

Management and Organisational Behaviour

Introducing Leadership and theories

Today's objectives

Part 2

1. To explain the meaning and importance of leadership in the workplace
2. To contrast the main approaches to leadership
3. To introduce Leadership theories:
 - Autocratic vs Democratic vs Laissez-Faire
 - McGregor X and Y
 - Blake and Mouton Managerial Grid
 - Adair's model of Action Centred Leadership (ACL)



Recap from Last week

What's the difference between a manager and a leader?

Are all managers leaders?

Are all leaders managers?

Are leaders born or can they be made?

Name 3 well-known leaders



The meaning of leadership

Leadership:

A relationship through which one person influences the behaviour or actions of other people.



Some quotes....



‘The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on.’
(Walter Lippman, 1945)

‘One realm, one people, one leader’
(Nazi slogan, 1930s)

Leadership v Management

Leadership

About behaviour

The **way** management methods and processes are used

Sets a new direction and vision for others to follow

Relies on attitudinal qualities

Management

About processes

The **type** of management methods and processes used

Controls/directs people and resources according to established principles/values

Relies on management processes

The importance of leadership

Management is changing:

- Less about getting results by close control of workers
- More about coaching, support and empowerment
 - Good leadership involves delegation and empowerment.
 - Leadership is a dynamic process.
 - The leader – follower relationship is two-way
 - Strong, positive relationship between leadership development and employee motivation and satisfaction.



Leaders....

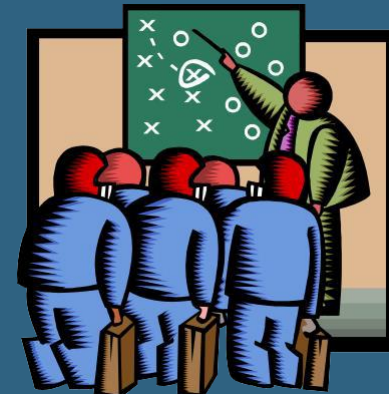
Create a vision

Communicate the
Vision

Energise, inspire
and motivate
others

Create the culture

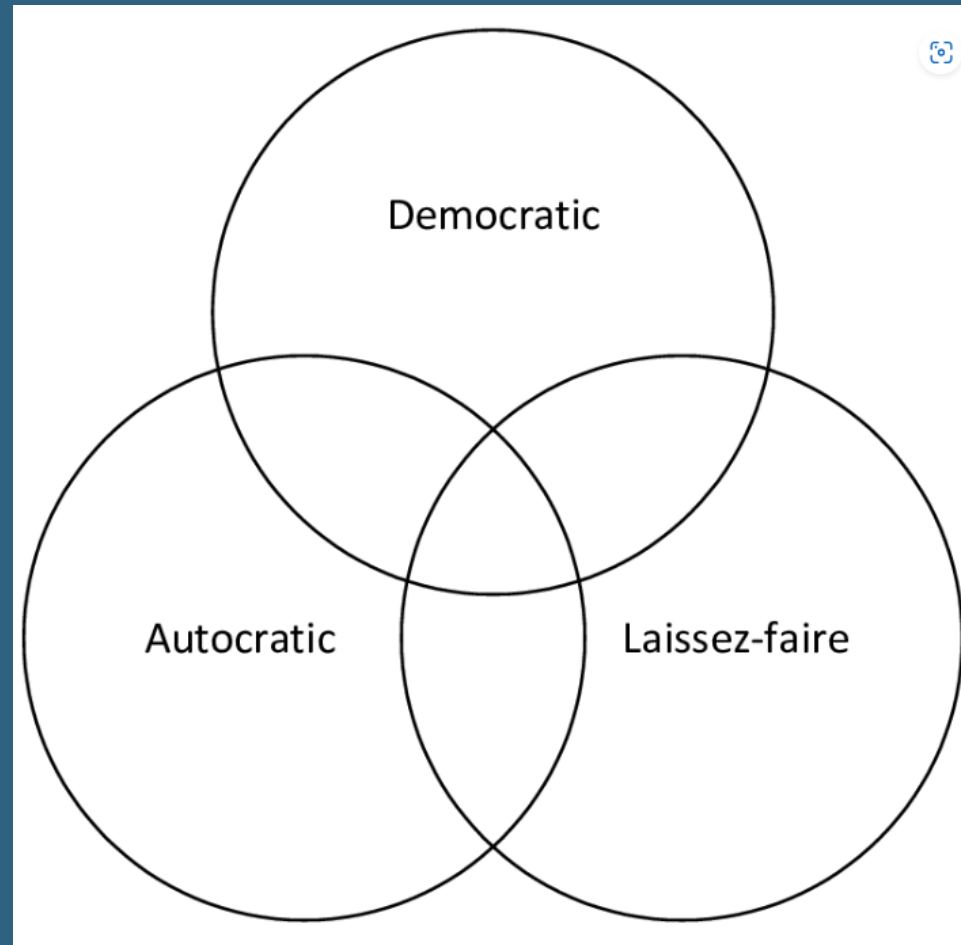
Management = authority
Leaders = inspire and motivate



Some examples of leadership theories/models

- Lewin's Leadership Model : Autocratic /Democratic / Lassie-Faire
- McGregor X and Y Theory
- Blake and Mouton Managerial Grid
- Adair's model of Action Centred Leadership (ACL)
- Great man theory
- Transactional Leadership

Autocratic vs democratic vs laissez faire



Kurt Lewin's
Leadership Model
from the 1930s

Lewin (1930)

Autocratic leaders



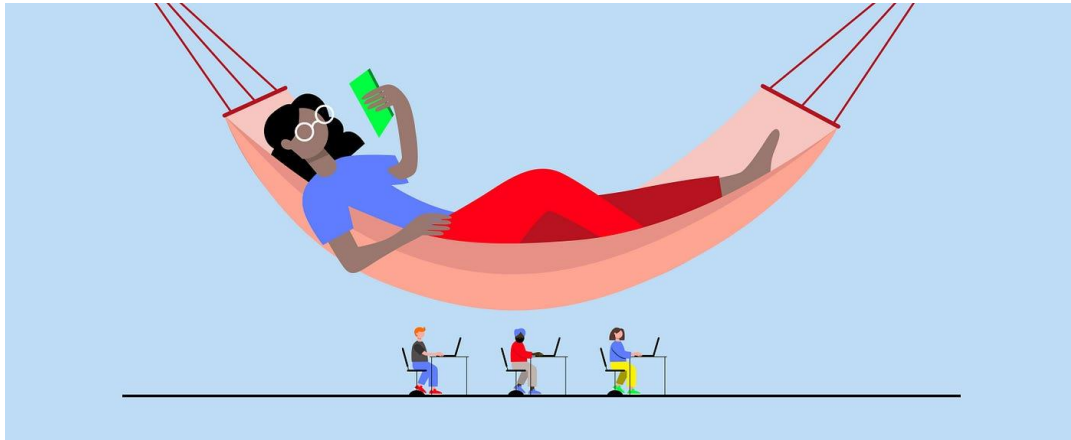
- Leaders keep a hold of all the decision making
- Do not allow time to consult others within their responsibility
- Communication is always 'top down' e.g. CEO, to Manager and so on...
- Very formal system and preference to command and control
- This approach is often implemented / linked to McGregor's Theory X
- Lack of trust given to subordinates

Democratic leaders



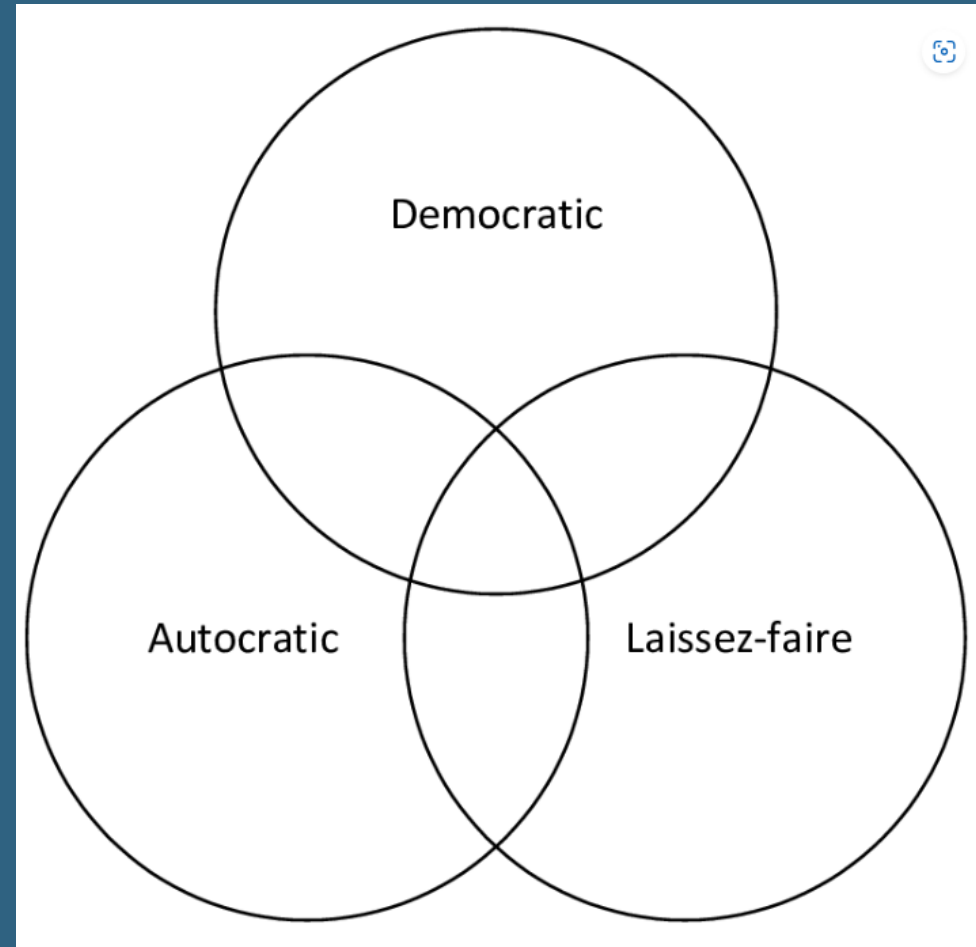
- Leadership functions are shared within the group
- Employees have a greater involvement in decision making
- Emphasis on delegation and consultation
- Potential impacts on 'speed of decision making' but these leaders support a higher level of motivation and morale for employees
- Leaders will still have the final say

Laissez-faire leaders:



- Managers and employees have freedom to do what they think is best
- Leader has little input into day-to-day decision making
- Often employees are left to solve their own problems
- Leaders only take charge when they feel it is necessary
- Little guidance is provided by leaders
- A more 'hands off' approach

If you had to place yourself in this model, where would you be?



Lewin (1930)



Leadership Style Quiz

Let's Get Started

<https://shorturl.at/juzB6>

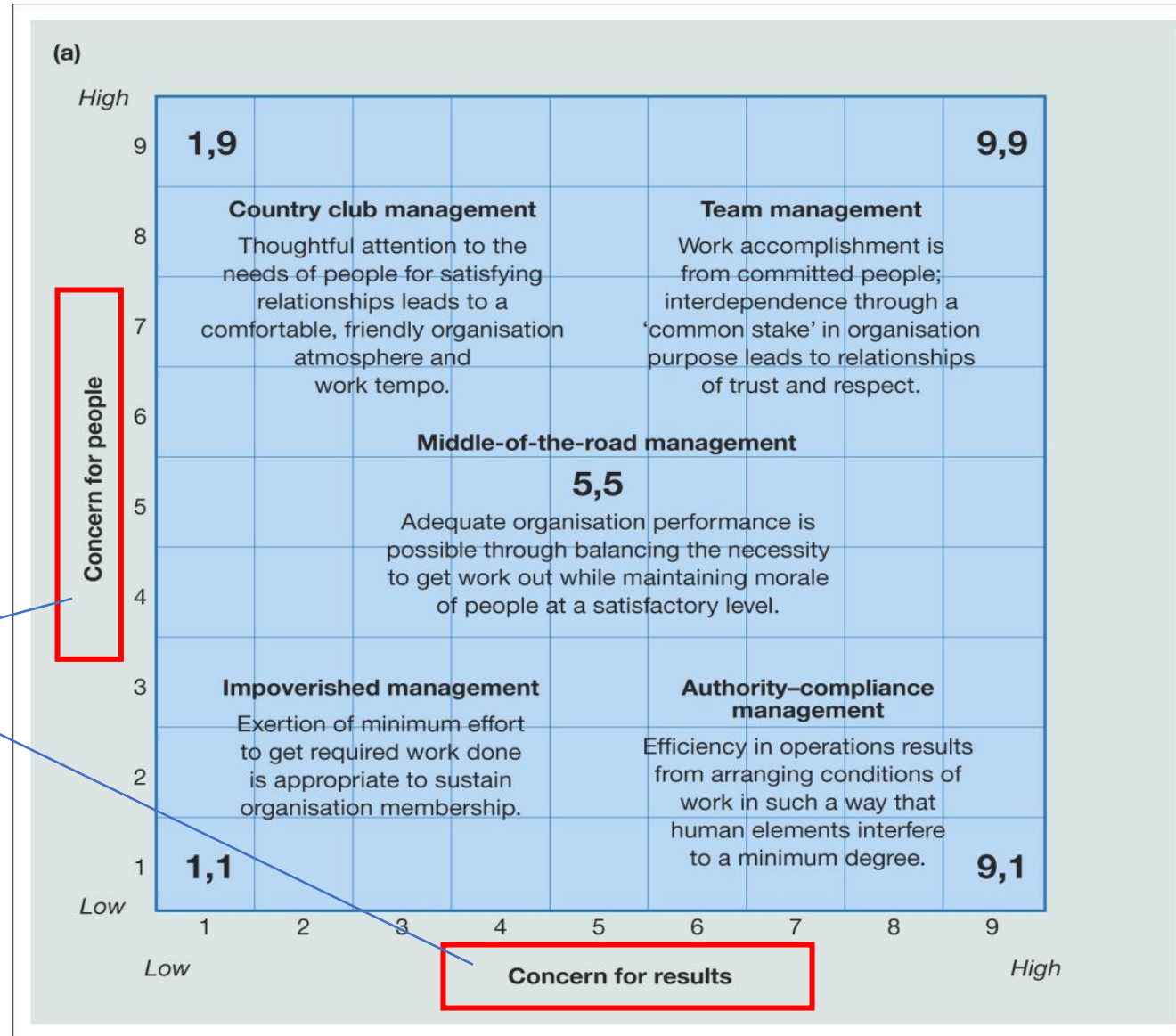
Blake and Mouton Managerial Grid

A view of the Blake and Mouton Managerial Grid

The categories or 'styles' are determined by these two dimensions:

- **Concern for production (results)**

- **Concern for people**



Blake & Mouton (1964)

Blake and Mouton grid explained...



Leadership Grid style definitions

Table 12.1 Leadership Grid® style definitions

Source: Blake, R. R. and McCauley, A. A., *Leadership Dilemmas – Grid Solutions*, Gulf Publishing Company (1991), p. 29. Reproduced with permission from Grid International, Inc., Houston, Texas

Mullins, *Management and Organisational Behaviour*, 8th Edition, © Laurie J. Mullins 2007

9,1 Authority– compliance management	Managers in this position have great concern for production and little concern for people. People are seen as ‘tools’ for production. They demand tight, unilateral control in order to complete tasks efficiently. They consider creativity and human relations to be unnecessary.
1,9 Country club management	Managers in this position have great concern for people and little concern for production. They try to avoid conflicts and concentrate on being liked, even at the expense of production. To them the task is less important than good interpersonal relations. Their goal is to keep people happy. (This is a soft Theory X and not a sound human relations approach.)
1,1 Impoverished management	This style is often referred to as <i>laissez-faire</i> . Leaders in this position have little concern for people or productivity. They avoid taking sides and stay out of conflicts. They do just enough to maintain group membership.

Leadership Grid style definitions (Continued)

5,5 Middle-of- the-road management

Leaders in this position have medium concern for both people and production. They rely on tried and true techniques and avoid taking untested risks. They attempt to balance their concern for both people and production, but are not committed strongly to either. Conflict is dealt with by avoiding extremes and seeking compromise rather than sound resolution.

9,9 Team management

These managers demonstrate high concern for both people and production. They work to motivate employees to reach their highest levels of accomplishment. They explore alternatives openly and aggressively. They are flexible and responsive to change. This style is considered ideal.

Table 12.1 Leadership Grid®
style definitions
(Continued)

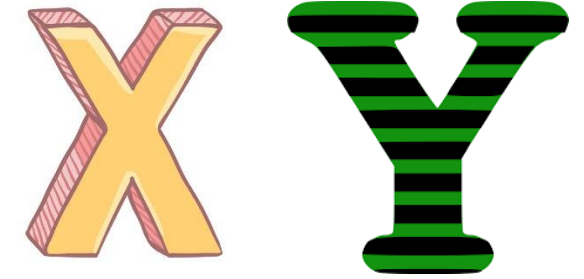
Source: Blake, R. R. and
McCanse, A. A., *Leadership
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Mullins 2007

According to Blake and Mouton's Grid....

What type of 'Leader' would
be most effective within the
hospitality industry?
Why?

McGregor's X and Y Theory



The theory is used to describe human behaviour at work and McGregor placed in two sides

Theory X and Theory Y are two extremes!

McGregor did not indicate workers would be one or the other. But, more likely that people fall on spectrum somewhere between the two extremes

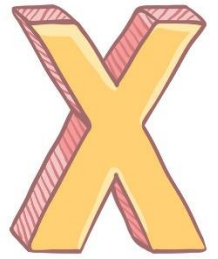
X or Y ?



McGregor's theory



Theory X



- Individuals who dislike work
- People who lack ambition and do not want responsibility
- People to desire the need for security

From the managers perspective, they would need to understand these workers need a structured system that has control and punishment.

McGregor (1960)

Theory Y



- Work could be considered a source of satisfaction (*depending upon conditions*)
- Individuals are motivated by a level of responsibility
- Consider effort at work to be important

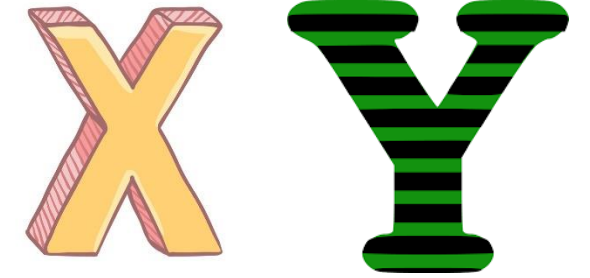
From a manager's perspective, rewards are important to these individuals trying to foster an environment where workers can show and develop their creativity

McGregor (1960)

Group Discussion

What impacts do you think
the X and Y approach will
have on a manager's
style/approach?

Impacts on management style:



Theory X:

- This manager will closely supervise employees
- Clearly define tasks
- Follow a more autocratic approach

Theory Y:

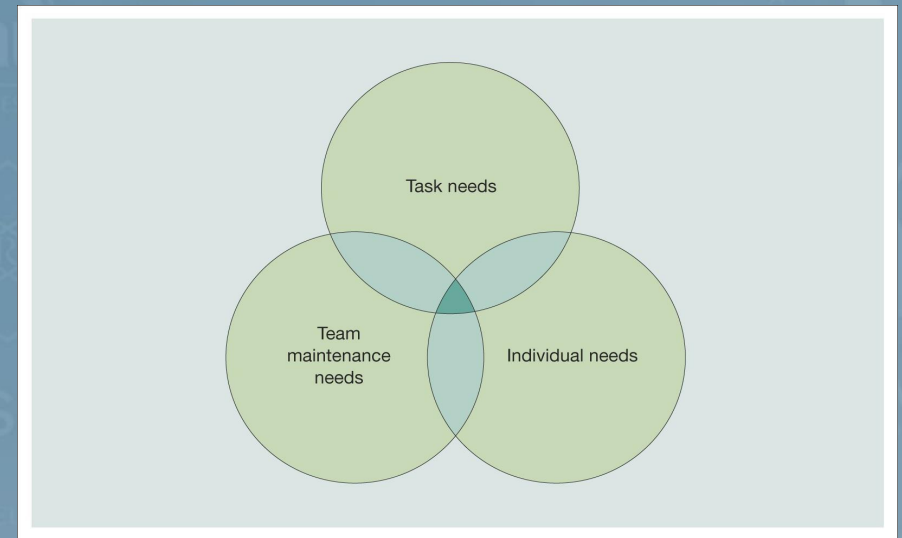
- This manager will try to link organisational objectives with personal objectives
- More co-operations between managers and employees
- Possess a more positive mindset

Adair's model of Action Centred Leadership (ACL)

You have 10 minutes to look it up

What did you find out?

Let's discuss



6. Action-centred leadership



Adair (1979)

1. Action-centred leadership: task functions



- Achieving the objectives of the work group
- Defining group tasks
- Planning the work
- Allocation of resources
- Organisation of duties and responsibilities
- Controlling quality and checking performance
- Reviewing progress

Adair (1979)

2. Action-centred leadership: team functions



- Maintaining morale and building team spirit
- The cohesiveness of the group as a working unit
- Setting standards and maintaining discipline
- Systems of communication within the group
- Training the group
- Appointment of sub-leaders

Adair (1979)

3. Action-centred leadership: individual functions

- Meeting the needs of the individual members of the group
- Attending to personal problems
- Giving praise and status
- Reconciling conflicts between group needs and needs of the individual



Adair (1979)

Asynchronous learning- Who is Craig Poole?



Who is Craig Poole?

What sort of managerial style does he portray?

If you could link him to one of the leadership theory, which one would most closely define his style?

Recap



Today we have discussed:

Part 1

- Why organisations exist
- Factors affecting different organisations
- Explained the difference between formal and informal organisations

Part 2

- The meaning of main approaches to leaderships
- Introduced Leadership theories:
 - Autocratic vs Democratic vs Laissez-Faire
 - McGregor X and Y
 - Blake and Mouton Managerial Grid
 - Adair's model of Action Centred Leadership (ACL)

Reference list

Adair, J. (1979). *Action-Centred Leadership*. Gower Press, p. 10.

Blake, R., & Mouton, J. (1964). *The Managerial Grid: The Key to Leadership Excellence*. Houston, TX: Gulf Publishing Company. *Excellence*. Houston, TX: Gulf Publishing Company.

Lippmann, W. (1947). *The Cold War: A Study in U.S. Foreign Policy*. New York: Harper

McGregor, D. (1960). 'Theory X and Theory Y', *Organization Theory*, 358(1), 5.

Mullins, L.J. (2007) *Management and Organisational Behaviour*. 8th ed. Harlow: Pearson Education, p.76.

**I look forward to seeing you
next week.**

**If you have any questions in
the meantime, please send
an email from your student
account**

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