CHAPTER THIRTEEN

# Leadership

# 13.1 What is the nature of leadership and the leadership process?

**Leadership**: Effective leadership helps a group achieve its goals, through an influence relationship.

* Different definitions emphasize certain important aspects of leadership over others. What do you think is the most important characteristic of an effective leader?

***Leader* and *manager*** are not interchangeable or redundant terms.

* Compare and contrast leaders and managers.

# 13.2 What are the processes associated with people coming to leadership positions?

**Leadership** is a dynamic process because leaders and followers are always interacting. The consequences of actions influence future actions.

* Discuss the importance of trust on both sides of the relationship.

* Compare and contrast the roles of leaders and followers.

**Context** is the situation containing the actions of the leaders and followers.

**The process** is the working relationship among the parties involved.

**The consequences** are the outcomes of working together.

* Give an example of a business interaction between a leader and his or her followers and specify the players, context, process, and consequences.

# 13.3 How do leaders influence and move their followers to action?

**Formality**: Leaders can be formal or informal, that is, recognized by outsiders as the leader (formal) or only to those working in the group (informal).

* Why does a work group have both?

**Paths**: Leaders are appointed or emerge.

* What are the benefits of each path to a leader?

**Power**: A leader’s influence means that followers give that person some measure of power, of which there are different types.

* Give a concrete example of each of the different types of power.
  + Reward
  + Coercive
  + Referent
  + Expert
  + Legitimate
* What type or combination of types is most effective? Why?

**Degrees**: Different situations may call for different styles of leadership and expectations of the workforce, from following rules “by the book” to making autonomous decisions.

* Discuss the differences between autocratic, participative, and free-reign leadership. Under what circumstances is each most appropriate? How do you discern that?

**X vs. Y**: Theory X leaders assume people dislike working and are unable to exert self-direction, and theory Y leaders assume people are creative and desire to exert self-direction.

* Could both be correct? How does leadership affect worker attitude toward a job? And vice versa?

**Directive/Permissive**: A third theory of leadership style contrasts directive and permissive autocrats with democrats, depending on the degree of employee participation in decision making and amount of leader direction.

* Compare and contrast the four different styles, using examples.

# 13.4 What are the trait perspectives on leadership?

**Commonalities**: Scholars have long tried to define what personality traits effective leaders have in common, though they do not guarantee someone will be a successful leader. They include: drive, persistence, confidence, willingness to accept consequences, ability to manage stress, the ability to influence others and desire to do so, integrity, good judgment, knowledge of the industry, vision, and flexibility.

* Which traits do you think are most important? Why? Give an example.

**Gender differences**: Men and women may exhibit different leadership styles, with men being more autocratic and task oriented, and thus possibly *perceived* more of as leaders than women, even though gender does not predispose anyone to be a leader or follower.

* Explain how a person’s self-monitoring and disposition can affect leadership effectiveness.

# 13.5 What are the behavioral perspectives on leadership?

**Personality traits** (drive, self-confidence, honesty, and integrity) are only part of the story when it comes to someone becoming an effective leader. What leaders *do* is the other: develop a vision, keep their cool, encourage risk, bring expertise, invite dissent, and focus others’ attention.

* What do you think are the most important behaviors of an effective leader? Why?

**Behavior types**: *Consideration* refers to the “relationship-oriented” leader, and *initiating* *structure* refers to “task-oriented” leaders.

* Describe the different types of leaders and situations where each excels.
  + Relationship-oriented
  + Task-oriented
* Why should leaders be a combination of the two?

**Behavior categories**: The University of Michigan studies had similar categories,job-centeredbehaviors and employee-member-centered behaviors, and also found that a leader just has to create the culture and climate that ensures that these four key behaviors are present: support, work facilitation, goal emphasis, and interaction facilitation.

* What’s the difference between the leader doing the four key behaviors and setting the tone for those behaviors to happen? How does this come about?

**The Leadership Grid** puts five types of leaders on a chart with two axes: concern for production and concern for people.

* Why have so many different studies not found one clear winner in the category of “most effective” leadership behavior? Why is it not contradictory that the studies are similar in their findings?

# 13.6 What are the situational perspectives on leadership?

**Situational**: Leaders have to respond to changing situations, so this can explain why different behaviors are more effective than others at times.

**Fielder’s contingency model** aims to put types of leaders in situations where they can be effective.

* Explain the contingency model and why this theory is controversial. What is the least-preferred coworker (LPC) concept, and how does it come into play?

**The path-goal theory** differs from Fielder’s theory in that it focuses on the leader’s situational behavior rather than an underlying trait and how he or she needs to adapt to different types of situations.

* Explain this concept: “The degree to which leadership behavior matches situational factors will determine members’ motivation, satisfaction, and performance.” Can you give an example?
* The path-goal theory lists four important dimensions to leadership behavior. Give an example of the following and a situation where it’s most effective:
  + Supportive leadership
  + Directive leadership
  + Participative leadership
  + Achievement-oriented leadership

**Cultural differences**: In America, we cherish individualism. In collectivist cultures, working together is highly valued.

* Does Western leadership style need to change based on companies becoming more multicultural or multinational? Why or why not?
* How can knowledge of employees’ cultural backgrounds aid leaders?

# 13.7 What does the concept “substitute for leadership” mean?

**Substitutes** for leadership in the workplace can alleviate the need to micromanage. Substitutes include: clear rules and expectations, workers’ own high standards, and work that is satisfying to the employees.

* Give an example of these categories that substitute (or supplement) for leadership. Draw a clear distinction between the latter two list items.
  + Clarify role expectations
  + Motivate workers
  + Satisfy workers

**Neutralizers** of leadership, on the other hand, are not helpful and prevent leaders from acting how they wish. However, they can have benefits of offering clarity (e.g., regulations and contracts).

* Give several workplace examples of neutralizers. List both positive and negative examples. How do you rectify the negative ones? What are the uses of the positive ones?

# 13.8 What are the characteristics of transactional, transformational, and charismatic leadership?

**Transformational**: Many organizations believe that to guide an organization through chaos, leadership needs to change, and they look for someone who can be described as transformational, visionary, and charismatic.

* Contrast a transformational leader with a transactional one. Is transactional leadership out of date? Why or why not?
* Why do transformational leaders need vision and charisma? What other characteristics do they have? What do they most need to be effective?

# 13.9 How do different approaches and styles of leadership impact what is needed now?

**In times of change**, good leadership is critical for organizations to have.

* What are the chief challenges facing leaders in the coming years? What skills will leaders need to adapt?