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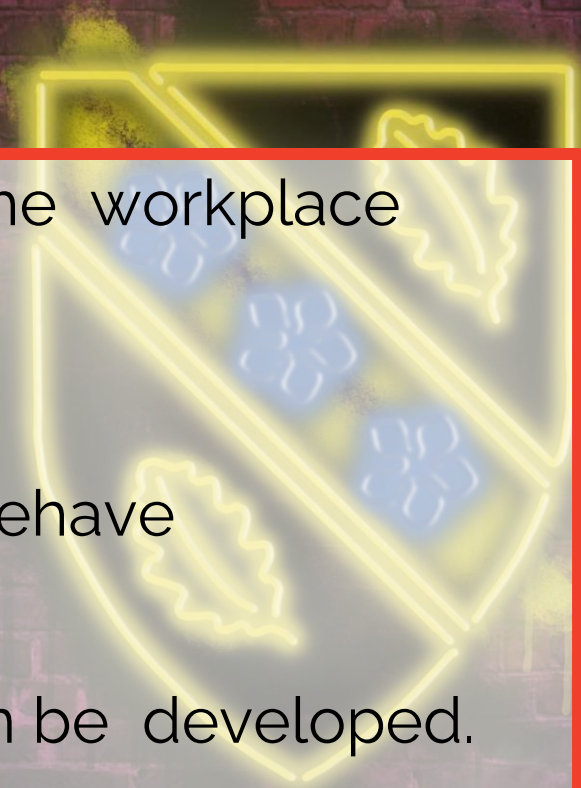
Intercultural Leadership in the age of Globalisation

Theoretical Frameworks
of Leadership



Today's Objectives

- To explain the meaning and importance of leadership in the workplace
- To consider how it differs from management
- To contrast the main approaches to leadership
- To consider different leadership styles and how leaders behave
- To evaluate transformational and inspirational leadership
- To assess what makes leaders effective and how they can be developed.
- To examine how leaders behave and how they exert power and influence



Discussion

Name a well-known Leader...

OR

Think of a Leader you work/have worked with

What would you be comfortable to say in terms of their 'intercultural competence'?



Some quotes....

'Leadership means making people feel good'

(Jean Chretien, 1984)

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)



The meaning of Leadership

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



Often... with a lasting effect

Management is Leadership and Leadership is changing

Now, it is...

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.



Management/Leadership

MANAGEMENT

Getting things done through other people to achieve stated organisational objectives.

LEADERSHIP

Broader emphasis on dealing with people
The willing and enthusiastic behaviour of followers



MANAGERS:

Do things right

- Authority relationship
- Create stability



LEADERS:

Do the right things

- *Influence relationship*
- *Create change*



A few* ways of studying leadership

1. **Leadership behaviour**
2. Styles of leadership
3. **Inspirational leadership**
4. Transformational leadership
5. **Action-centred leadership**



**There are MANY, MANY MORE*

1. Leadership Behaviour

Examines how people behave in leadership situations Two major dimensions of leadership behaviour:

1. Consideration

- How much the leader establishes trust, mutual respect and rapport with the group
- How much he/she shows concern, warmth, support, and consideration for subordinates.

2. Structure

- How much the leader organises groups of people formally to achieve goals

(Ohio studies)



Managerial leadership studies compared

<i>Group interaction analysis</i>	<i>Task functions</i>	<i>Maintenance functions</i>
Ohio State leadership study	Initiating structure	Consideration
University of Michigan study	Production-centred supervision	Employee-centred supervision
McGregor, assumptions about people and work	Theory X	Theory Y
Blake and McCanse, Leadership Grid	Concern for production	Concern for people

Figure 10.3 Two major dimensions of managerial leadership

2. Styles of Leadership

- The way in which the functions of leadership are carried out
- How the manager typically behaves towards members of the group.
- Broad classifications of leadership style include:
 - **Authoritarian** (autocratic) style - directive
 - **Democratic** style – participative
 - **Laissez-faire** (genuine) style – leave alone



Forces in the manager

- Value systems
- Confidence in subordinates
- Leadership inclinations
- Feelings of security in an uncertain situation



Forces in the subordinate

Strength of the need for independence

Readiness to assume responsibility for decision making

Degree of tolerance for uncertainty

Interest in the problem and feelings as to its importance

Understanding and identification with the goals of the organisation

Necessary knowledge and experience to deal with the problem

The extent of learning to expect to share in decision-making



Styles of Leadership

Forces in the situation



Type of
organisation



Group
effectiveness



Nature of the
problem



Pressure of
time



3. Inspirational/visionary/charismatic Leadership

‘Charismatic leaders transform followers by creating changes in their goals, values, needs, beliefs and aspirations.

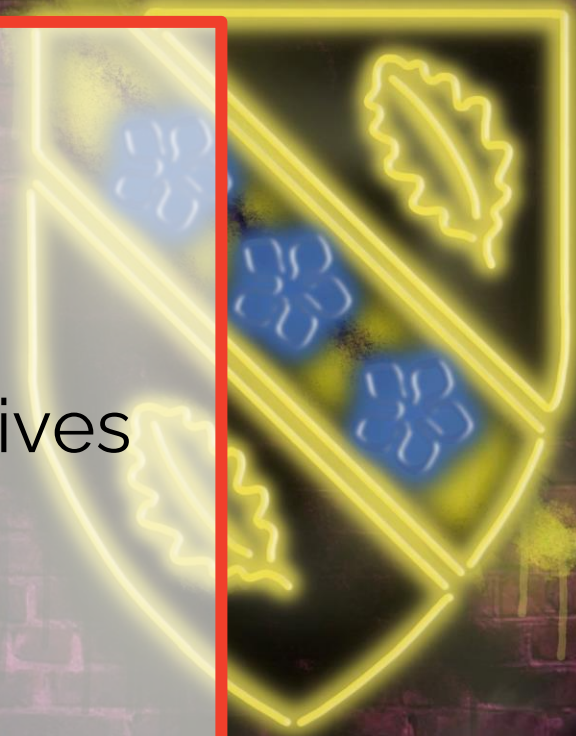
They accomplish this transformation by appealing to followers' self- concepts – namely their values and personal identity.’



The vision thing....

- The ability to see the bigger picture
- Taking a long-term view
- Getting everyone to work together
- Shared desire to achieve the organisation's objectives
- Create the right climate
- Learn from mistakes not punish
- More commitment from people, not just compliance

(Whitehead, 2002)



Key quote

- 'What sets great leaders apart is their ability to engage those around them in a **shared vision of the future**.
- By making the right decisions, they demonstrate their commitment to turning their **vision into reality**;
- And by doing so successfully, they instil in others the **confidence to trust in their leadership**'

Sir Brian Nicholson



4. Transactional Vs Transformational

Transactional

- Based on legitimate authority
- **Emphasis on the clarification of goals, tasks, outcomes and rewards**
- Appeals to the self interest of followers
- **Based on a relationship of mutual dependence and exchange**



Transformational

- **A process of engendering high levels of motivation and commitment**
- Generating a vision for the organisation, an appeal to higher ideals of followers, creating a feeling of loyalty and trust
- **Is about transforming the performance or fortunes of a business**

Yukl's Guidelines for transformational leadership

- Articulate a clear and appealing vision
- Explain how the vision can be attained
- Act confident and optimistic
- Express confidence in followers
- Provide opportunities for early success
- Celebrate success
- Use dramatic symbolic actions to emphasise key values
- Lead by example
- Empower people to achieve the vision



5. Action-centred leadership:

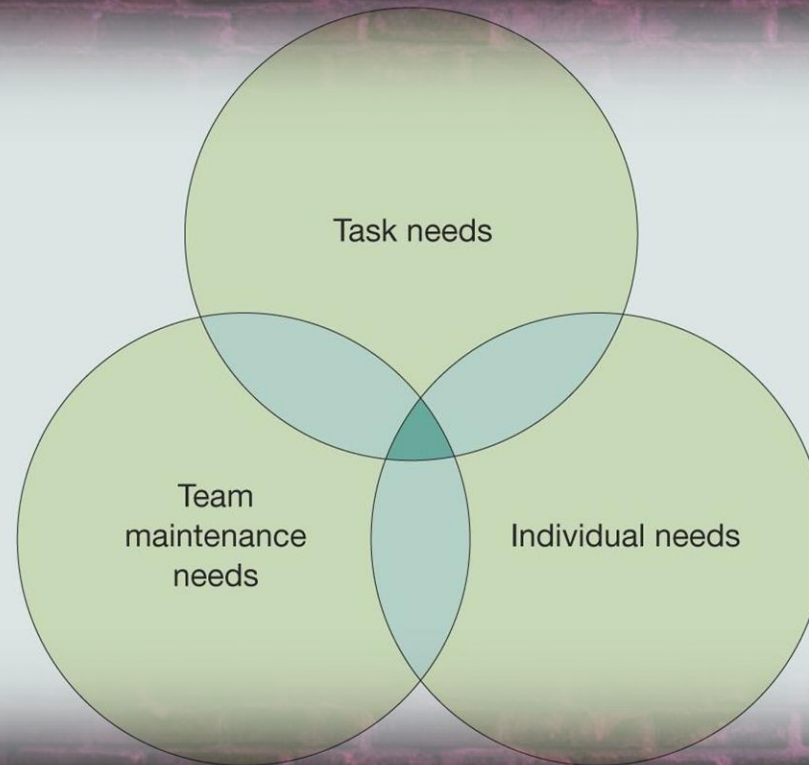


Figure 10.2 Interaction of needs within the group

Source: Adair, J., Action-Centred Leadership, Gower Press (1979), p. 10. Reproduced with permission from Gower Publishing Ltd.

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



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



Action-centred leadership:

- 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
- Training the individual

<http://youtu.be/LLtVegwdjqU>



Essential skills and competencies

A GOOD LEADER...

...understands and practises the power of appreciation- **SAYS THANKS**

... keeps reminding people of what is important - **STAYS FOCUSED**

... generates and sustains trust - **IS FAIR**

... and the led, are **INTIMATE ALLIES – a TEAM**



THE LEADERSHIP 'JIGSAW'

VISION – Do you:

- 1 Work hard at communicating your vision for the organisation to all staff at all levels?
- 2 Understand that your vision must appeal to your staff at both an emotional and practical level if they are to join you on your journey?
- 3 Understand the culture and values of your organisation and their impact on its future development?
- 4 Recognise blind alleys?

EXAMPLE – Do you:

- 1 Match your words with your actions?
- 2 Take full responsibility for organisational problems, even if you were not directly responsible?
- 3 Occasionally muck in when your staff are under pressure at work?
- 4 Regularly consider what you see in the bathroom mirror?

RELATIONSHIPS – Do you:

- 1 Work hard at countering a 'them and us' culture within your organisation?
- 2 Set clear codes of acceptable conduct and take action against breaches of them?
- 3 Stress that everyone contributes to the success of the team(s) they belong to?
- 4 Admit when you make a mistake?

MOTIVATION – Do you:

- 1 Understand that every member has a different set of motivational stimuli?
- 2 Explain your decisions in terms of their benefit to the organisation and its members?
- 3 Celebrate and reward individual and team achievements?
- 4 Prefer to offer carrots, rather than wield sticks?

EMPOWERMENT – Do you:

- 1 Believe that people generally respond well when given greater responsibility for their own performance?
- 2 Allocate sufficient resources to training and development?
- 3 Get a buzz when staff set and achieve their own goals?
- 4 Realise that the organisation would still function if you were not there?

COMMUNICATIONS – Do you:

- 1 Use your influence to encourage two-way communications at all levels in your organisation?
- 2 Encourage personal contact rather than written, mechanical or technological alternatives?
- 3 Encourage a diversity of opinion and constructive criticism?
- 4 Walk the talk?

SUMMARY

No one best form of leadership

Different situations call for different styles

Link with innovation important

Vision

Leadership skills need development



http://youtu.be/MkTw3_PmKtc

Next Week Preview

