



# Leadership

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# Lecture Outline

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- Recap models of leadership
  - Trait approaches
  - Behavioural approaches (TA/TF)
- Introduction to Organisational Culture (OC)
- Relationship between leadership styles/abilities and OC

# *Leadership is...*

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- **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)

# *Models of Leadership*

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- Trait approaches:
  - What psychological characteristics / attributes define leaders?
- Behavioural approaches:
  - What style of leadership is the most effective (and in what situations?)

## *Trait approaches*

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- Trait approaches relate to the characteristics that are proposed to be present in 'good'/effective leaders
  - Personality traits
  - Intelligence
  - Emotional intelligence
  - Gender

# *Trait approaches*

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- Extraversion emerges as a consistent predictor for leader effectiveness and leader emergence (Judge et al., 2002)
- Those who are more likely to emerge as leaders, and be more effective, tend to be:
  - High in E, O and C
  - Low in C
- E and N implicated in Transformational Leadership in particular

# *Trait approaches*

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- Intelligence:
  - Conflicting evidence - some support, some suggestions that there is low predictive validity for intelligence and leadership
- Emotional Intelligence:
  - Relatively strong correlations between EI scores and leadership competencies (Higgs & Aitken, 2003)
  - EI can explain variance in leadership effectiveness that is not explained by either personality or IQ (Rosette & Ciarrochi, 2005)

# Trait approaches

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## ○ **Issues:**

- Cannot provide causal explanations for individual differences of leaders
- No theoretical explanation of motivation to become a leader in the first place
- Doesn't explain the interactions of traits with situational factors to produce leader behaviour and outcomes
- 'having' a set of characteristics does not **make** a leader effective
  - What is important is HOW the characteristics are expressed in the leader's BEHAVIOUR, and how that behaviour is UNDERSTOOD by others

# *Behavioural approaches*

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- 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*

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- 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 and Transformational Leadership Styles*

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

# *Transactional Leadership*

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- 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*

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## **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*

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- 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*

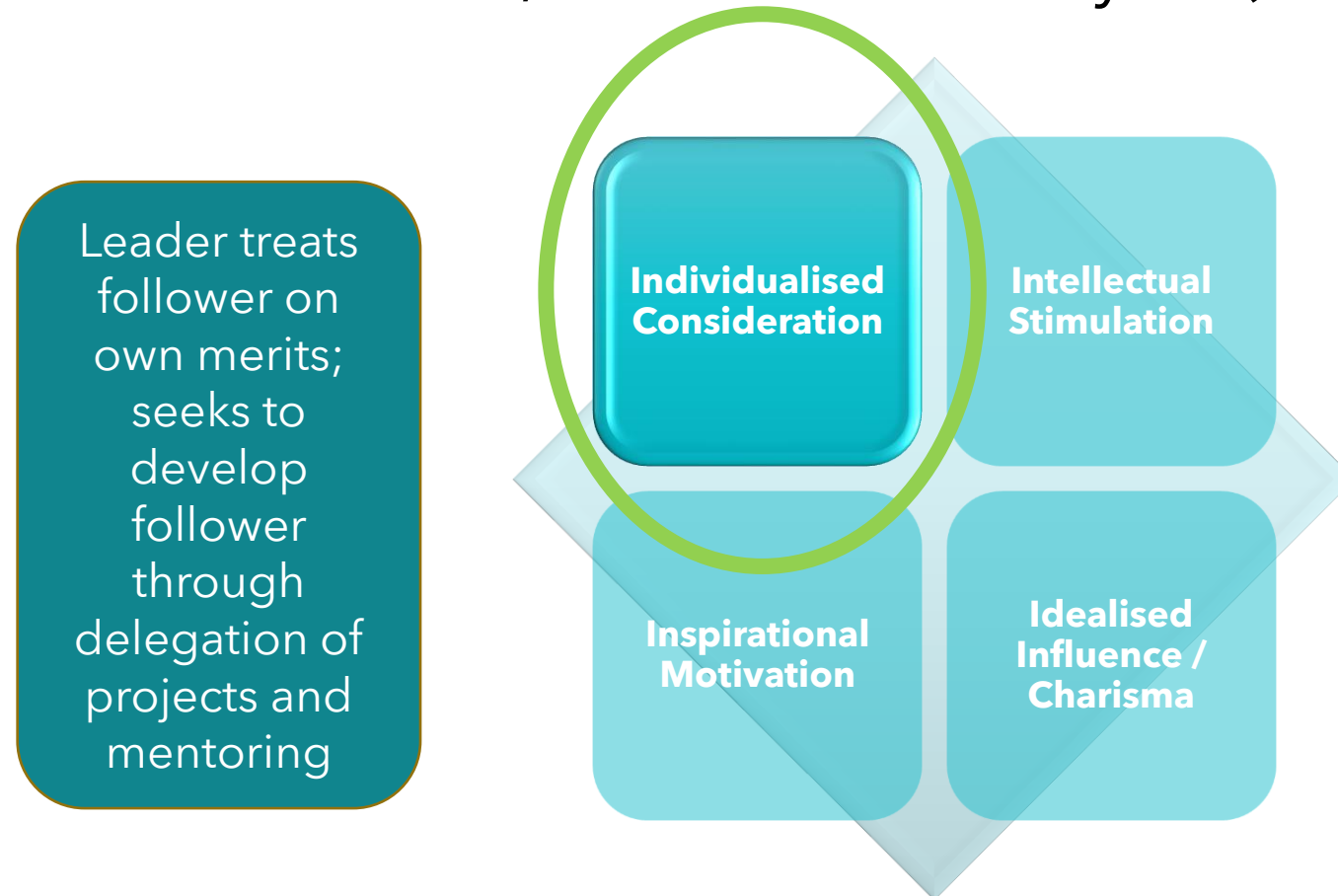
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- Transformational leaders; 4 behavioural styles (Bass, 1985);
  - **Individualised consideration**
    - Develops and mentors followers – fosters self-confidence
  - **Intellectual stimulation**
    - Encourages creative problem solving
  - **Inspirational 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

# *Transformational Leadership*

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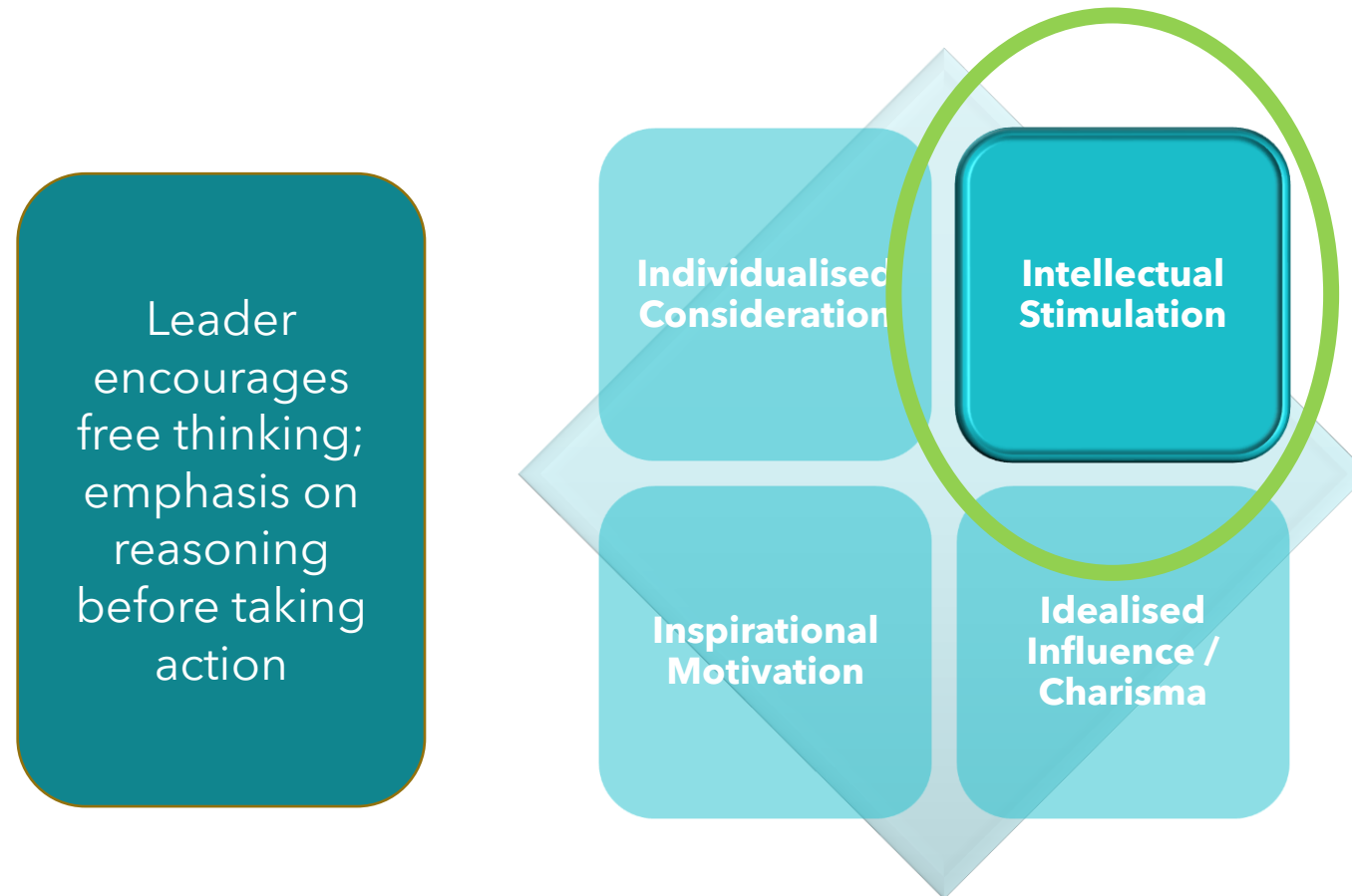
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# *Transformational Leadership*

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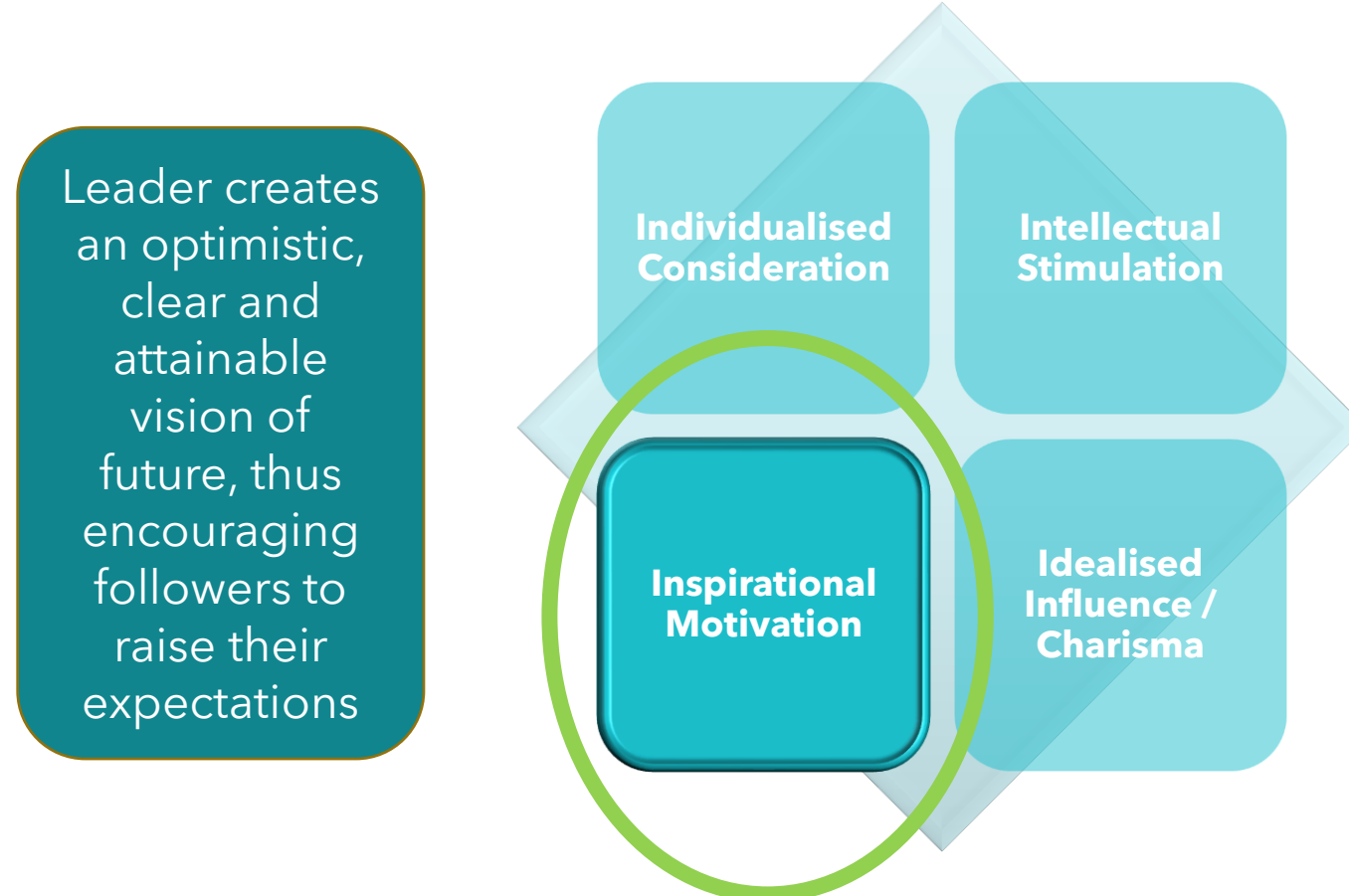
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# *Transformational Leadership*

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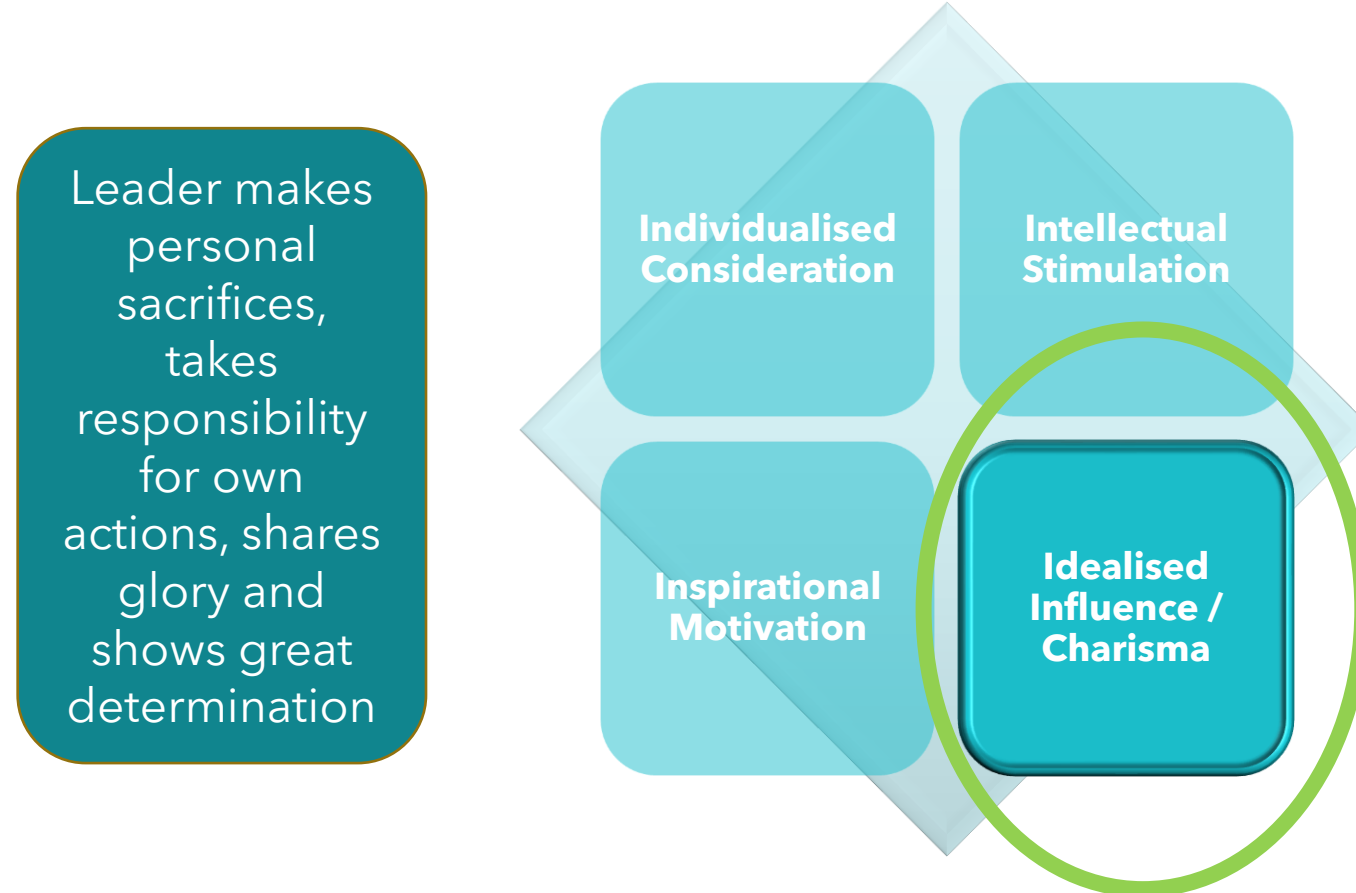
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# *Transformational Leadership*

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



# *Transformational Leadership*

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## **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)

# *Laissez Faire*

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

# *Laissez Faire*

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## **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



# *Summary*

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- 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