Leadership and Followership

http://users.dickinson.edu/~jin/Leadership.html

1. The Nature of Leadership

Definition: a social influence process in which leaders influence employees to achieve organizational goals

Key functions of leadership: Strategic decisions about and the establishment of
• Core purposes and primary visions of an organization
• Core values and organizational culture: norms, routines, love, trust, passion, enthusiasm, care, heroes.
• Core capabilities and competencies: the creation and maintenance of competitive advantages
• Effective organizational structure and processes to motivate, coach, coordinate, and facilitate employees' effort.

Discussion 1: why core purposes and visions are so important?
• Perceptional?
• Motivational (goal-setting)?
• Decision making process?
• Group-dynamics?

Discussion 2: what are the utilities of core value organizational culture?
• Perception and communication
• Motivation: commitment
• Attitude and behavioral modification
• Bounded nationality and decision making
• Group-dynamics

Discussion 3: the advantage and disadvantage of focusing on core capabilities and competencies?

2. Transactional Leadership vs. Charismatic Leadership

Transactional leadership: focuses on the inter-personal transactions between managers and employees

- The use of contingent reward to motivate people
- The adherence and maintenance of existing goals, norms, and routines

Charismatic (transformational) leadership: the transformation of employee behavior, organizational goals, structures, and processes by emphasizing
- Symbolic leader behavior
- Visionary and inspirational messages
- Nonverbal communication
- Appeal to ideological/religious values
- Display of confidence in self and followers
- Leader expectations for follower self-sacrifice and for performance beyond the call of duty

Charisma: sacred gifts of power and influence

Examples of charismatic leaders
- Constructive: Franklin D. Roosevelt, Martin Luther King Jr., John F. Kennedy, Lee Lacocca
- Destructive: Lenin, Hitler, Mao

Discussion: what personal characteristics make certain leaders charismatic?
- Self-confidence
- Ability to articulate the vision
- Strong convictions about the vision
- Behavior that is out of the ordinary
- Perceived as being an agent for radical change
- Environmental sensitivity

3. Trait Theories of leadership: theories that sought personality, social, physical, or intellectual traits that differentiated leaders from followers

Basic assumption: leaders are born with certain traits

Examples: Margaret Thatecher, Ronald Regan, Nelson Mandelo, Bill Gates, Colin Powell
- Intelligence
- Dominance
- Self-confidence

- Ambition and energy
- Honesty and integrity
- Task-relevant knowledge

Conclusion: some traits increase the likelihood of success as a leader, bot none of the traits guarantee success

Discusison: what are the problems with trait theories of leadership
- Overlooking the importance of followers
- Failing to clarify the relative importance of traits
- Ignoring situational factors
- Confusing cause and effect (eg, self-confidence)

4. Behavioral Theories of leadership

Basic assumptions:
- Leadership ability is learned
- The effectiveness of leadership depends on leader's behavior

Central question: what are the best behavioral patterns for effective leadership?

(1). Leadership style
- Autocratic
- Democratic
- Laissez-faire

(2) The Ohio State Studies
- Initiating structure - task/structure-oriented
- Consideration - people-oriented

(3). The Managerial Grid
- Concern for production
- Concern for production

The Problem with Behavioral Theories of Leadership: the lack of consideration of situational factors (Western universalism)

Discussion: What are the managerial implications of the trait theory and behavioral theory?

• The focus and methods of secure good leadership
5. The Situational Theories

Basic assumptions: the effectiveness of a particular style of leader behavior depends on the situation. As situation change, different styles become appropriate.

Example: Kodak

(1). Fiedler's Contingency Model: the effectiveness of leadership depends on the match between a leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader

Leader's styles of interacting with subordinates
• Task-oriented (motivated)
• Relationship-oriented (motivated)
Leadership situations:
• Leader-member relationship: the degree of confidence, trust, and
    respect subordinates have in their leaders
• Task structure: the degree to which the job assignment are structured
• Position power: the degree of influence a leader has

Favorable leadership situations: good leader-member relationship, a highly structured task, and a strong position power

Unfavorable leadership situation

Leadership effectiveness: task-oriented leaders are most effective in either very favorable or very unfavorable leadership situations, whereas relationship-oriented leaders are most effective in situations of intermediate favorableness.
The problem with Fiedler's model:
• An individual's leadership style is assumed fixed.
• Failed to address the differences in followership
(2). Hersey and Blanchard's Situational Theory
Key assumptions:

- An individual's leadership style is multiple and flexible
- The effectiveness of leadership style depends on follower's ability and motivation

Follower readiness: the ability and willingness of a follower to accomplish a specific task.

Four stages/types of follower readiness:

- R1: Unable and unwilling/insecure - incompetent and unmotivated
- R2: Unable and willing - motivated but incompetent
- R3: Able and unwilling/apprehensive - competent but not motivated
- R 4: Able and willing: competent and motivated

Question: what is the best style for each type of followers?

Leadership styles:
- Telling (high-task - low relationship): the leader defines roles and routines and tell follower what, how, when, and where to do (directive behavior)
- Selling (high-task - high relationship): the leader provides both directive and supportive behavior
- Participating (low-task - high relationship): shared decision making with followers, focus on facilitation and communication
- Delegating (low-task - low-relationship): little direction and support.

Discussion: Please compare management grid theory with the situational leadership theory?
- What is the best leadership style?
- What are the positions of followers?

The problem with all previous models: leaders treat subordinates universally, no power play, no exchange, and no personal connections and favors

(3). Path-Goal Theory of Leadership

Nature: a combination of the Ohio State leadership model and the expectancy theory of motivation

Basic assumptions:

- Leaders can exhibit more than one leadership styles
- Leaders' main job is to help employee stay on the right paths to challenging goals and valued rewards
- The effectiveness of leadership style depends on employee characteristics and environmental factors

Path-Goal: Help follower to achieve goals and make the reducing roadblocks and pitfalls along the path.

Leader's two basic methods of motivation:
- Makes subordinate need satisfaction contingent on effective performance
- Provides the coaching, guidance, support, and rewards that are necessary for effective performance

Leadership styles
- Directive leadership: providing guidance about what should be done and how to do it, scheduling work, and maintaining standards of performance
- Supportive leadership: showing concern for the needs of employees, being friendly and approachable
- Participative leadership: consulting with employees and seriously considering their ideas when making decisions
- Achievement-oriented leadership: encouraging employees to perform at their highest level by setting challenging goals, emphasizing excellence, and demonstrating confidence in employee abilities.

Employee characteristics:
- Locus of control: internal vs. external
- Task ability.
- Authoritarianism
- Need for achievement
- Experiences
- Need for clarity

Environmental factors:
- Task structure: structured vs. unstructured
- Work group: conflict vs. consensus
- Authority system: bureaucratic

Discussion: the effectiveness of leadership style in contingency situations

Directive leadership: external locus of control, lack of experiences, high needs for clarity, low needs of achievement, unstructured tasks, conflicting work groups

Supportive leadership: highly structured tasks, under bureaucratic and formal authority relationship

Participative leadership: non-routine/unstructured tasks, non-authoritarian personality, internal locus of control

Achievement-oriented leadership: unstructured tasks, needs for achievement

Discussion: compare the similarities and differences between the situational leadership theory and the path-goal theory

(4). Leader-member exchange theory

Basic assumption:
• Leaders establish particularistic exchange relationships with their subordinates.
• Leaders have different levels of exchange with in-group and out-group subordinates.

In-group exchange: high mutual trust, high face-to-face interaction, reciprocal influence, a sense of common fate, and favorable resource allocation (informal/high level exchange)

Out-group exchange: low personal trust, low face-to-face interaction, low sense of common fate, and low favor (formal/low level exchange)

Consequences: in-group subordinates have higher performance, lower turnover rates, and greater job satisfaction.

Question: why there is a tendency to distinguish between in-group and out-group?

Discussion: the managerial implications of various contingency theories?
• Focus on task or people?
• Leadership styles: fixed or flexible

Discussion: National cultures as another contingency

- Individualism vs. collectivism
- Power distance
- Masculinity
- Uncertainty avoidance
- Confucian dynanism