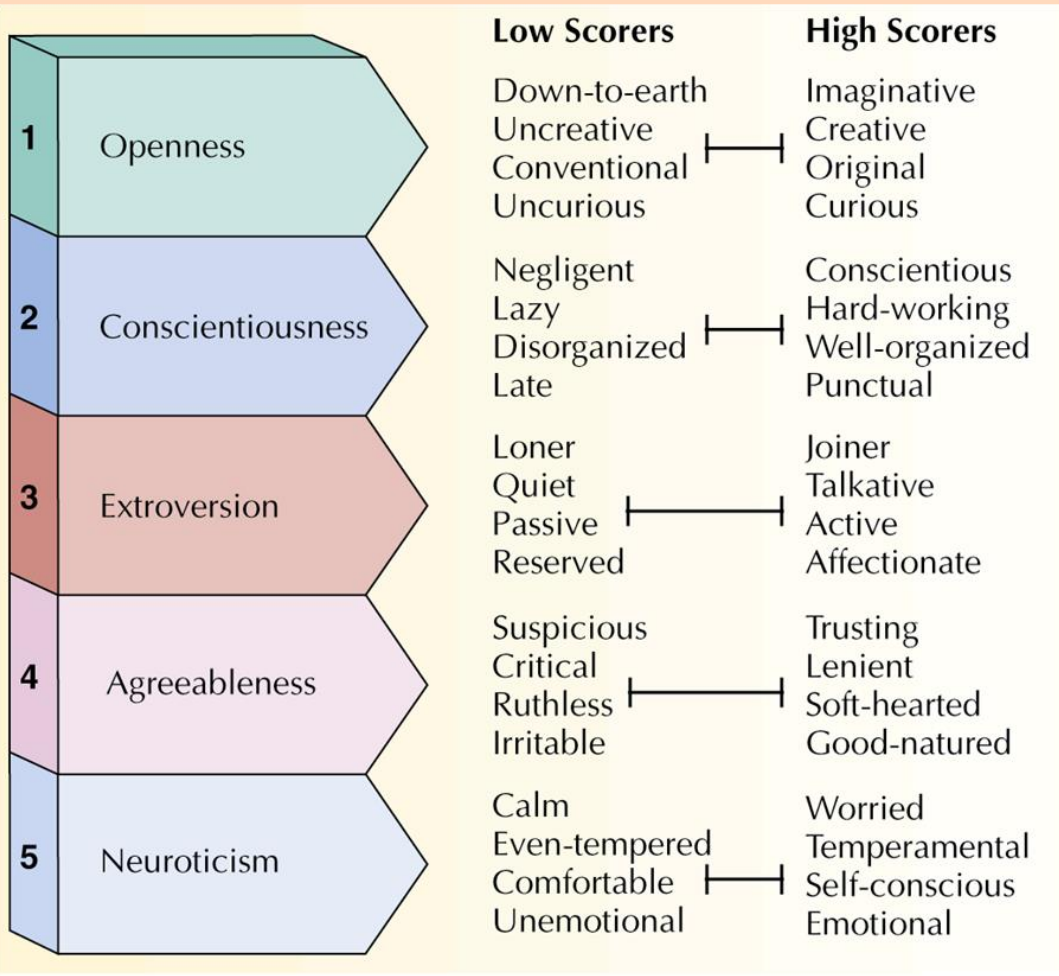
Formal

- Individuals with titles
- Expected to influence others
- Have specific authority

Informal

- No formal authority
- Relies on being well liked
- Highly skilled at influencing others

# Limitations of the Traits to predict leadership effectiveness



Traits alone are not sufficient for successful leadership. Behaviours have a greater impact on leadership effectiveness.

# The Behaviour of Leaders

## Consideration

- Being approachable, showing personal concern and respect
- Friendly, egalitarian, appreciative, supportive, protective of group welfare

## Initiating Structure

- Focus on group goal attainment
- Clearly defining roles and responsibilities, stresses standards, schedules and assignments

# Situational Theories of Leadership

- The basic premise of situational theories of leadership is that the effectiveness of a leadership style is contingent on the setting.
- The setting includes the characteristics of the employees, the nature of the task they are performing, and characteristics of the organization.

# Situational Theories of Leadership (continued)

- Two situational theories of leadership that are among the best known and most studied:
  - Fiedler's Contingency Theory
  - House's Path-Goal Theory



# Fiedler's Contingency Theory

- The association between *leadership orientation* and *group effectiveness* is contingent on (depends on) the extent to which the *situation is favourable* for exerting influence.
- Some situations are more favourable than others, and these situations require different orientations on the part of the leader. The leader has to adjust.

# House's Path-Goal Theory

- The most important activities of leaders are those that clarify the paths to various goals of interest to employees (who may have different needs).
- The effective leader forms a connection between employee goals and organizational goals.
- This theory includes *participatory* leadership behaviour.

# What is Participative Leadership?

- *Participative leadership* means involving employees in making work-related decisions.
- Leaders can vary in the extent to which they involve employees in decision making.
- Minimally, participation involves obtaining employee opinions before making a decision.
- Maximally, it allows employees to make their own decisions within agreed-on limits.

# Advantages and Disadvantages

- *What are the potential advantages of participation as a leadership technique?*
  - Motivation (can increase intrinsic motivation)
  - Quality (improve decision quality)
  - Acceptance (improves perception of fairness)
- Negative aspects of participation leadership may include: increased time and energy, loss of centralized power or influence, lack of necessary knowledge or external constraints

# Participative Leadership: Research Evidence

- There is substantial evidence that employees who have the opportunity to participate in work-related decisions report more job satisfaction, higher task performance, and organizational citizenship behaviour toward the organization than those who do not.

# Activity #1

## Discussion Questions

1. Describe a situation that would be ideal for having employees participate in a work-related decision. What are the advantages?
2. Describe a situation where it would be unwise to use employee participation as a leadership strategy. Why is this so?

# Transactional vs. Transformational Leadership

- *Transactional Leadership* is leadership that is based on a straightforward exchange relationship between a leader and followers.
- *Transformational leadership* is leadership that provides followers with a new vision that instills true commitment.
  - Transformational leaders change the beliefs and attitudes of followers to correspond with a new vision and motivates them to achieve performance beyond expectations.

# Behaviours of Transformational Leadership (four dimensions)

Intellectual Stimulation	Individual Consideration	Inspirational Motivation	Charisma
<ul style="list-style-type: none"><li>• Employees are stimulated to think about problems, contribute to new vision.</li><li>• Leader challenges assumptions</li></ul>	<ul style="list-style-type: none"><li>• Employees are treated as distinct individuals</li><li>• Emphasis on the one-on-one personal development</li></ul>	<ul style="list-style-type: none"><li>• Leader inspires with vision</li><li>• Leader stimulates enthusiasm and challenges with high standards</li></ul>	<ul style="list-style-type: none"><li>• Leader commands strong loyalty and enjoys influence</li><li>• Emotional aspect</li></ul>

Current research shows that transformational leadership approaches are the most consistent predictor of effective leadership.



# New and Emerging Theories of Leadership

- Leadership research has begun to focus on the broader context of the leadership process.
- This has led to the emergence of new forms of leadership behaviours and theories:
  - Empowering leadership
  - Ethical leadership
  - Authentic leadership
  - Servant leadership
  - Feminist leadership

# Empowering Leadership

- *Empowering leadership* involves implementing conditions that enable power to be shared with employees.
  - provide participation and autonomy in decision making.
  - provide psychological empowerment that consists of feelings of meaning, competence, self-determination, and impact.
  - provides employees with a greater feeling of control over their work and a sense that they can make a difference.

# Ethical Leadership

- *Ethical leadership* involves the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making. About “doing the right thing”.
  - model what is deemed to be normatively appropriate behaviour
  - make ethics salient in the workplace.
  - reward ethical behaviour, punish unethical behaviour

# Authentic Leadership

- *Authentic leadership* is a positive form of leadership that involves being true to oneself.
  - act upon their true values, beliefs, and strengths, and they help others do the same.
  - conduct and behaviour is guided by their internal values.
- Consists of four related behaviours:
  - Self-awareness
  - Relational transparency
  - Balanced processing
  - Internalized moral perspective

# Servant Leadership

- *Servant leadership* is a form of leadership that involves going beyond one's own self-interests and having a genuine concern to serve others and a motivation to lead.
- The focus is a concern for the needs of followers and their growth and development.
- A servant leader is somebody who wants to serve first and lead second.
- Consists of six characteristics: empowering and developing others, humility, authenticity, interpersonal acceptance, providing direction and stewardship

# Feminist Leadership

- Recognizes power-laden demographics which influence and are embodied in lived experience
- A model for ethical, empowered engagement within groups
- A process which is collaborative, relational with constant awareness of gender and power
- A holistic (bio-psycho-social-spiritual) method of related to each other
- Focused on the motivational and emotional aspects of guidance
- Involving shared power

# Four Global Leadership Qualities

- Many leader attributes such as being honest, decisive, motivational, and dynamic are universally desirable.
- *Unbridled inquisitiveness*: Global leaders must be able to function cross-culturally.
- *Personal character*: involves emotional connection to people from different cultures.
- *Duality*: must be able to manage uncertainty and balance global and local tensions.
- *Savvy*: must be knowledgeable about conditions they faced in different countries

# What Style of Leadership is Best?

- An effective leader needs to be capable of using different styles of leadership.
- The key issue is knowing what style of leadership is required in each situation that a leader encounters.
- Key situational variables include the nature of the task, employee characteristics, characteristics of the organization, etc.
- Leadership will be effective when the style is matched to the situation.



# Activity #2



Simon Sinek explores how leaders can inspire cooperation, trust and change. He's the author of the classic "Start With Why"; his latest book is "Leaders Eat Last."

[https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action?utm\\_campaign=tedsread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare)

***Watch the video and discuss as a class***