



Leadership

ORGANIZATIONAL BEHAVIOR

Chapter **8**

Contents

- Concept of Leadership
- Traditional theories of Leadership – Trait Theories,
- From Traits to States and Skills Development,
- Group and Exchange Theories of Leadership,
- Contingency Theory of Leadership.
- Path-Goal Leadership theory;
- Modern Theoretical Processes of Leadership – Charismatic Leadership,
- Transformational Leadership,
- Social Cognitive Approach,
- Substitutes for Leadership,
- Authentic Leadership;
- Contemporary issues in leadership.

Concept of Leadership

- leadership is about influencing, motivating, and enabling others to contribute toward the effectiveness and success of the organizations
- Leadership is about creating values, vision, enabling, and coaching
- Organizations need strong leadership and strong management for optimal effectiveness.

DEFINITION OF LEADERSHIP

Leadership may be considered as the process (act) of influencing the activities of an organized group in its efforts toward goal setting and goal achievement.

- Stogdill (1950)

Leadership is the ability to persuade others to seek defined objectives enthusiastically.

- Davis and Newstrom (1997)

Leadership is the ability to influence a group toward the achievement of a vision or set of goals.

– Robbins and Judge (2013)

CHARACTERISTICS OF LEADERSHIP

- *It is a personal quality*
- *It is a process of influencing others*
- *It regulates individual behavior*
- *There exists a relationship between leaders and followers*
- *It is a continuous process*
- *Leadership is situational*

TRADITIONAL THEORIES OF LEADERSHIP

- Trait theories,
- Group exchange theories of leadership,
- Contingency theory of leadership and
- Path-goal leadership theory.

TRAIT THEORIES OF LEADERSHIP

- Individual attributes including personality traits
- Trait theories of leadership recognize the specific personality traits that differentiate leaders from non-leaders
- personality, social, physical, or intellectual attributes

RALPH STOGDILL (1948) STUDY

Traits	Skills
Adaptable to situations	Clever (intelligent)
Alert to social environment	Conceptually skilled
Ambitious and achievement-orientated	Creative
Assertive	Diplomatic and tactful
Cooperative	Fluent in speaking
Decisive	Knowledgeable about group task
Dependable	Organized (administrative ability)
Dominant (desire to influence others)	Persuasive
Energetic (high activity level)	Socially skilled
Persistent	
Self-confident	
Tolerant of stress	
Willing to assume responsibility	

McCALL AND LOMBARDO (1983) STUDY

- ***Emotional stability and composure***
- ***Admitting error***
- ***Good interpersonal skills***
- ***Intellectual breadth***

FROM TRAITS TO STATES AND SKILLS DEVELOPMENT

- **TRAITS TO STATES** [psychological states of development; understanding and developing leadership]
- **TRAITS TO SKILLS DEVELOPMENT** [trait approach has led to more established skills for leadership development; relatively constant throughout the lifetime; earned through experience and training]

GROUP AND EXCHANGE THEORIES OF LEADERSHIP

- focused on relationship based relationship
- based on social psychology
- (i) Classical Social Exchange theory and
- (ii) Leader-Member Exchange Theory

GROUP AND EXCHANGE THEORIES OF LEADERSHIP

SOCIAL EXCHANGE THEORY

- developed by sociologist George Homans
- social behavior is the result of an exchange process
- social interaction between people involving costs and rewards
- *Behavior (profits) = Rewards of interaction – Costs of interaction*

GROUP AND EXCHANGE THEORIES OF LEADERSHIP

LEADER-MEMBER EXCHANGE (LMX) MODEL/THEORY

- leaders act differently to different members in the group
- generating more effective leadership through the development and maintenance of mature leadership relationships

relationship-based approach

In group

Out group

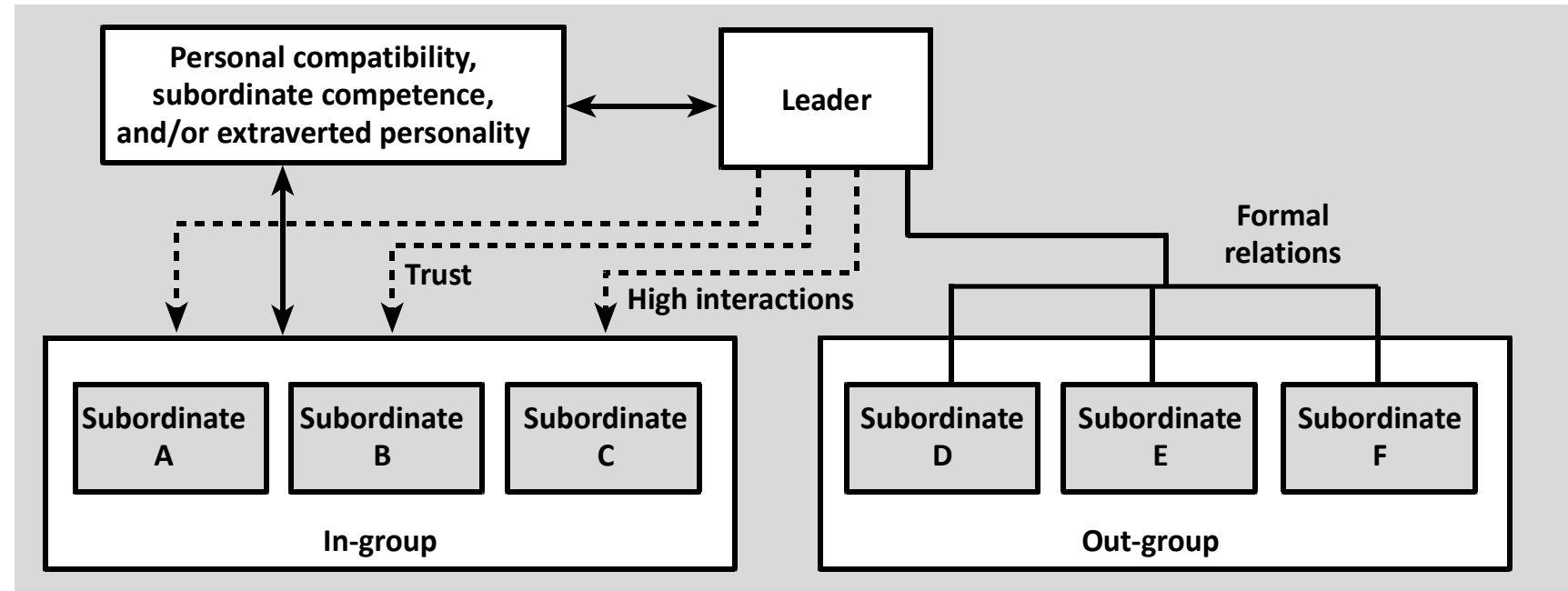
how leaders in a group maintain relationship with their members. It is how a leader exchange agreements with their members.

GROUP AND EXCHANGE THEORIES OF LEADERSHIP

LEADER-MEMBER EXCHANGE (LMX) MODEL/THEORY

LMX Process

- *Role-Taking*
- *Role-Making*
- *Routinization*



GROUP AND EXCHANGE THEORIES OF LEADERSHIP

CONTINGENCY THEORY OF LEADERSHIP

- no single type of leadership can be effective in all situations
- contingency or situational aspect of leadership

FIEDLER'S CONTINGENCY THEORY OF LEADERSHIP
HERSEY AND BLANCHARD'S SITUATIONAL LEADERSHIP THEORY

GROUP AND EXCHANGE THEORIES OF LEADERSHIP

FIEDLER'S CONTINGENCY THEORY OF LEADERSHIP

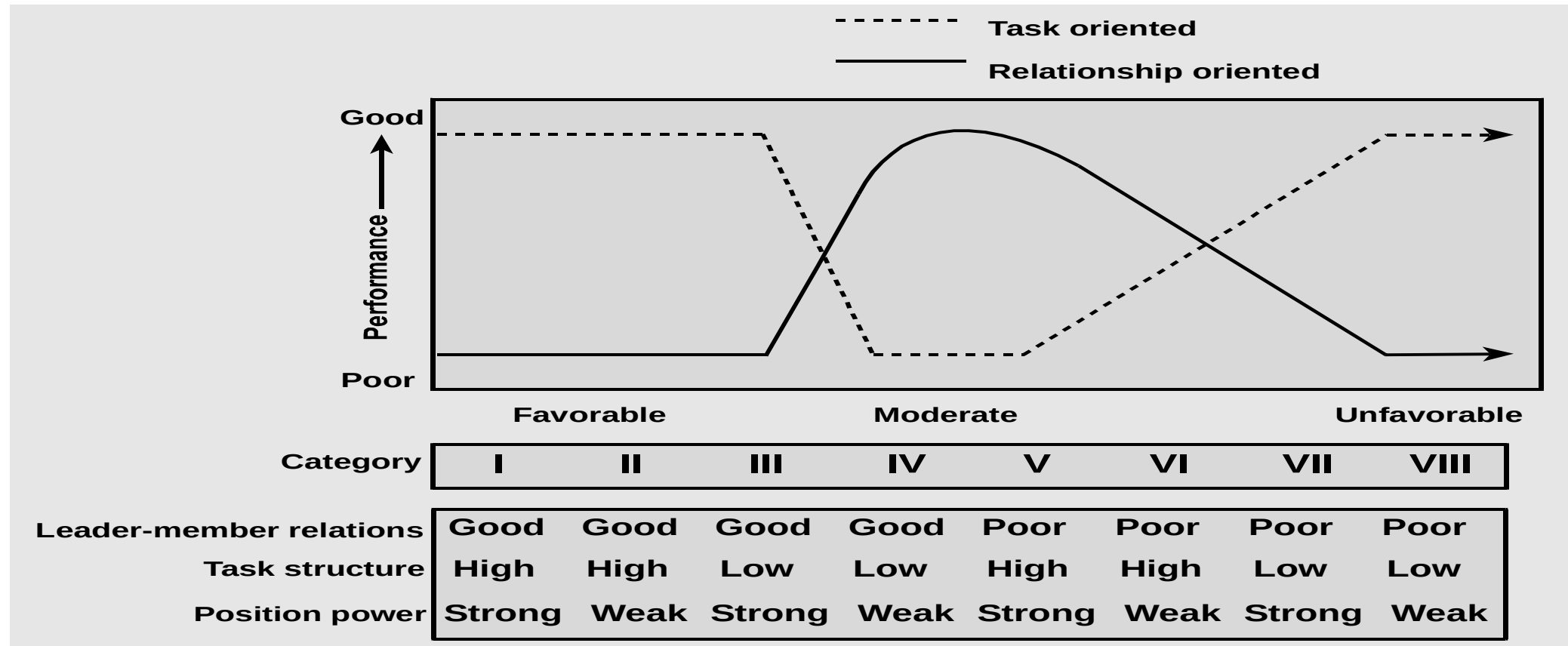
- (i) identifying leadership style,
- (ii) situation, and
- (iii) matching leaders and situations.
- Least Preferred Co-worker (LPC) questionnaire to identify leadership style in two categories: (i) task or (ii) relationship oriented.

Table 8.4: LPC score

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

GROUP AND EXCHANGE THEORIES OF LEADERSHIP

FIEDLER'S CONTINGENCY THEORY OF LEADERSHIP



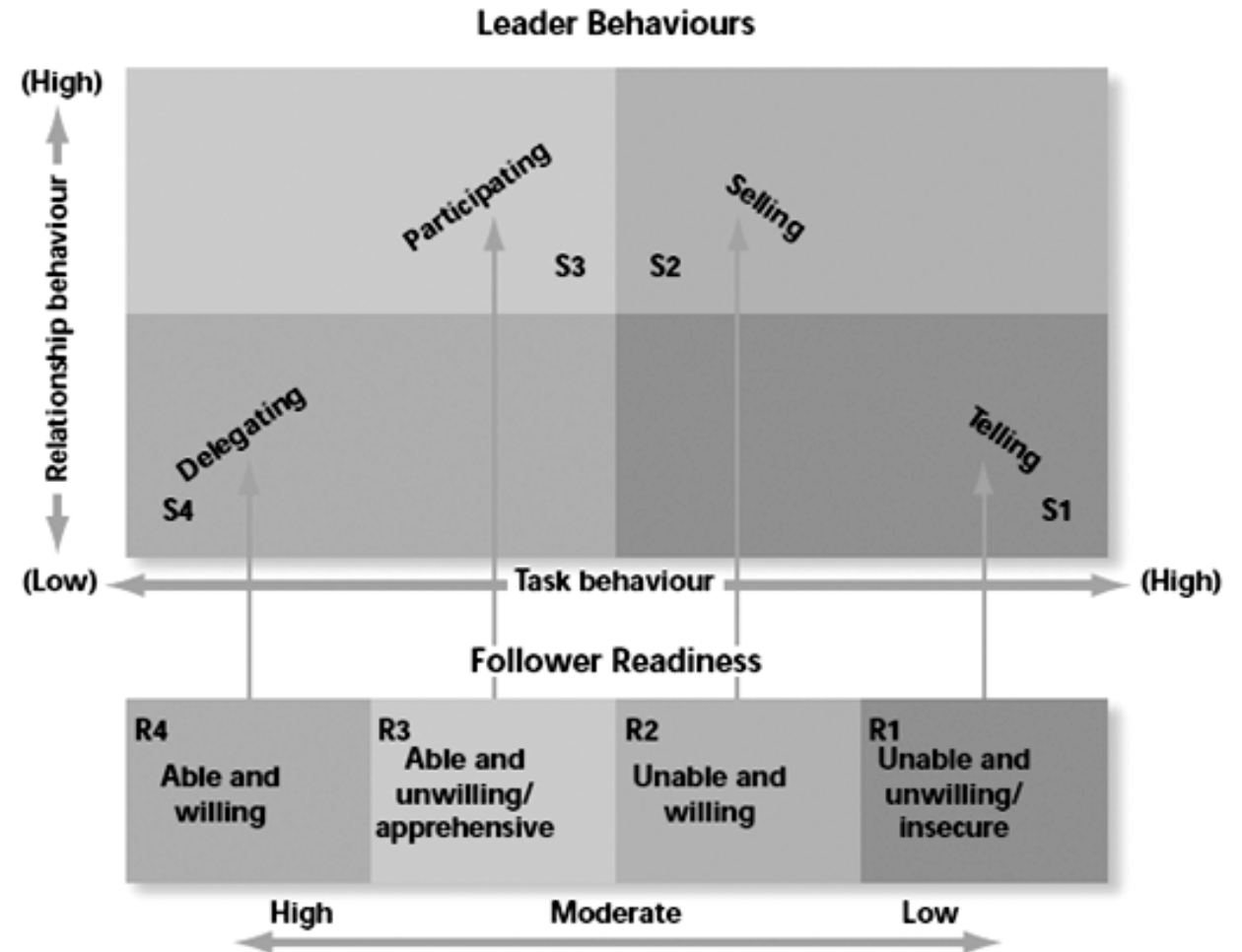
GROUP AND EXCHANGE THEORIES OF LEADERSHIP

HERSEY AND BLANCHARD'S SITUATIONAL LEADERSHIP THEORY

- effectiveness of the leadership styles depends on the readiness of the followers and goals & knowledge of the followers.
- (i) the amount of direction (task behavior) a leader gives,
- (ii) the amount of socio-emotional support (relationship behavior) a leader provides,
- (iii) the 'readiness level' that followers display on a specific task , activity or objective that the leader is attempting to accomplish through the followers and
- (iv) finally, the choice of leadership style.

GROUP AND EXCHANGE THEORIES OF LEADERSHIP

- **HERSEY AND BLANCHARD'S SITUATIONAL LEADERSHIP THEORY**
- **Telling (Style- S1)**=one-way communication
- **Selling (Style-S2)**=direction is still provided
- **Participating (Style-S3)**=share in decision making
- **Delegating (Style-S4)**=letting followers "run their own show."



GROUP AND EXCHANGE THEORIES OF LEADERSHIP

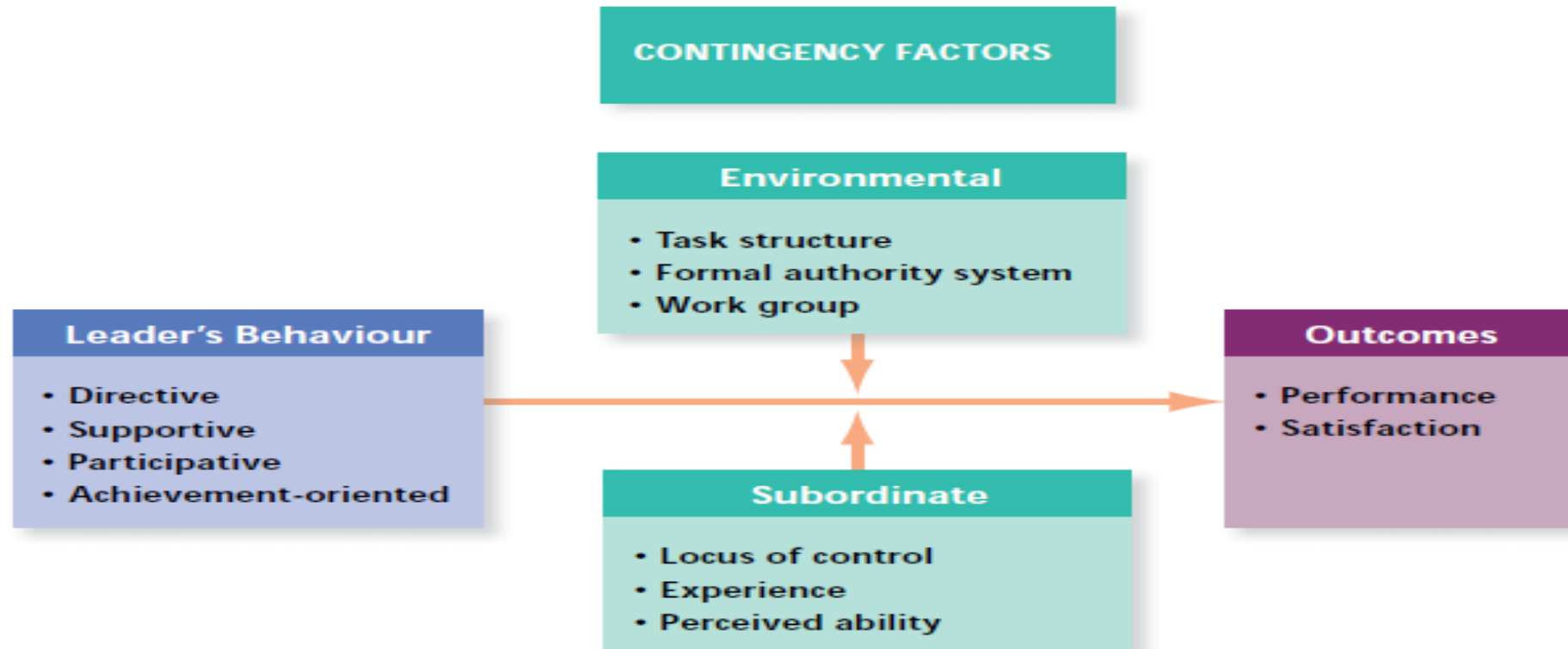
PATH-GOAL LEADERSHIP THEORY

- Developed by R.J. House and Martin Evans in 1971
- support and direction



GROUP AND EXCHANGE THEORIES OF LEADERSHIP

PATH-GOAL LEADERSHIP THEORY



MODERN THEORETICAL PROCESSES OF LEADERSHIP

- Charismatic,
- Transformational,
- Social cognitive,
- Substitutes, and
- Authentic theories of leadership

MODERN THEORETICAL PROCESSES OF LEADERSHIP

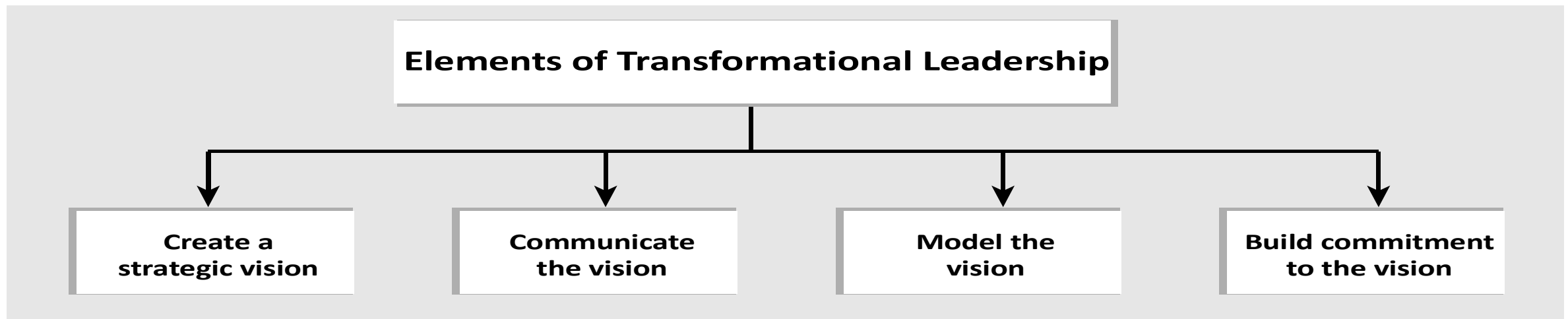
- **Charismatic leadership**

- followers use an attributional (features) process regarding their leaders, based on certain behaviors shown by the leaders,
- followers attribute extraordinary or heroic leadership abilities to those leaders
 - *Vision*
 - *Risk takers*
 - *Environment sensitivity*
 - *Extraordinary behavior*
 - *Self-confidence*
 - *Change agents*

MODERN THEORETICAL PROCESSES OF LEADERSHIP

Transformational leadership

- leadership in which leaders use their charisma to transform and revitalize their organization
- process in which leaders and followers help each other to advance to a higher level of morale and motivation



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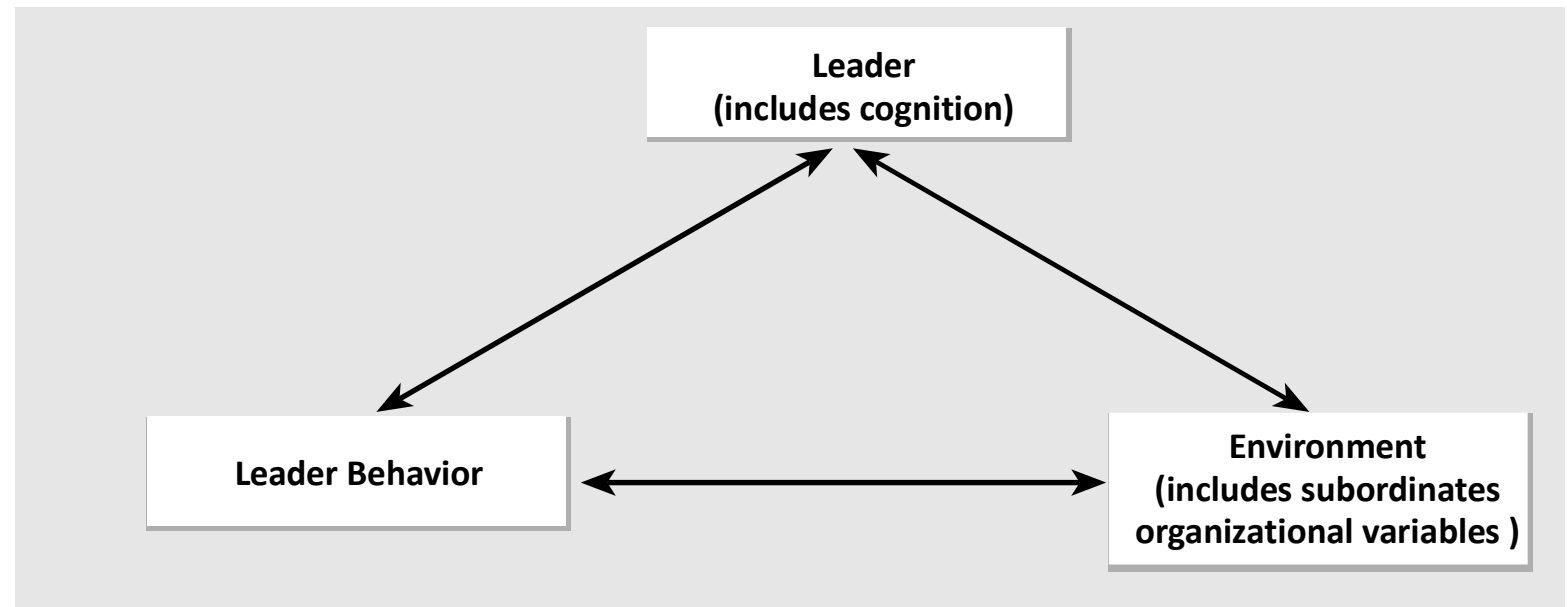
DIMENSIONS OF TRANSFORMATION LEADERSHIP

- *Idealized influence*
- *Inspirational motivation*
- *Intellectual stimulation*
- *Individualized consideration*

MODERN THEORETICAL PROCESSES OF LEADERSHIP

SOCIAL COGNITIVE APPROACH

- learning can be made from social resources, where a person observe others and learn
- understanding the interaction between leader and followers
- interaction between the leader and the followers, the environmental situation and the leader's behavior itself



SUBSTITUTES FOR LEADERSHIP

- *Is leader necessary always?*
- Substitutes make leader behavior unnecessary and terminated
- several situational factors can neutralize or substitute for the leader behavior

They manage themselves well

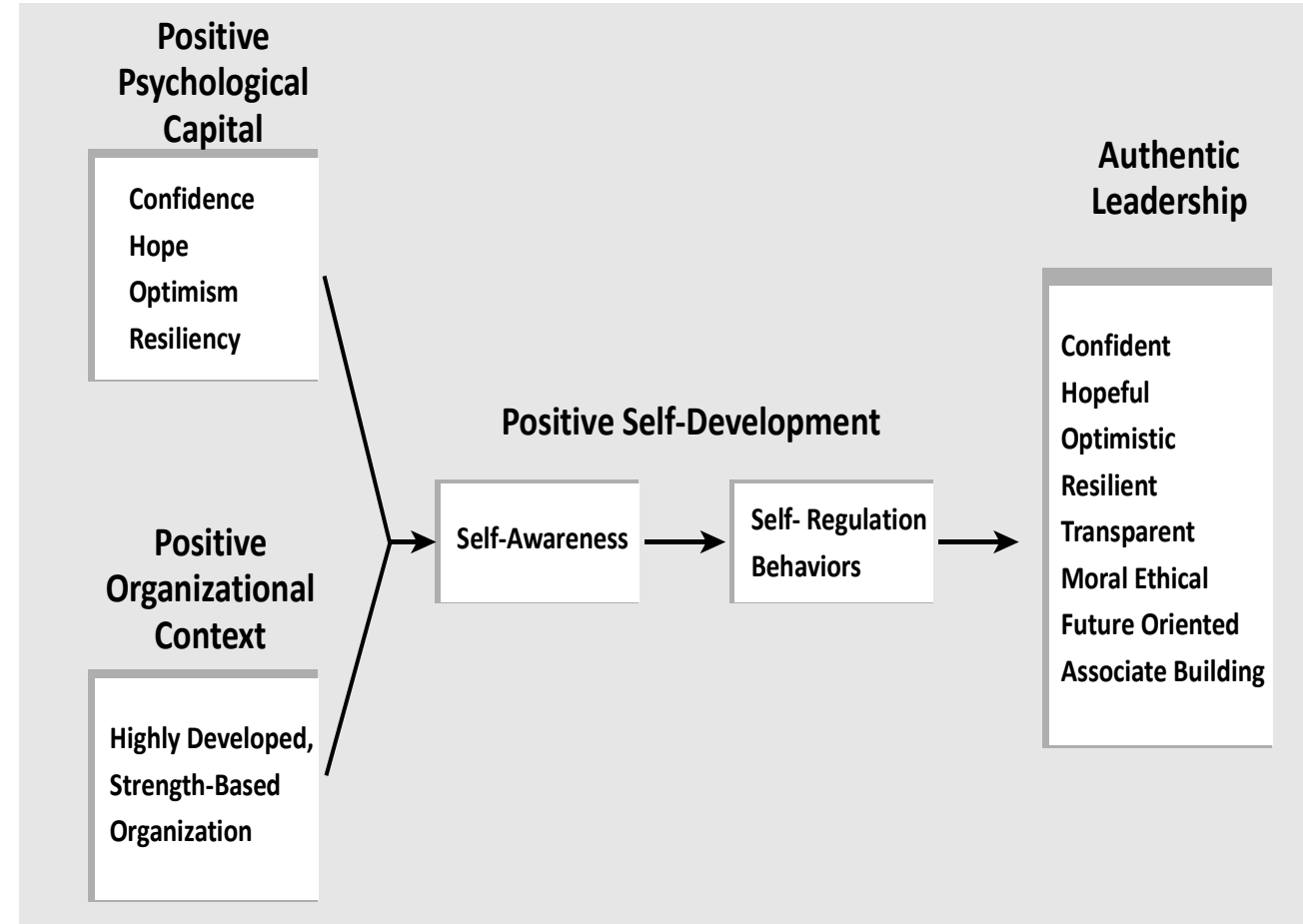
They are committed to a purpose outside themselves

They build their competence and focus their efforts for maximum impact

They are courageous, honest, and credible

AUTHENTIC LEADERSHIP

- *Why should we follow leaders, if they do not have authentic behaviors?*
- authentic behavior comes not through performance only,
- but by deeper and authentic behavior, their authentic personality resources.
- positive organizational behavior



CONTEMPORARY ISSUES IN LEADERSHIP

- *Leadership across culture*
- *Emotional Intelligence and leadership*
- *Moral dimension to leadership*
- *Gender issues in leadership*
- *Leading through empowerment*
- *Providing Team Leadership*



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