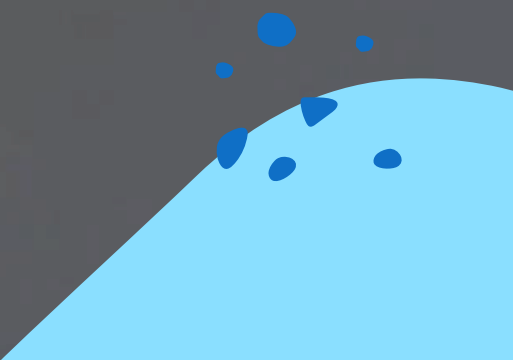




Understanding the Self

Introduction to Leadership

Stacey Coleman



Lecture Outline

- What is leadership?
- Theories of leadership
 - Leadership styles; transactional, transformational and laissez-faire
- Individual differences in leadership
 - Personality; Intelligence; EI; Gender

What is leadership?

- Ability to influence and guide a group towards the achievement of goals
- Doing the right things to achieve goals
- Management?
 - Drucker - “management is doing things right; leadership is doing the right things”
 - Responsible, planning, budgeting, controlling, looking after things and seeing that processes are carried out correctly

What is leadership?

- Leaders can be managers, but not all managers are necessarily leaders
 - Workplaces need both; but leaders inspire whereas managers are often held accountable for the end results.
 - Leaders set visions; managers hold responsibility for implementing them

Leadership:

- A process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2015)
- The ability of an individual to influence, motivate, and enable others to contribute towards the effectiveness and success of the organisation of which they are members (House et al., 2004)

Leader:

- The person who is appointed, elected or informally chosen to direct and co-ordinate the work of others (Fiedler, 1995)





Key factors in leadership research

1. Description of the leader rather than the dynamics of the leader's relationship with subordinates
2. Attempts to identify the characteristics / behaviour of a 'good leader' regardless of the situation

Brief timeline of Western Leadership Theories

Starting 1920's

Trait theory
'Great man' theory

1960's

More behavioural
Contingency /
situational theories

1940's

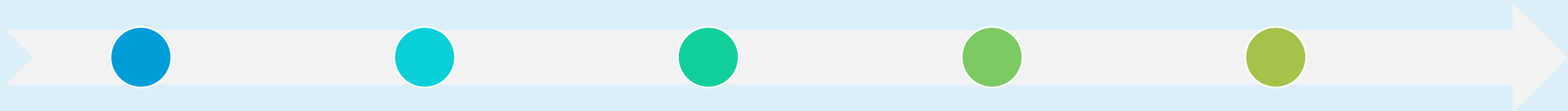
Behavioural theories

1990's

Transactional versus
Transformational

Since 2000

Distributed
Emotionally
intelligent leadership
Transformational
(again)
Charismatic
leadership



Oldest analysis

What personal characteristics do leaders have?

Dominance

Extraversion

Emotional stability

Conscientiousness

Intelligence

So these are the kinds of people who tend to get into leadership positions.

BUT - What might be the consequences?

Early trait approach

Stogdill (1948)

Review of over 100 studies in 30's & 40's

Extension of the 'great man' hypothesis

Traits associated with leadership included:

Self-confidence (N)

Dominance (E)

Extraversion (E)

Intelligence (O)

Responsibility (C)

Social awareness (A)

BUT –always
influenced/moderated
by situational factors

Lord et al., 1984

Leaders perceived as being:

- Caring
- Outgoing
- Honest
- Competent
- Verbally skilled
- Decisive
- Educated
- Dedicated
- Aggressive
- Elegant

Stogdill, 1974

Leaders tend to higher than non-leaders on:

- Intelligence*
- Dominance / need for power*
- Self-confidence*
- Energy / persistence*
- Knowledge of the task*

Models of Leadership

Trait approaches:

What psychological characteristics / attributes define leaders?

Behavioural approaches:

What style of leadership is the most effective (and in what situations?)

Behavioural approaches

- Leadership styles are considered a description of the main ways in which leaders behave
- Leaderships styles are often encapsulated in leadership models (components of a model)
- Leadership styles simply describe the main forms of leadership
 - Models can be used to help individuals become better leaders

Transactional and Transformational Leadership Styles

Burns (1978); Bass (1985); Bass and Avolio / Avolio and Bass (1991-1993)

Transactional Leadership

Followers act in a certain way in return for something from the leader (or to avoid something)

Transformational Leadership

Leader acknowledges followers needs/values, inspires with possibilities and raises confidence

Three main differences between Transactional and Transformational leadership:

1. Purpose
2. Morality
3. Timescale

	Transactional	Transformational
Purpose	No shared purpose binds leader and follower	Shared purpose is central
Morality	No explicit moral side - leaders aims may be moral or immoral	Always a moral aspect to transformational leadership (Burns, 1978)
Timescale	Usually focused on short-term needs of leaders and followers	Centres on longer-term, more difficult (and inspiring) aims

Transactional Leadership

Transactional (TA) leadership is characterised by:

- Tendency to control rather than inspire
- Exchange of rewards in return for compliance or authority
- Two main styles of TA leadership

Contingent Reward

Leader provides rewards if, and only if, subordinates perform adequately

Management by Exception

Leader does not make changes as long as performance goals are met; intervenes only if something is wrong

ACTIVE

Leader monitors situations to **anticipate** problems

PASSIVE

Leader does nothing **until** problem / mistake occurs

Transactional Leadership

Advantages

- Clear connection between performance and rewards
- TA leadership can be productive – short term
- There is clear order and structure to rules; enables quick onboarding of new team members

Disadvantages

- Sole focus on performance is often demotivating
- Rewards have limited impact on performance; other factors start to matter more at some point
- Strict structure hampers creativity and innovation

Transformational Leadership

- Leaders as mentors
- Essentially seen as a charismatic leadership style
- Effective leaders possess exceptional personal qualities
- Core theme: leaders need vision and inspire loyalty and emotional attachment.

Transformational Leadership

Transformational leaders; 4 behavioural styles (Bass, 1985);

Individualised consideration

- Develops and mentors followers – fosters self-confidence

Intellectual stimulation

- Encourages creative problem solving

Inspirational motivation

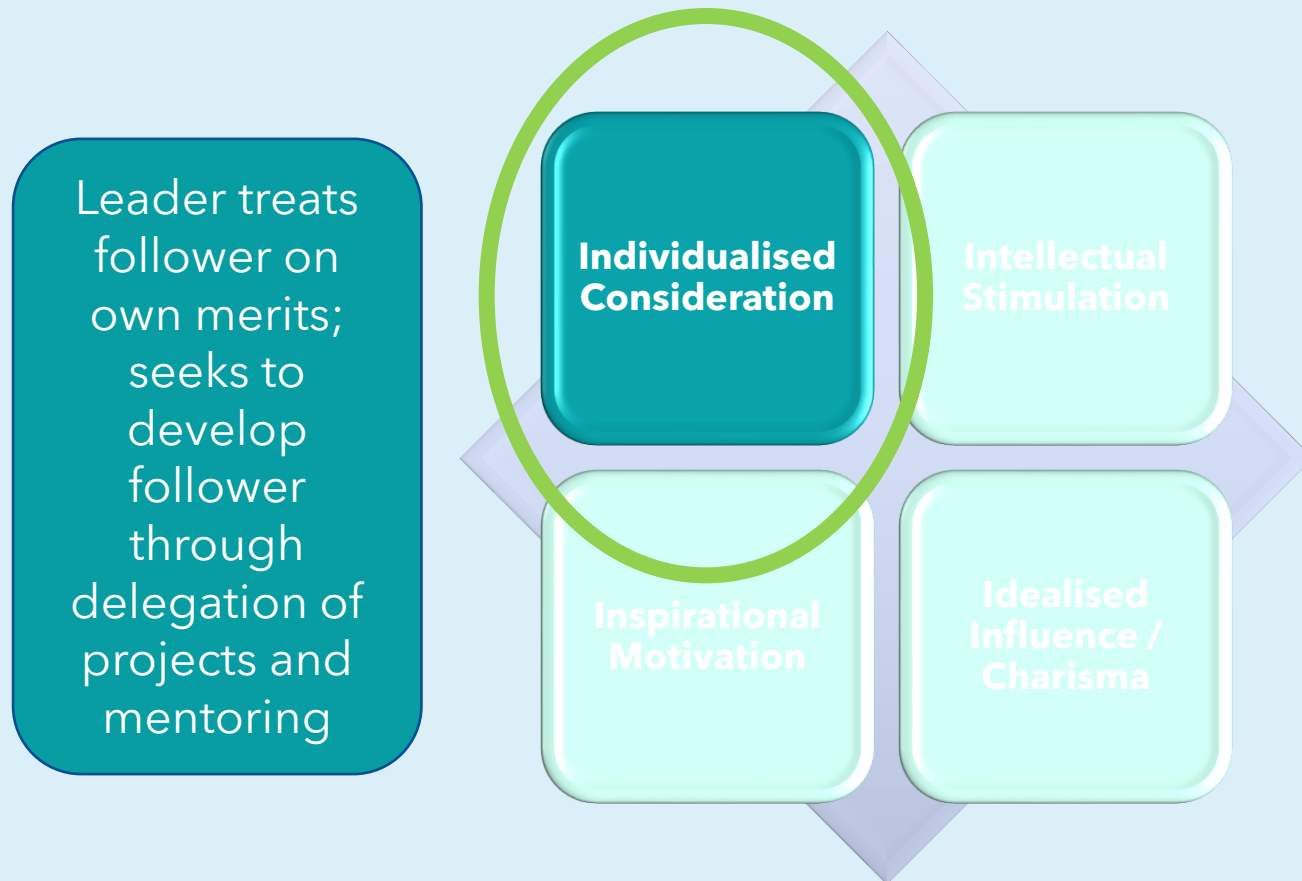
- Leader is optimistic and excited about goals and future plans. Models appropriate behaviour

Idealised influence (charisma)

- Makes personal sacrifices, shares glory; arouses strong identification with leader

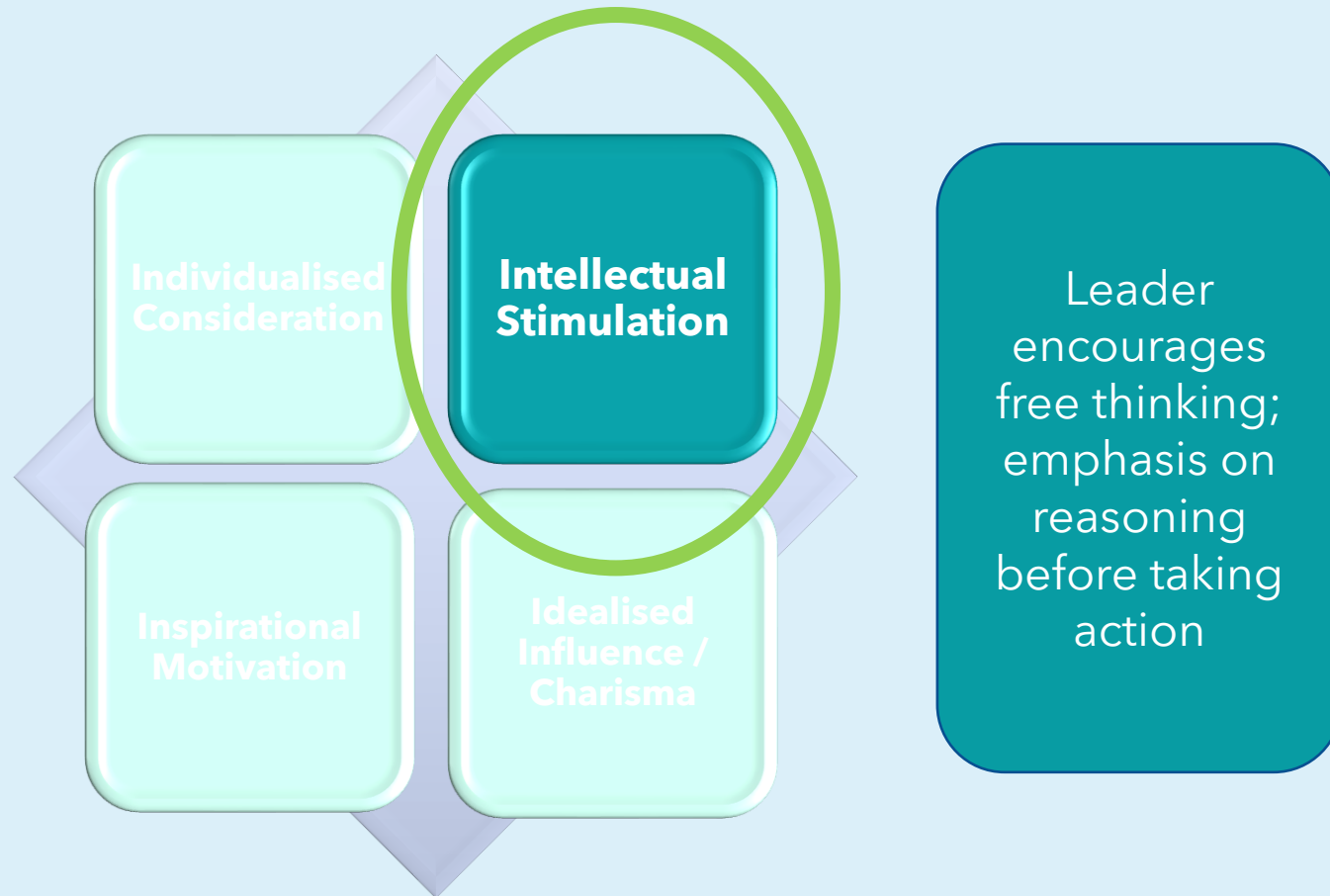
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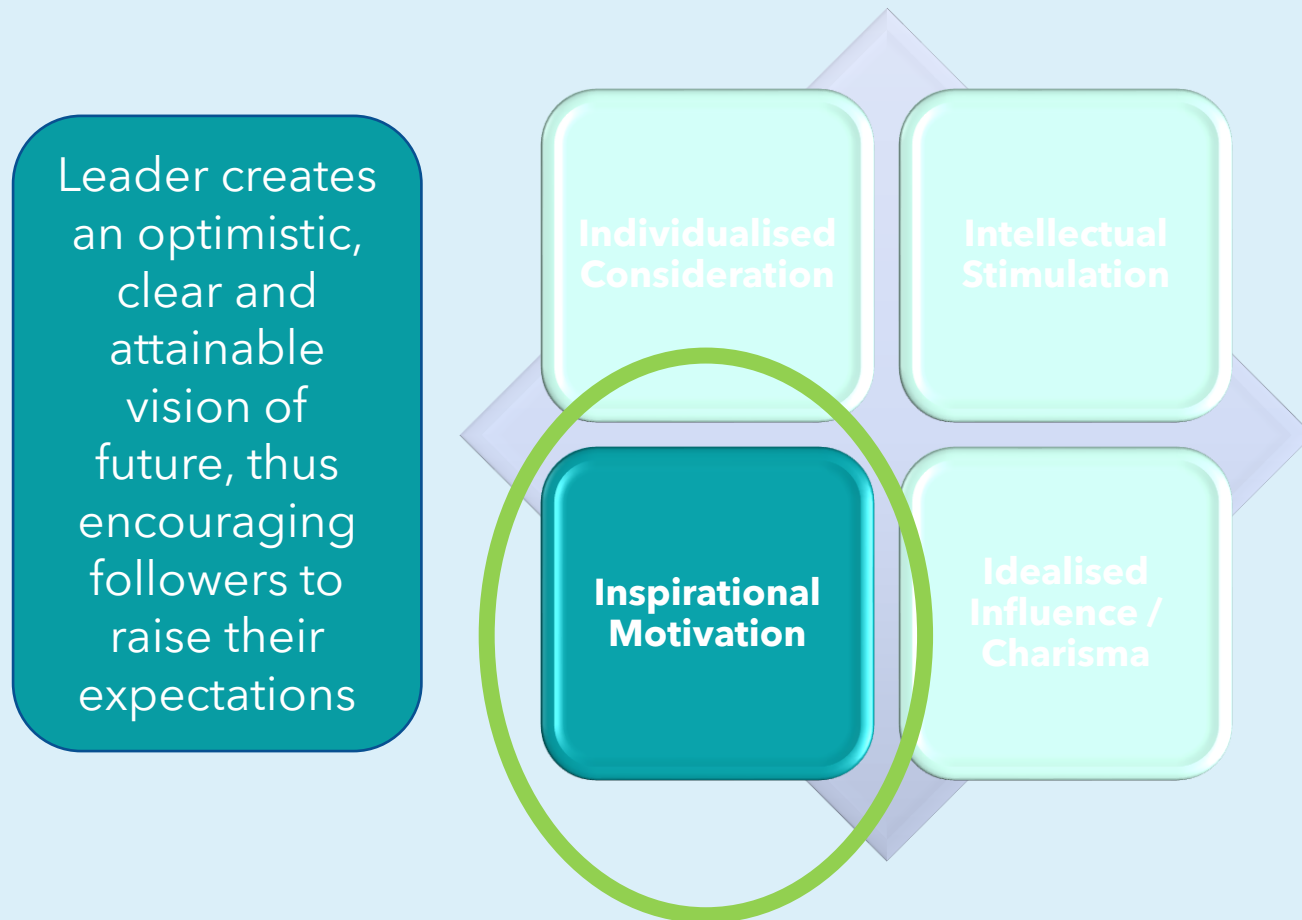
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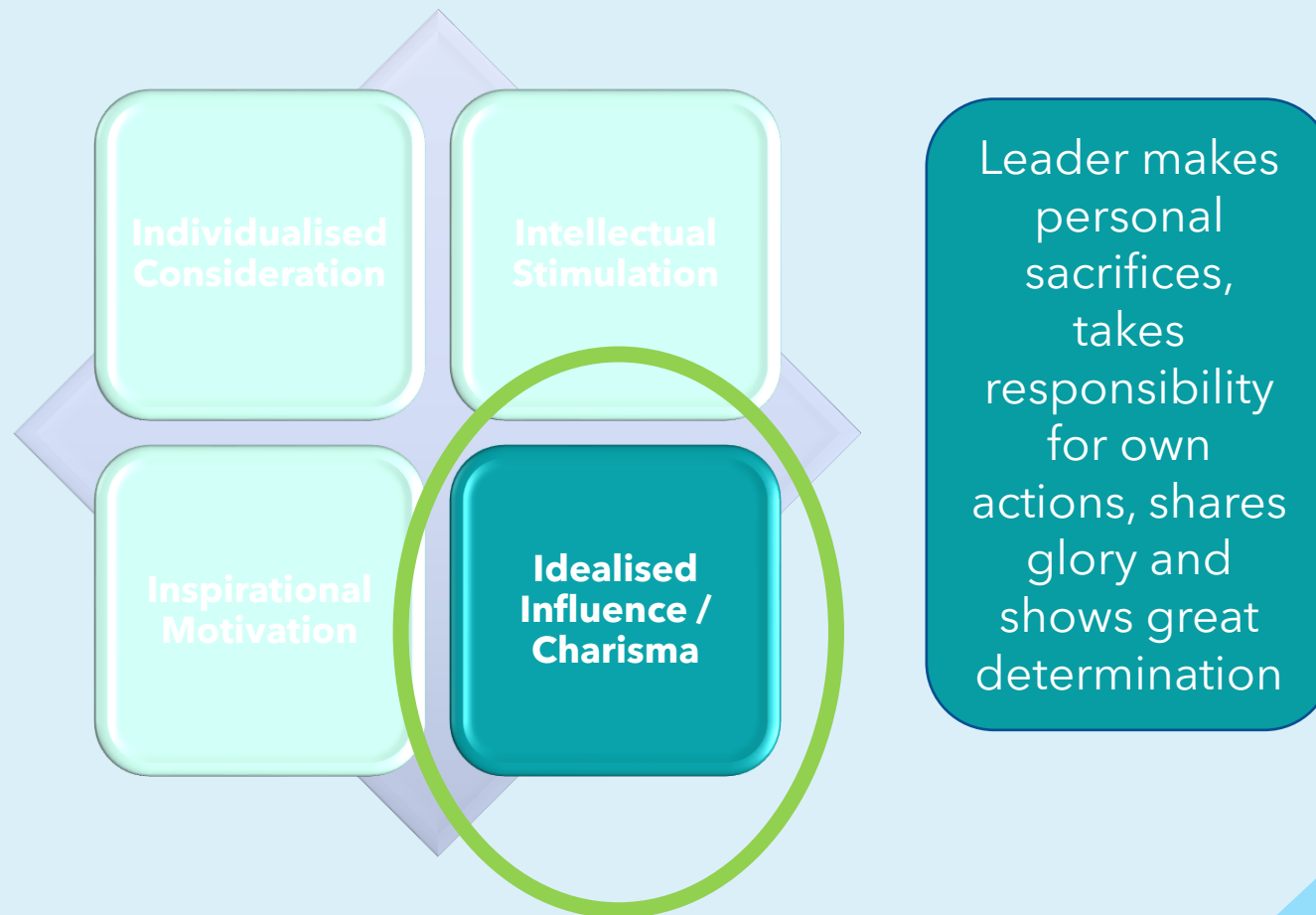
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Transformational Leadership

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Transformational Leadership

Advantages

- Motivations are largely intrinsic; few (if any) material incentives
- Reduces turnover
- Encourages change

Disadvantages

- Increased pressure on team members
- Can lead to employee burnout
- Requires continual communication between leader and team members
- Leader dependence (De Vries et al., 1999)
- Group think (Janis, 1982)

In summary..

- TF is expected to lead to more positive effects on subordinates than TA
 - Reported extra effort, satisfaction with leader and perceived leader effectiveness (Bass et al., 1996)
- TA leadership can be beneficial in short-term leadership; TF is regarded as beneficial in the long-term
- TF leaders develop, inspire and set personal examples; motivate subordinates; are trusted and relied upon

Laissez-Faire

Delegative leadership style

Leaders are hands-off; training and support are provided but decisions are left to subordinates

Accountability sits with the leader

Requires a great deal of trust

Research suggests that this leadership style leads to the lowest productivity in workers

Laissez-Faire

Advantages

- Personal growth is encouraged
- Innovation is encouraged
- Decisions can be made faster
- But – requires highly skilled and experienced workers in the first place
 - Especially effective where team are more knowledgeable than leader

Disadvantages

- Lack of role clarity
- Lack of involvement from leader can manifest as lack of care in workers
- Perception of avoidance of true leadership

Individual Differences in Leadership

Personality

Intelligence

Emotional intelligence

Gender

Leadership and Personality

Judge et al., (2002): Personality and leadership

- Meta-analysis using the Big Five

Extraversion: consistent general predictor across leader effectiveness and leader emergence

Multiple correlation = .48 indicating strong support for the leader trait perspective

Neuroticism

$r = -.24$

Extraversion

$r = .31$

Openness to experience

$r = .24$

Agreeableness

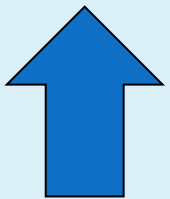
$r = .08$

Conscientiousness

$r = .28$

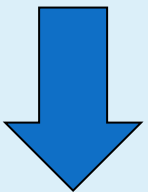
Leadership and Personality

Those who are more likely to emerge as leaders, and be more effective, tend also to be:



in Extraversion, Openness to experience and Conscientiousness

- Small positive correlations



in Neuroticism

- Small negative correlation

TA/TF and personality

Bono and Judge (2004) – relationships between personality traits and ratings of TA and TF leadership

TF leadership

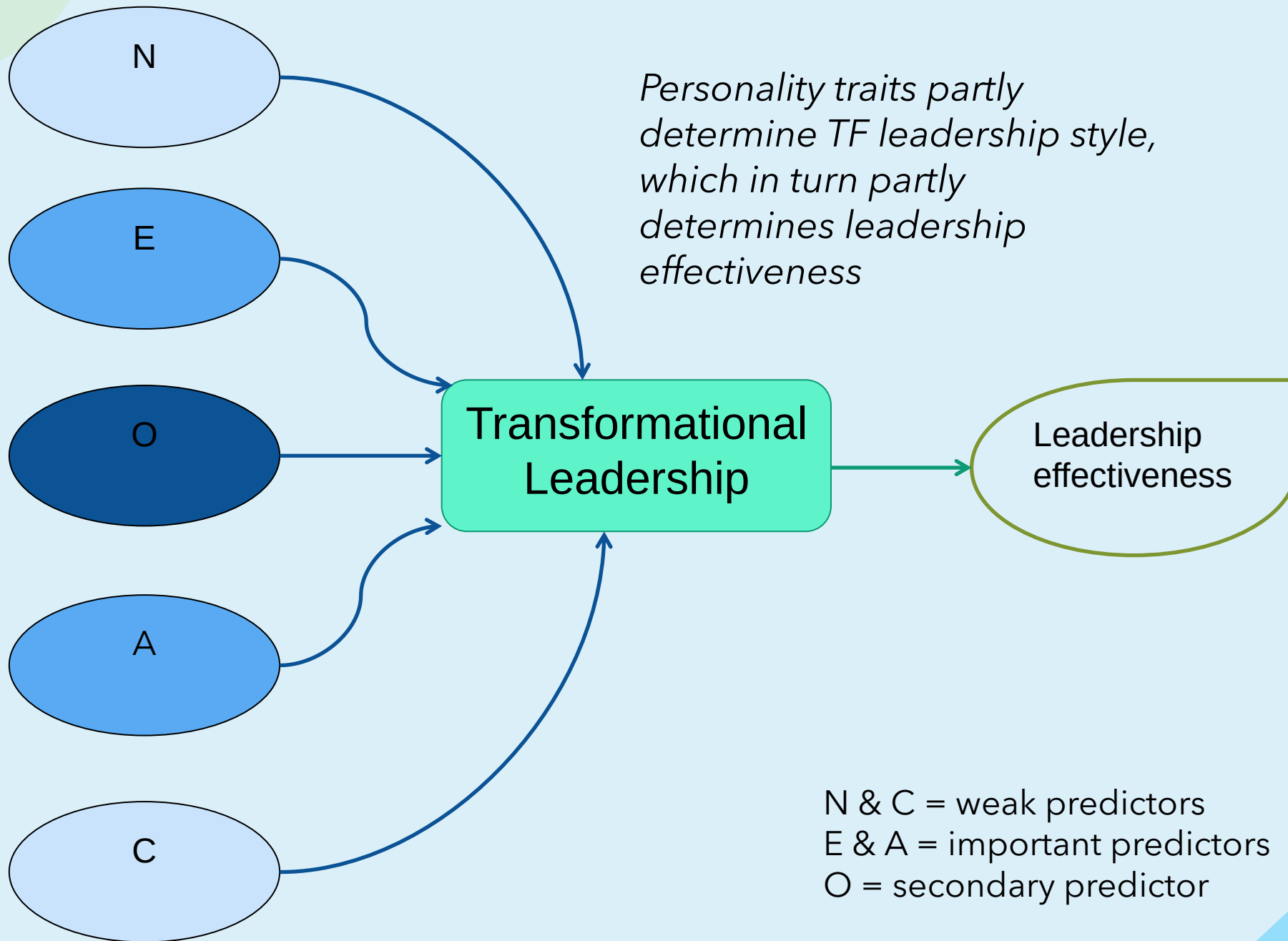
Extraversion strongest correlate .24

Neuroticism negatively associated -.17

TA leadership

Less support for personality traits...

Suggest need to explore narrower personality traits and non-dispositional elements of leadership



Leadership and Intelligence

Lord et al. (1986)

- Suggested that intelligence may be associated with good leadership
 - $r = .50$

However, **Judge et al. (2004)**

- Recent meta-analyses indicate low predictive validity for intelligence and leadership - $r = .27$

Emotional intelligence?

Components of EI:

Self-awareness

Managing emotions

Self-motivation

Empathy for others

Interpersonal skills

Emotional intelligence?

Rosete and Ciarrochi, 2005

Higher EI associated with higher leadership effectiveness.

EI explained variance not explained by either personality or IQ

Higgs and Aitken, 2003

Relatively strong correlations between EI scores and leadership competencies

Criticisms?

Fails to provide **causal** explanations for individual differences

Doesn't provide a theoretical explanation of individuals **motivation** to become a leader

Doesn't explain the **interactions** of traits with situational factors to produce leader behaviour and outcomes

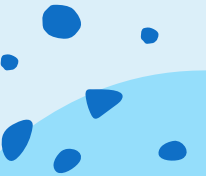
Criticisms?

Personality characteristics in themselves **do not make leaders effective!**

Matters how those characteristics are expressed in behaviour, and how that behaviour is understood by others.



Leadership and Gender



Leadership and Gender

2002 - only 5% of the top US business leaders were women

2015 - 23% of UK political crop are women

- In the 2010 general election, more male MP's were elected to parliament than the combined number of female ministers to pass through Westminster since women got the vote in 1918...

Leadership and Gender

Is good leadership typically defined by masculine traits?

“think manager, think male” (Schein, 2001).

Does this mean that “only the best” women get into leadership roles? (i.e., get through the selection process)

Do women have to exhibit masculine traits in order to be seen as leaders?



Leadership and Gender

Eagly et al. (1995): no overall difference in performance of male and female leaders

- Some gender specific advantages
 - Men - outdoors/military
 - Women - some areas of business and education

Lewis (2000): Displays of anger damaged women's ratings of leadership more than men's

Leadership and Gender

Loden (1985)

Female leaders tend to be less hierarchical, more co-operative and other-oriented than male leaders

Eagly and Johnson (1990)/Van Engen (2001) – meta-analysis

Female leaders tend to be more democratic than male leaders

Eagly et al. (2003)- meta-analysis of 43 studies

Female leaders were rated higher on traits linked to TF leadership style

- Individual consideration and charisma

Leadership and Gender

Possible causes of gender differences in leadership:

- Biological and evolutionary factors
- Different cultural roles
 - Is the concept of leadership based upon male-like attributions
- Perceived learned gender stereotypes
 - Self-fulfilling prophecies?

Leadership and Gender

Women still face barriers to leadership, despite evidence that they are equally as (and sometimes **more**) effective than men

Is this due to the female stereotype not matching the stereotypical “leader” or “manager”?

Factors such as attractiveness have been shown to **negatively** influence selection of female leaders (Braun et al., 2012)

Summary

TF leadership yields more positive outcomes on subordinates, but there are sometimes issues with leader dependence

Extraversion shown to be consistent in leader emergence and effectiveness

Intelligence has a less consistent research base

Emotional intelligence research indicates prediction above and beyond personality and intelligence

There are still gender differences (and barriers) in leadership positions