

BMBM4006

**PEOPLE &
ORGANISATIONS**

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 examine how leaders behave and how they exert power and influence

To assess what makes leaders effective and how they can be developed.



Activity 1

Name 3 well-known leaders

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?



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

Leadership:

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

Mullins



Leadership v Management

About behaviour

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

Sets a new direction and vision for others to follow

Relies on attitudinal qualities

About processes

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

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

Relies on management processes

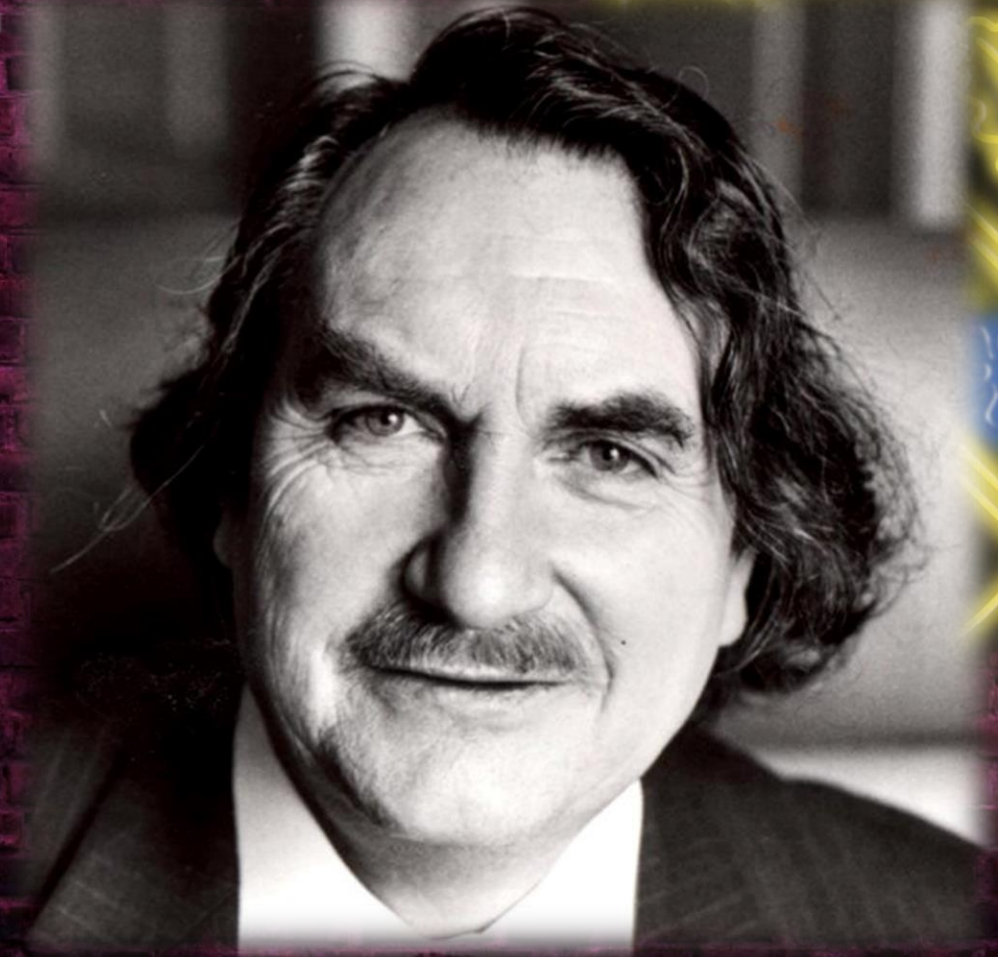


Close relationship between management and leadership

'Increasingly, management and leadership are being seen as inextricably linked.'

It is one thing for a leader to propound a grand vision, but this is redundant unless the vision is managed so it becomes real achievement.'

Sir John Harvey-Jones,
ex-Chair ICI and TV 'Troubleshooter'



Contemporary 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.



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



Leaders....

Create a vision

Communicate the Vision

Energise, inspire and motivate others

Create the culture



Management = **authority**

Leaders = **inspire and motivate**

Or....

Managers:

Authority relationship

Create stability

Do things right

Leaders:

Influence relationship

Create change

Do the right things



Or.....

BOSS



LEADER



(some) Ways of studying managerial leadership

1. Qualities or traits approach
2. Leadership behaviour
3. Styles of leadership
4. Continuum of Leadership Behaviour
5. Transformational leadership
6. Action-centred leadership



1. Qualities/Traits approach

- Assumes that leaders are born not made
- The 'Great Person' theory
- Focus is on the person who is leading
- Inherited personality traits distinguish leaders from followers
- Identifies some common traits, e.g.
 - Self-confidence
 - Initiative
 - Intelligence
 - Self belief



2. 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)



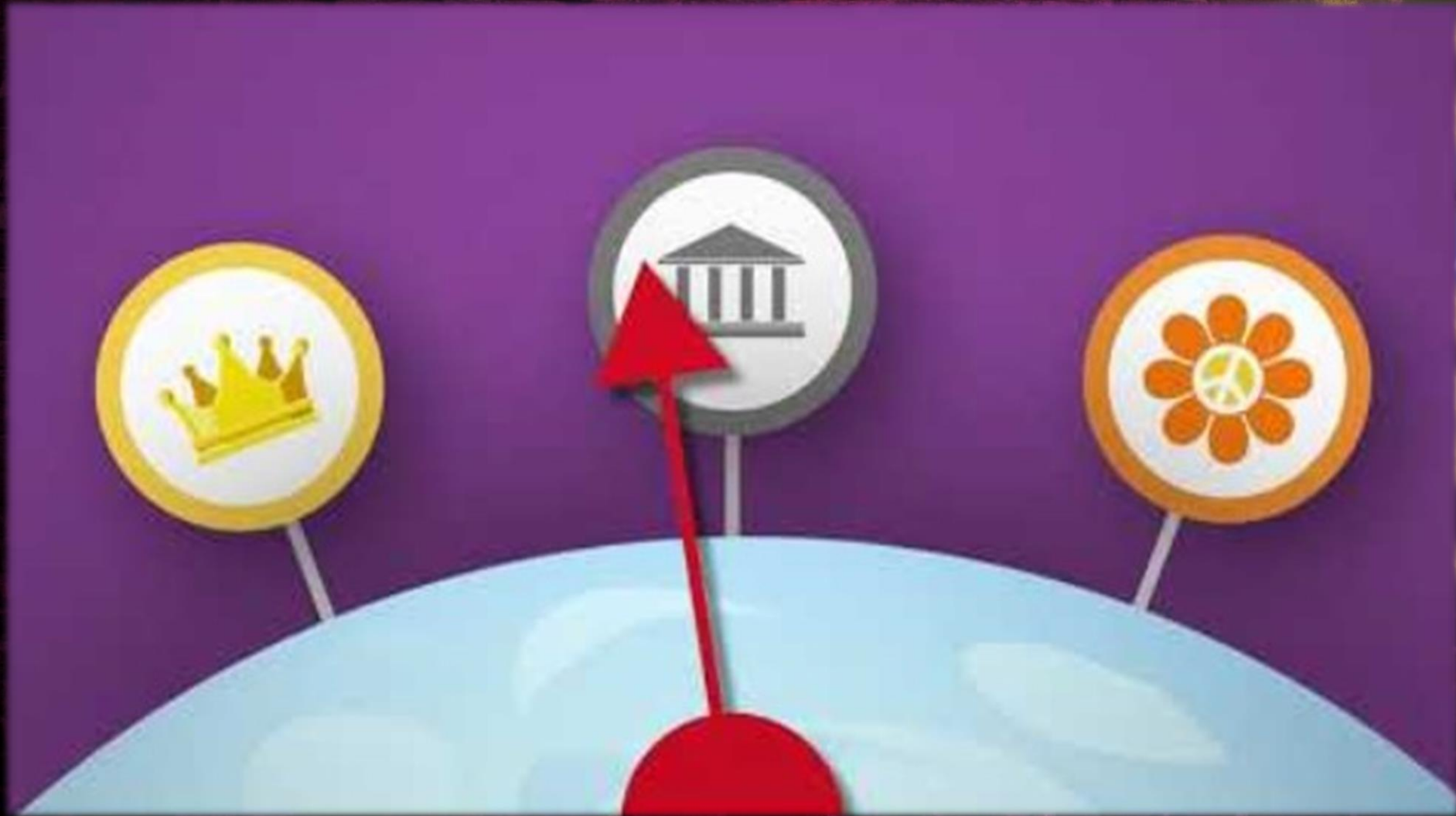
Managerial leadership studies compared

<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 10.1 Two major dimensions of managerial leadership

3. Styles of Leadership



3. Styles of Leadership

WHAT STYLE OF LEADERSHIP SEEMS MORE FAMILIAR TO YOU?

Broad classifications of leadership style include:

- **Authoritarian** (or autocratic) style – directive
- **Democratic** style – participative
- **Laissez-faire** (genuine) style – leave alone

哪种领导风格对你来说更熟悉？

领导风格的广泛分类包括：

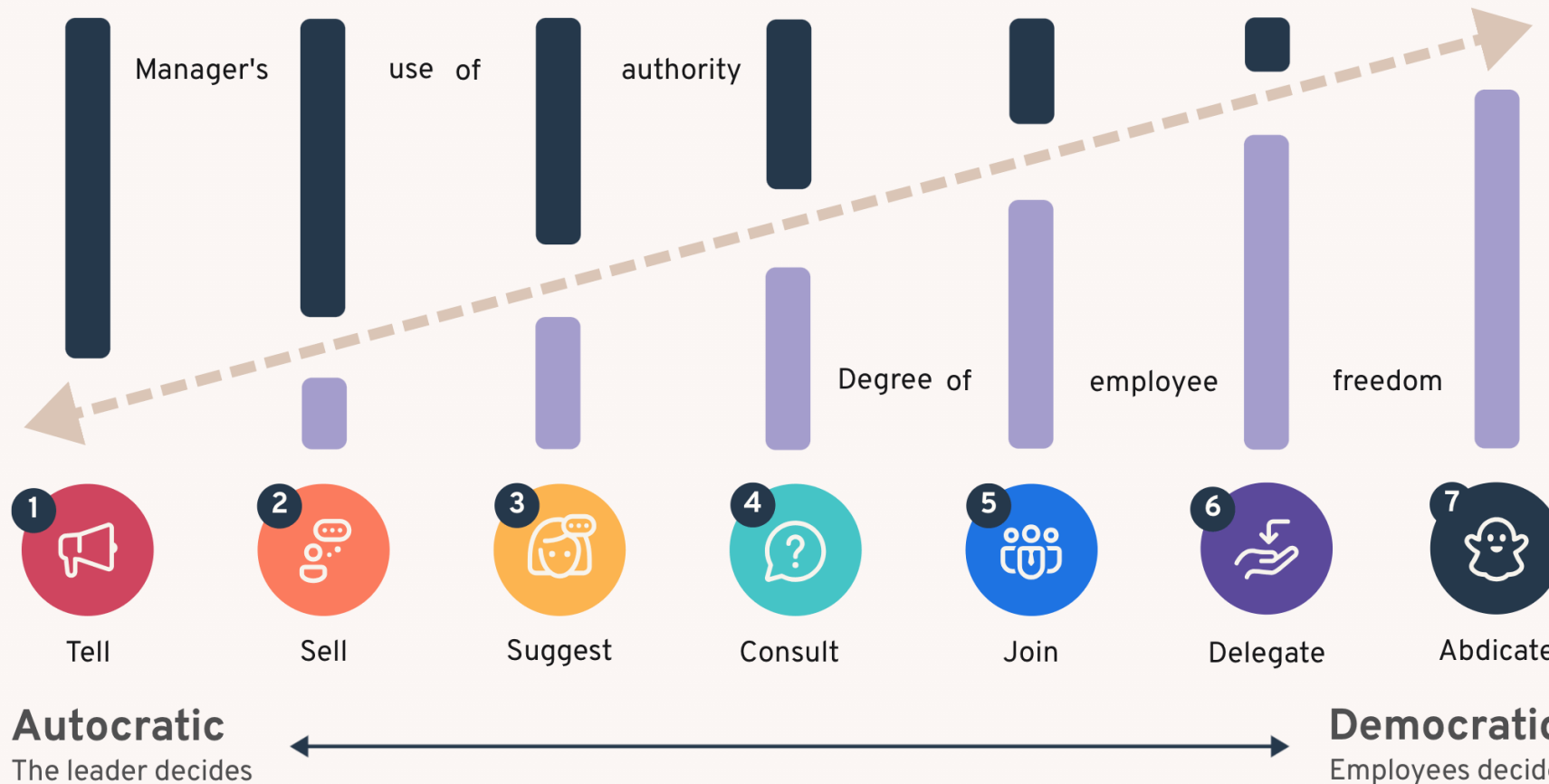
- 威权（或专制）风格：指令型
- 民主风格：参与型
- 自由放任（真诚）风格：放任自流



Continuum of Leadership Behaviour

BiteSize Learning

The Tannenbaum-Schmidt continuum



Continuum of Leadership Behaviour

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

Interest in the problem and feelings as to its importance

Understanding and identification with the goals of the organisation

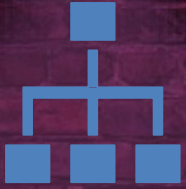
The extent of learning to expect to share in decision-making

Necessary knowledge and experience to deal with the problem

Degree of tolerance for uncertainty



Forces in the situation



**Type of
organisation**



**Group
effectiveness**



**Nature of the
problem**



**Pressure of
time**



Key quote

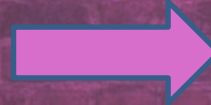
- ‘What sets great leaders apart is their ability to engage those around them in a **shared vision of the future**.
- By making the right decisions, they demonstrate their commitment to turning their **vision into reality**;
- And by doing so successfully, they instil in others the **confidence to trust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



5. 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

- Celebrate success
- Use dramatic symbolic actions to emphasise key values
- Lead by example
- Empower people to achieve the vision



- 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

6. Action centred leadership



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



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**



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
- Training the individual

<http://youtu.be/ILtVegwdjqU>



“THE NEW LEADER...”

understands and practises the power of Appreciation"

says thanks

keeps reminding people of what is important"

stay focused

generates and sustains trust"

is fair

... and the led are intimate allies"

Are a team



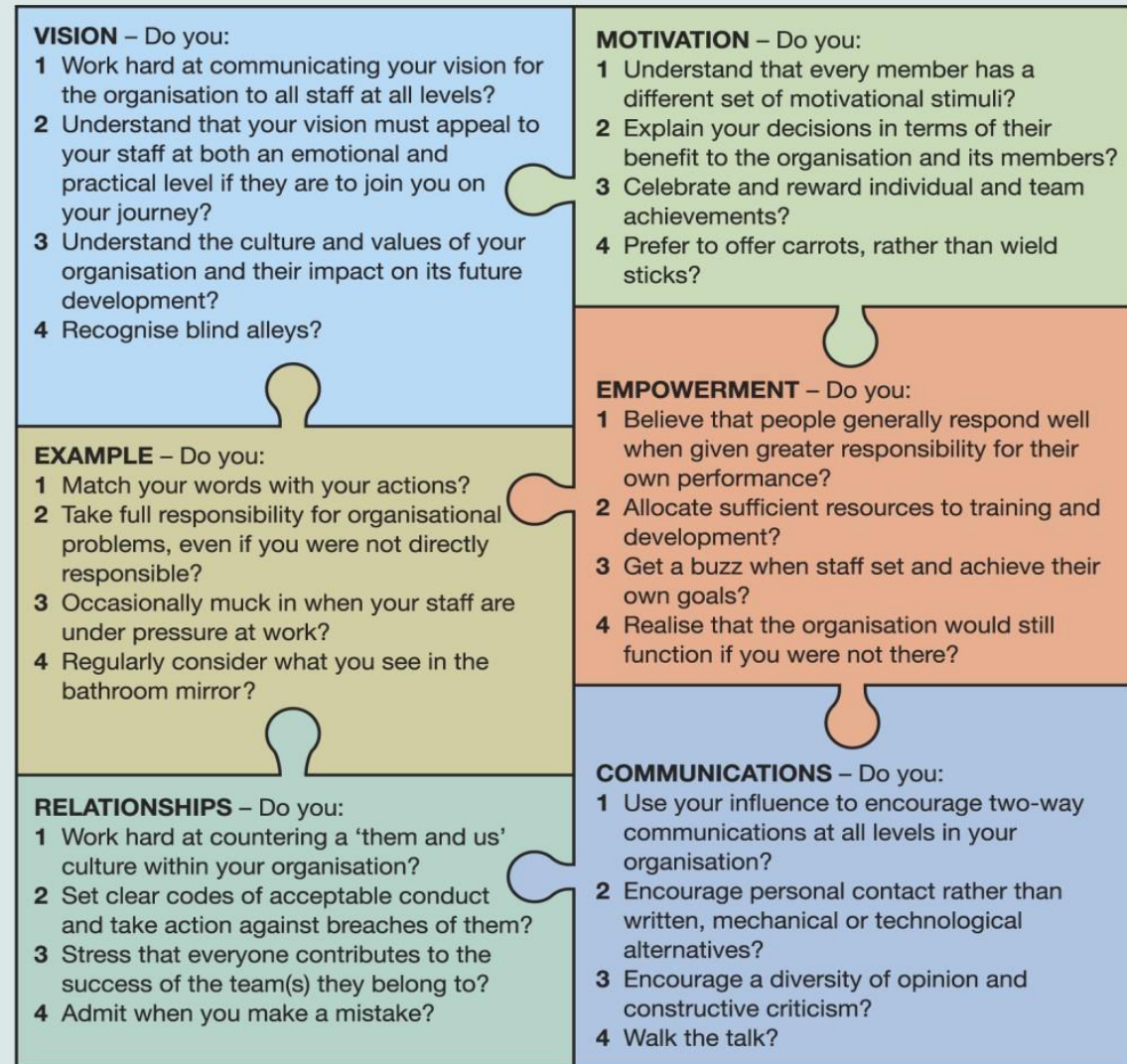
So?... Wanna stay contemporary?...

- Show energy and optimism
- Be open to change
- Communicate
- Empower employees
- Improve the organisation
- Develop talent



Cooper et al, 2012

Figure 10.10
The leadership 'jigsaw'



SUMMARY

No one best form of leadership

Different situations call for different styles

Link with innovation important

Vision is key – create and embody

Leadership skills need development



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