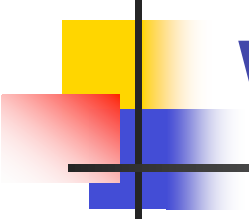


Leadership 101

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Reference for all material: Behavior in Organizations by
Greenberg & Baron (2000), 7th Ed., Prentice Hall, Upper
Saddle River, NJ



What is leadership?

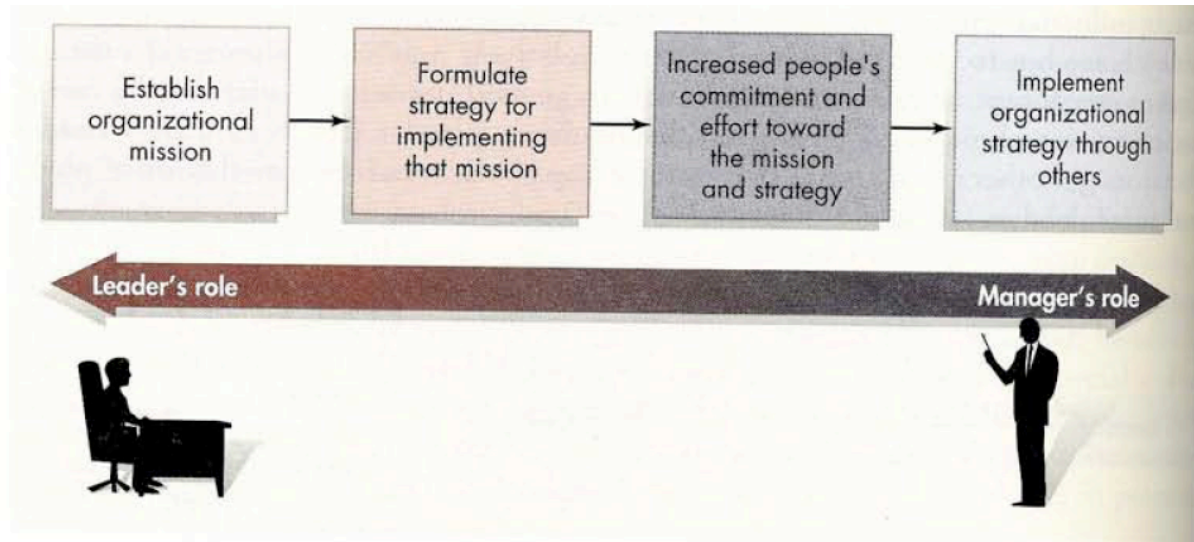
- Leadership is “the process whereby one individual influences group members toward attaining defined group goals”
- Leaders are not always the people with the title “Team leader”, but sometimes they are
- Leader ≠ Dictator
- Followers are influenced by leaders because they like, respect or admire them, not because they are coerced

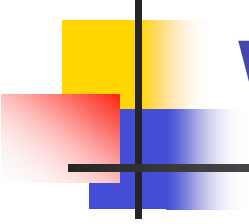
What is leadership?

■ Also, Leader ≠ Manager

Leaders and Managers: Distinguishing Their Roles

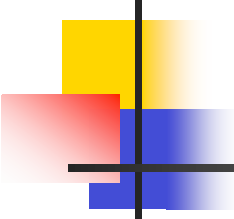
Leaders primarily are responsible for establishing an organizational mission, whereas *managers* primarily are responsible for implementing that mission through others. The intermediate steps (i.e., formulating a strategy for the mission, increasing people's commitment toward it) tend to be performed by either leaders or managers. These overlapping functions blur the distinction between leaders and managers in actual practice.





What makes a great leader?

- The Great Person Theory
 - The view that leaders possess special traits, which set them apart from others, and that these traits are responsible for their positions of power and authority

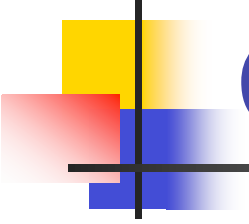


Traits of successful leaders

Characteristics of Successful Leaders

Successful leaders possess many of the traits listed here.

TRAIT OR CHARACTERISTIC	DESCRIPTION
Drive	Desire for achievement, ambition, high energy, tenacity, and initiative.
Honesty and integrity	Trustworthy, reliable, and open.
Leadership motivation	Desire to influence others to reach shared goals.
Self-confidence	Trust in own abilities.
<i>Cognitive ability</i>	<i>Intelligence; ability to integrate and interpret large amounts of information.</i>
Knowledge of the business	Knowledge of industry and relevant technical matters.
Creativity	Capacity to come up with original ideas.
Flexibility	Ability to adapt to needs of followers and the situation.



Can leaders be made?

- The Great Person theory focuses on *who leaders are*
- We might also consider *what leaders do* or *how leaders behave*
- This is appealing because it suggests we can all learn to lead, and lead well

Leadership styles

Can work with inexperienced or underqualified subordinates. Will not be popular but can be effective!

The Two-Dimensional Model of Subordinate Participation

Leaders can be described as having different styles based on how they involve subordinates in making decisions about how to do their jobs. Four distinct styles are summarized here.

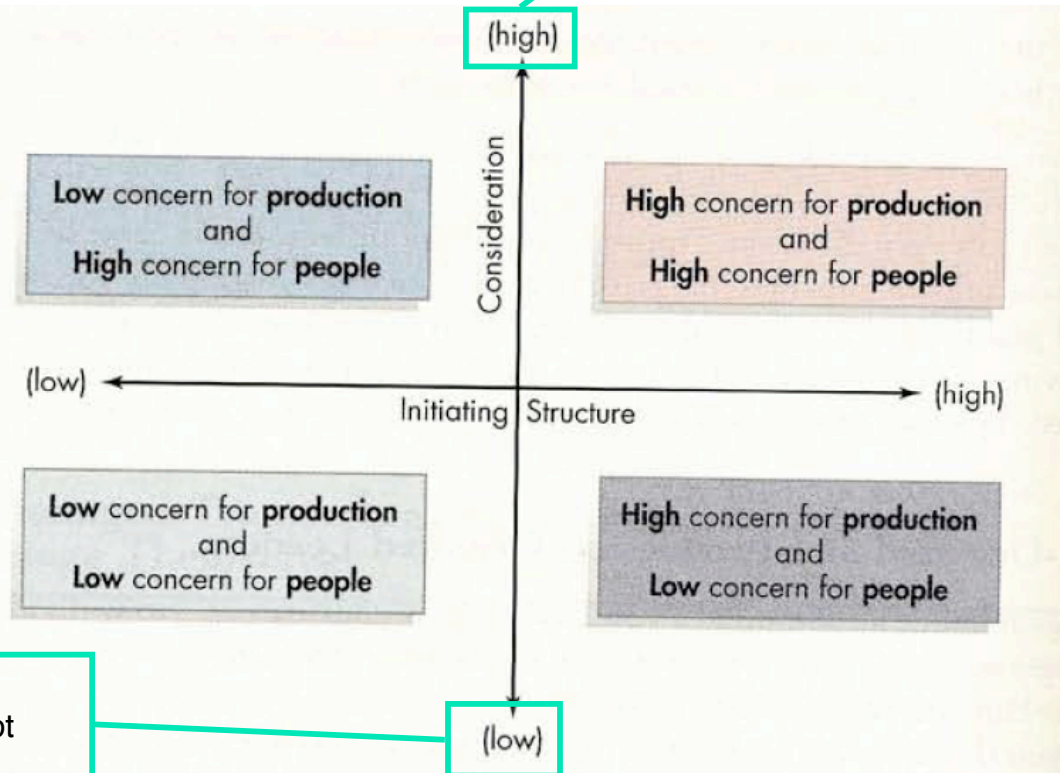
ARE SUBORDINATES TOLD EXACTLY HOW TO DO THEIR JOBS?	ARE SUBORDINATES PERMITTED TO PARTICIPATE IN MAKING DECISIONS?	
	YES (DEMOCRATIC)	NO (AUTOCRATIC)
Yes (<i>directive</i>)	Directive democrat (<i>makes decisions participatively; closely supervises subordinates</i>)	Directive autocrat (<i>makes decisions unilaterally; closely supervises subordinates</i>)
No (<i>permissive</i>)	Permissive democrat (<i>makes decisions participatively; gives subordinates latitude in carrying out their work</i>)	Permissive autocrat (<i>makes decisions unilaterally; gives subordinates latitude in carrying out their work</i>)

Can work with highly skilled people who are not interested in routine decision making.

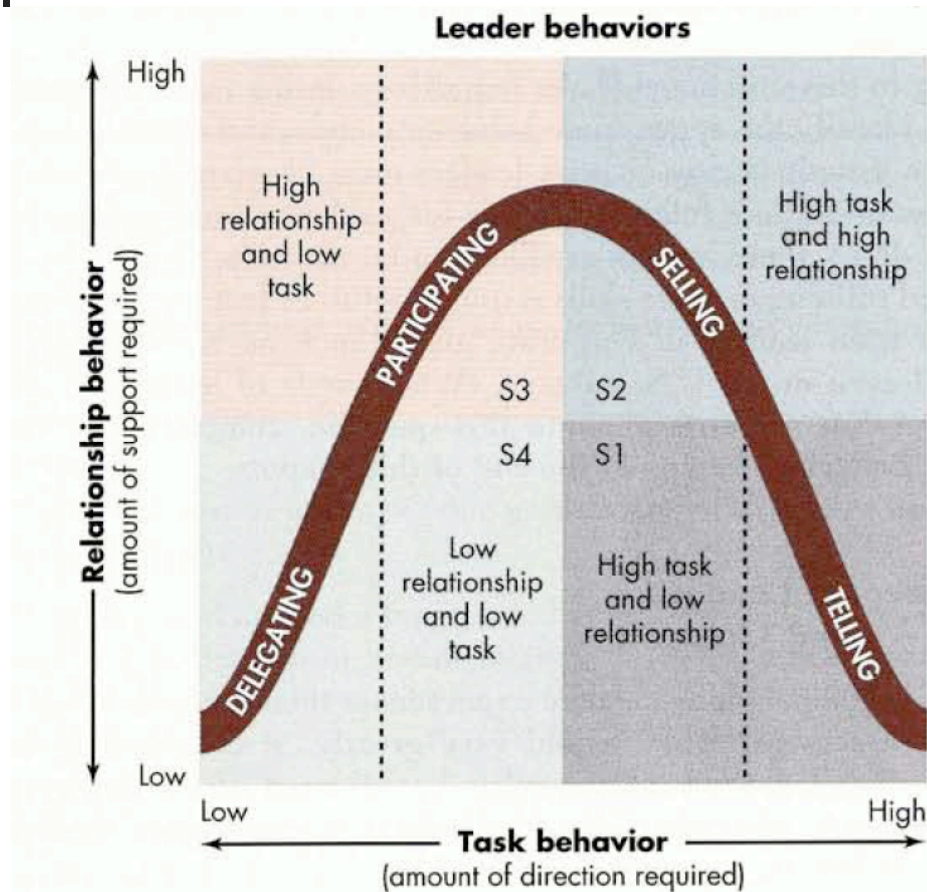
More leadership styles

Two Basic Dimensions of Leader Behavior

A leader's behavior can vary from low to high regarding *consideration* (i.e., person orientation) and *initiating structure* (i.e., task orientation). Patterns of leader behavior produced by variations along these two dimensions are illustrated here.

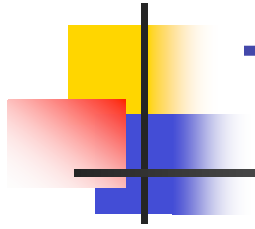


How I lead depends on...



Situational Leadership Theory: Its Basic Dimensions

Situational leadership theory specifies that the most appropriate leadership style depends on the amount of emotional support and guidance followers require to do their jobs.



Tips and Tricks

- Build trust and inspire teamwork
 - Encourage interactions, take initiative and set a good example
- Concentrate on expanding team capabilities
 - Find resources, remove barriers, build confidence of team members to cultivate their untapped potential
- Create a team identity
 - Set goals, monitor progress and celebrate achievements
- Make the most of team differences
 - Build respect, encourage opposing viewpoints, respect all ideas
- Forsee and influence change
 - Look out for new opportunities and challenges and be prepared to adapt