LEADERSHIP

LEADRSHIP

- As a process, leadership is the use of non-coercive influence to direct and coordinate the activities of group members to meet a goal.

- As a property, leadership is the set of characteristics attributed to those who are perceived to use such influence successfully

Leading

Leading is the process of influencing and inspiring the behavior of individuals and groups towards the achievement of organizational goals and objectives.

Leadership and Management Are Not the Same!!!
You can be a manager due to your position. But your position doesn't mean you can influence employees as a true leader.

"Management is doing things right,
Leadership is doing the right thing"
(Warren Bennis and Peter Drucker)

Leadership vs. Management

What is done

- Establish a vision
- Imaginative ideas
- help others to understand vision
- Inspire others
- Produce change

How tasks are done

- Plan and budget
- focus on process and system
- organize and staff
- take control and problem solve
- produce order and stability

Excellent Leaders Must be Able to;

- Direct and guide the organizational members with a vision.

- Productively communicate with all the parties.

- Create a conducive work culture.

- Positively motivate all the parties.

- Successfully introduce changes.

Buddha As a Leader

Ven. Sobhita Thero--advisor of Bodhiraja Buddhist Society

- The Leader as Visionary
- The Leader as Role Model
- The Leader as Mediator
- The Leader as Manager
- The Leader as Protector
- The Leader Shows the Way

the most important role of the Buddha as a leader - one who is able to inspire others to bring out the best in themselves, to develop their full potential and gain the ultimate goal of Nirvana.

The Buddha highlighted ten principles which a ruler ought to possess:

- 1. Dana - alms-giving
- 2. Sila - morality
- 3. Parricaga - unselfishness
- 4. Ajjava - integrity
- 5. Maddava - gentleness
- 6. Tapo - self-restraint
- 7. Akkhoda - non-anger
- 8. Avihimsa - non-violence
- 9. Khanti - patience
- 10. Avirodhana - agreeability

Based on their dominant traits, the Buddha categorized people into six groups:

- 1. Those lustful and passionate
- 2. Those with hatred and anger
- 3. Those with delusion
- 4. Those with faith and confidence
- 5. Those with wisdom and intelligence
- 6. Those with hesitation and doubt

Trait Approaches to Leadership

- Early researchers believed that leaders had unique qualities or traits that distinguished them from their peers.

- Trait research has focused on identifying leadership traits, developing trait measurement methods, and using the methods to select leaders

- The trait approach has been largely unsuccessful in identifying universal leadership characteristics.

- Current trait research focuses on drive, motivation, integrity, and other traits that are common among effective leaders.

Trait Approach

- Traits (examples)
  - Extraversion
  - Conscientiousness
  - Openness
- Assumption: Leaders are born
- Goal: Select leaders
- Problems
  - Traits do not generalize across situations
  - Better at predicting leader emergence than leader effectiveness

Limitations

- No universal traits found that predict leadership in all situations.

- Unclear evidence of the cause and effect of relationship of leadership and traits.

- Better predictor of the appearance of leadership than distinguishing effective and ineffective leaders.

Behavioral Approach to Leadership

- In the late 1940s, the emphasis shifted to determining what behaviors are associated with effective leadership.

- The goal of the behavioral approach was to The determine what behaviors are associated with effective leadership.

Behavioral Approach

- Ohio State Studies/U. of Michigan
  - Initiating Structure/Production Orientation
  - Consideration/Employee Orientation
- Assumption: Leaders can be trained
- Goal: Develop leaders
- Problem: Effective behaviors do not generalize across situations

Behavioral theory Vs Trait theory

- Behavioral theory:
  Leadership behaviors can be taught.

- Trait theory:
  Leaders are born, not made.

Leadership Functions

- Task Related Roles

- Group Maintenance Roles

Task Related Roles:

- Initiating activity
- Seeking information
- Giving information
- Elaborating
- Coordinating
- Summarizing
- Testing feasibility

Group Maintenance Roles

- Encouraging
- Gate-keeping
- Standard setting
- Expressing group feelings
- Diagnosing
- Compromising
- Harmonizing
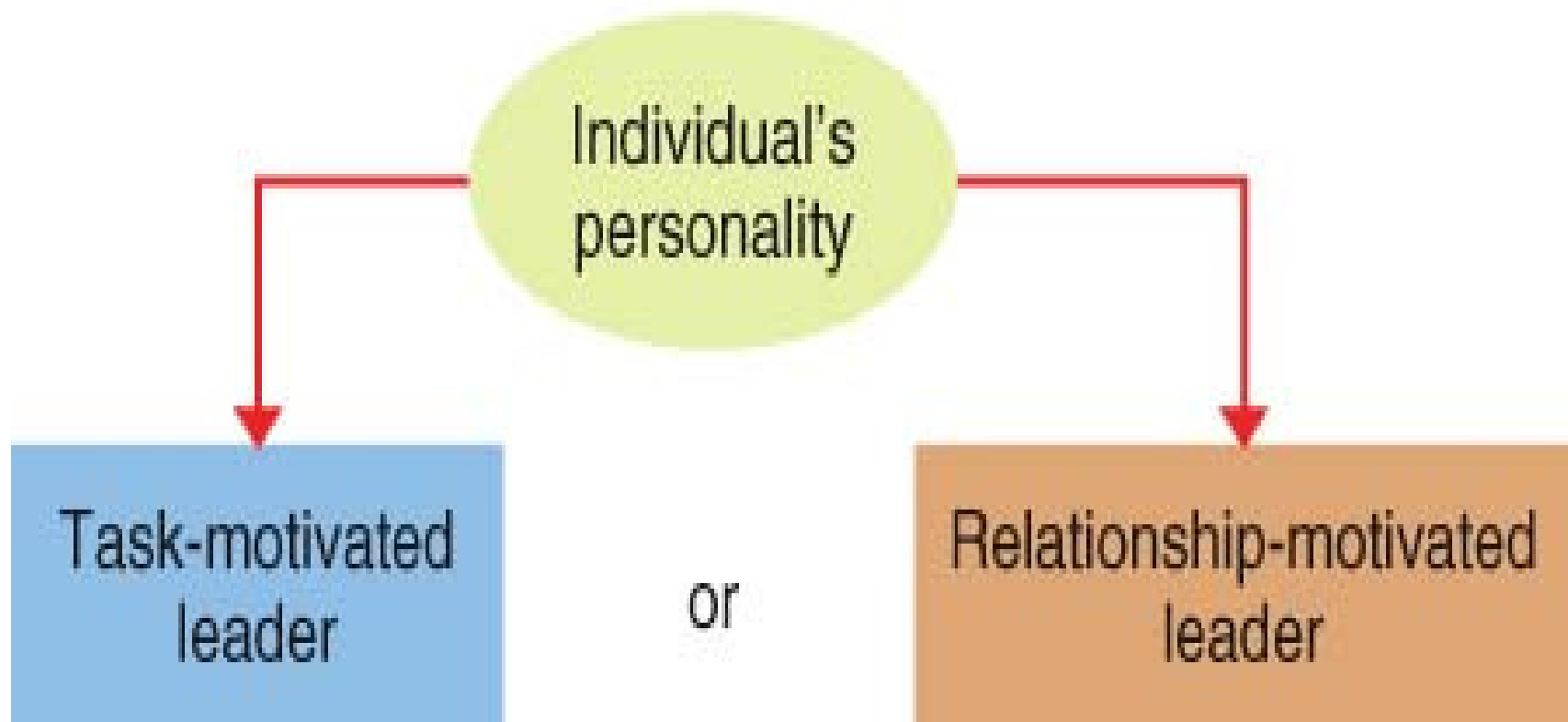- Consensus testing
- Following

Leadership Style

- Autocratic Style
  - Acts in unilateral command and control fashion
- Human Relation Style
  - Emphasizes people over tasks
- Democratic Style
  - Encourages participation with an emphasis on both task accomplishments and development of people
- Lassize-faire Style
  - Is low on both tasks and people

Leadership Style

- According to Fiedler, a leader's style is an enduring personal characteristic. Fiedler created the *least preferred coworker (LPC)* scale to measure it.

- **Relationship-oriented** :

  want to be liked by and to get along well with their subordinates.

- **Task-oriented** :

  want their subordinates to perform at a high level and accomplish all of their assigned tasks.
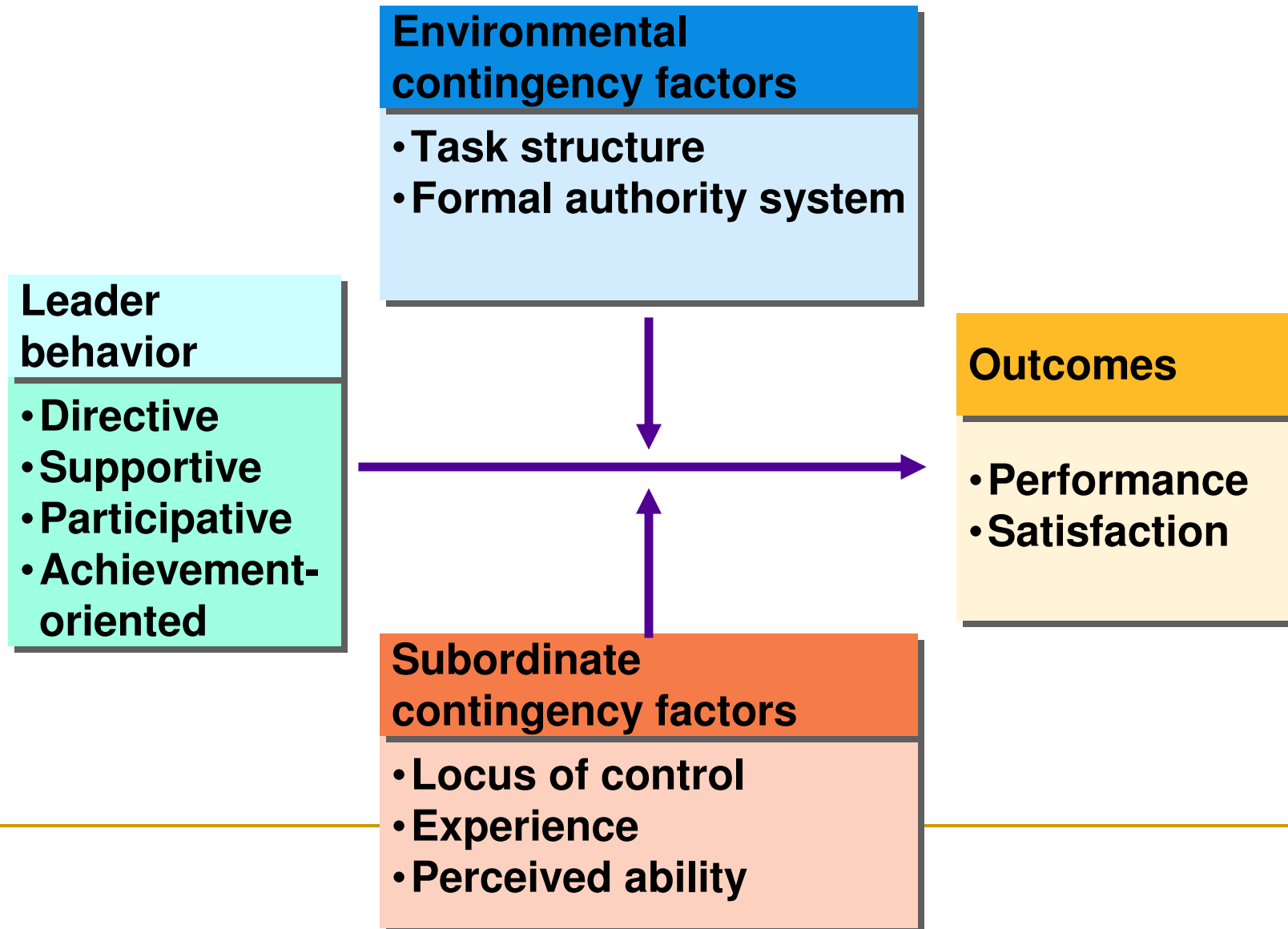
Fiedler's view of personality and leadership style:

```
            ┌─────────────────┐
            │   Individual's  │
            │    personality  │
            └─────────────────┘
           ↙                    ↘
┌──────────────────┐       ┌───────────────────────┐
│  Task-motivated  │  or   │ Relationship-motivated│
│      leader      │       │        leader         │
└──────────────────┘       └───────────────────────┘
```

Path-Goal Theory

- ***House*** Suggests that a leader can affect the performance, satisfaction and motivation of a group by:
  - Offering rewards for achieving performance goals,
  - Clarifying paths towards these goals,
  - Removing obstacles to performance.

Path-Goal Theory

Environmental contingency factors

- Task structure
- Formal authority system

Leader behavior

- Directive
- Supportive
- Participative
- Achievement-oriented

Subordinate contingency factors

- Locus of control
- Experience
- Perceived ability

Outcomes
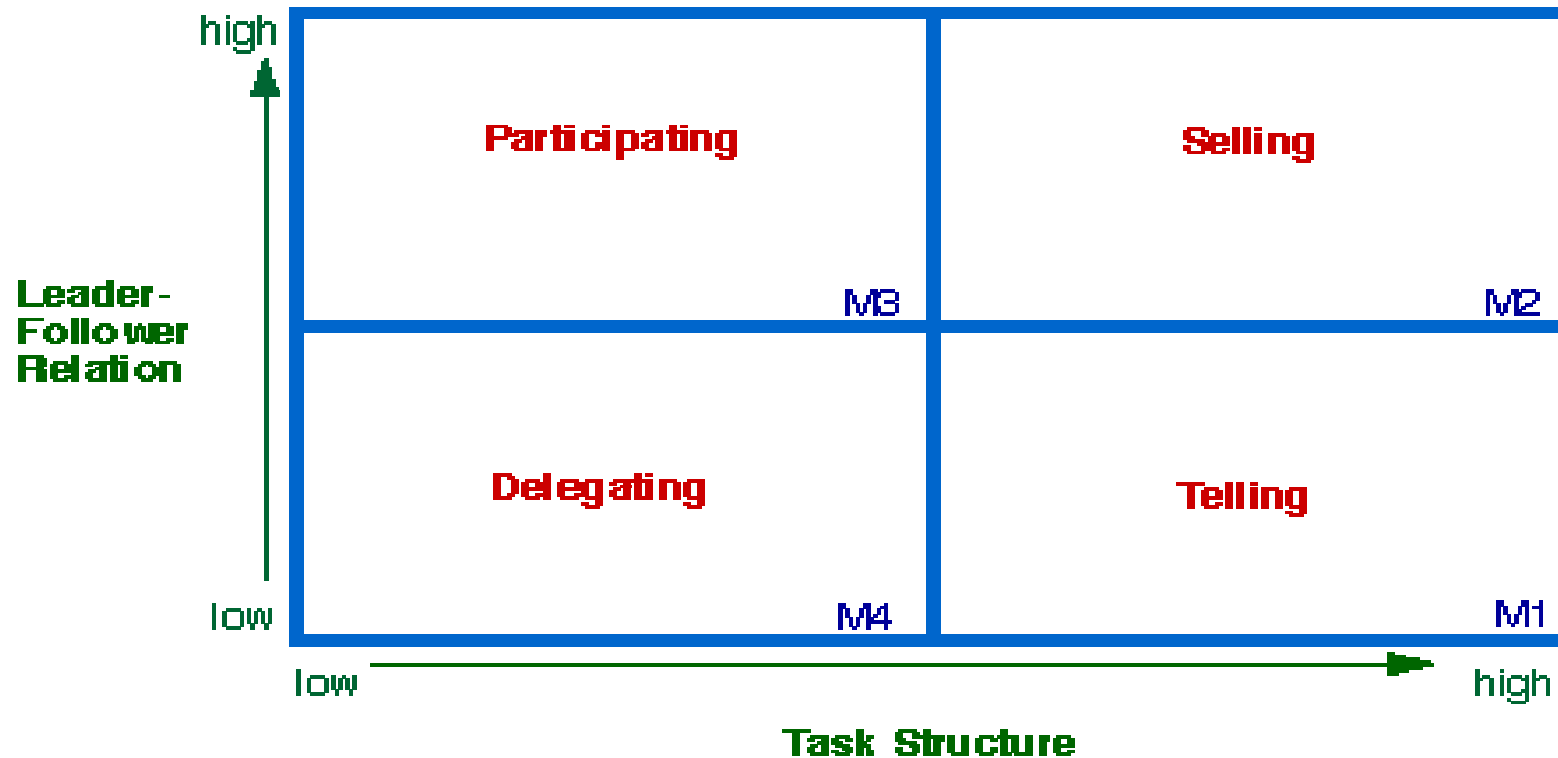
- Performance
- Satisfaction

Path-Goal Theory

- According to House, there are four different types of leadership styles depending on the situation:

  - **Directive**: characterized by a leader who informs subordinates what is expected of them and provides specific guidance.

  - **Supportive**: characterized by a leader who is friendly and approachable and shows concerns for the status, well-being, and personal needs of the subordinates.

  - **Participative**: characterized by a leader who consults with subordinates and asks for their suggestions before making a decision.

  - **Achievement-oriented**: characterized by a leader who sets challenging goals, expected subordinates to perform at best, and shows confidence that subordinates will perform well.

Examples of Hypotheses from Path-Goal Theory

- When tasks are ambiguous and stressful, subordinates will prefer directive leadership; when tasks are highly-structured and well-laid out, subordinates will prefer supportive leadership

- When subordinates are in a team environment that offers great social support, the supportive leadership style becomes less necessary

- When subordinates have high ability and considerable experience, directive leadership will be perceived as redundant

- Subordinates with an internal locus of control will be more satisfied with a participate style

Situational Leadership by Hersey and Blanchard

Other Types of Leadership

Charismatic

Transformational

Transactional

Enterpreneural

What is a Charismatic Leader?

- An enthusiastic, self-confident leader whose strong personality and actions influence people to behave in certain ways. Often visionary. Will often take risks to achieve vision, and exhibit behavior that is out of the ordinary.

Charismatic Leadership

- Often Transformational and charismatic leadership are used interchangeably.
- Charismatic traits and behaviors
  - Advocates a vision
  - Not keeper of the status quo – behavior is out of the ordinary – perceived as change-agent
  - Acts in several unconventional ways – counter to norms
  - Willingly makes self-sacrifices, takes personal risks, to support their vision
  - Strong self-confidence

What is a Transformational Leader?

- Someone Who:
  - Inspires others to transcend their own self-interests and work for the larger good of the organization.
  - Articulates a vision that convinces subordinates to make major changes.
  - Possesses charisma.
  - Can have a profound belief on followers' beliefs and values – actually change you (goes beyond charisma)

Characteristics of Transformational Leaders

- **Charisma**: Provides vision and sense of mission, instills pride, gains respect and trust.

- **Inspiration**: Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways.

- **Intellectual Stimulation**: Promotes intelligence, rationality, and careful problem solving.

- **Individualized Consideration**: Gives personal attention, treats each employee individually, coaches, advises.

Examples of Transformational Leaders

- Bill Gates (Microsoft)
- Steve Jobs (Apple)
- Michael Dell (Dell Computer)
- Jeff Bezos (Amazon.com)
- Lou Gerstner (IBM)
- Jack Welch (GE)

Characteristics of Transactional Leaders

- **Contingent Reward**: Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishments.

- **Management by Exception** (active): Watches and searches for deviations from rules and standards, takes corrective action.

- **Management by Exception** (passive): Intervenes only if standards are not met.

Can Leadership Be Taught?

- Leadership training is big business!
- Most successful with high "self-monitors"
- Highly motivated individuals more successful at leadership training
- People can be taught how to:
  - Be "charismatic" (eye contact, gesture, voice)
  - Analyze situations and learn about different leadership styles
  - Implement
  - Build trust
  - Mentor
- But hard to "teach":
  - Visioning, strong personality, passion, walk the talk, risk-taking

Transformational Leadership

- "Transformational" leaders are focused on "transforming" their employees' priorities to reflect the interest of the group. This involves the use of collaboration and open communication.

- Transformational leaders influence people and events.

- Most women identify themselves this way.

Transactional leadership

- Leaders who engage in "transactions" with employees, such as using rewards to encourage good performance and punishment for inadequate performance.

- Transactional leaders rely heavily on power from their organizational position and status.

- Research shows that most men describe themselves this way.

Transformational vs. transactional style

- **Transformational leaders**
  - Focus on the potential relationship between the leader and the followers
  - Engage the full person of the follower
  - Tap the motives of the followers

- **Transactional leaders**
  - Focus on exchanges between leaders and followers
  - Emphasize exchanging one thing for another