



Prifysgol Cymru  
Y Drindod Dewi Sant  
University of Wales  
Trinity Saint David

200  
1822 - 2022

## Module BMPF7302D

# Authenticity and the Role of the Leader

## Day 2

*Man Geni Addysg Uwch yng Nghymru*  
*Where Higher Education Began in Wales*

[www.uwtsd.ac.uk](http://www.uwtsd.ac.uk)



# Learning Outcomes

## BMPF7302D

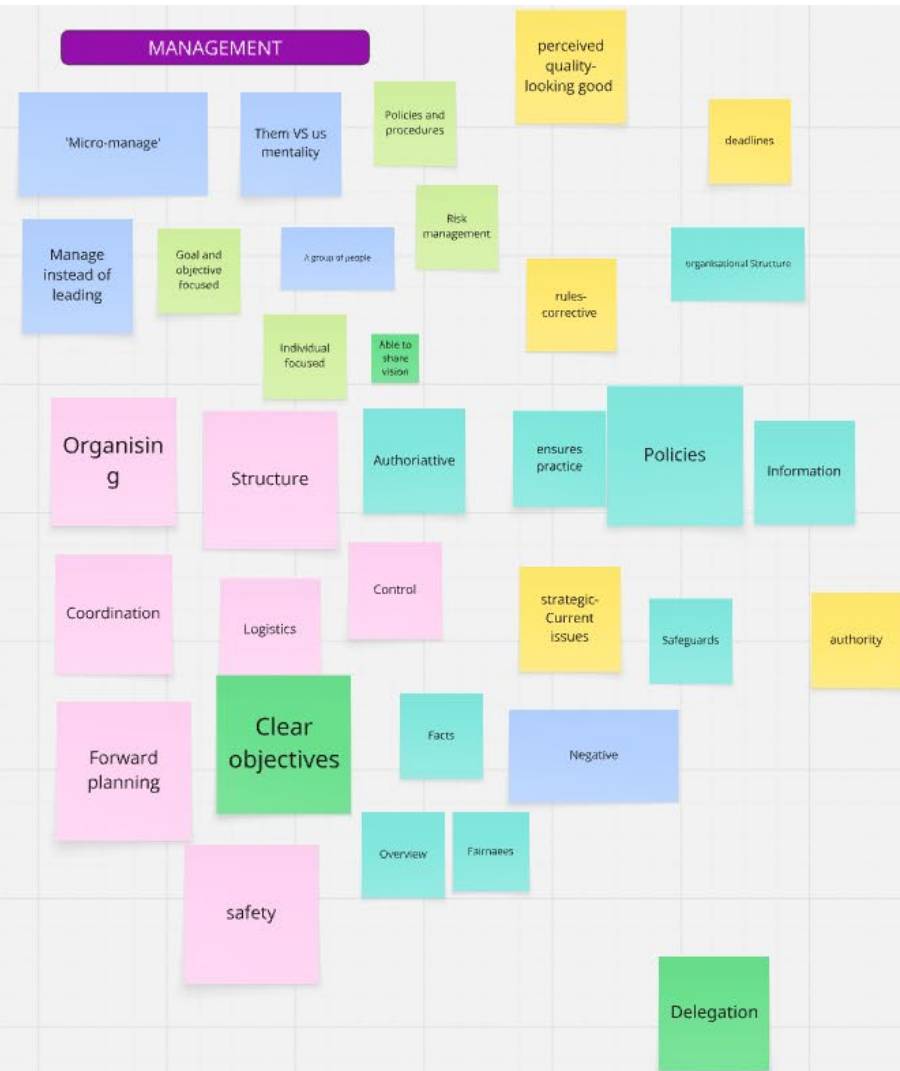
- (1) Critically evaluate at least five leadership theories and their relevance to the workplace**
- (2) explore and critically reflect on personal leadership styles and behaviours, and interpersonal skills, and their impact on workplace relationships;
- (3) create a personal development plan with a specific focus on leadership skills;

# Management and Leadership



## LEADERSHIP

## MANAGEMENT

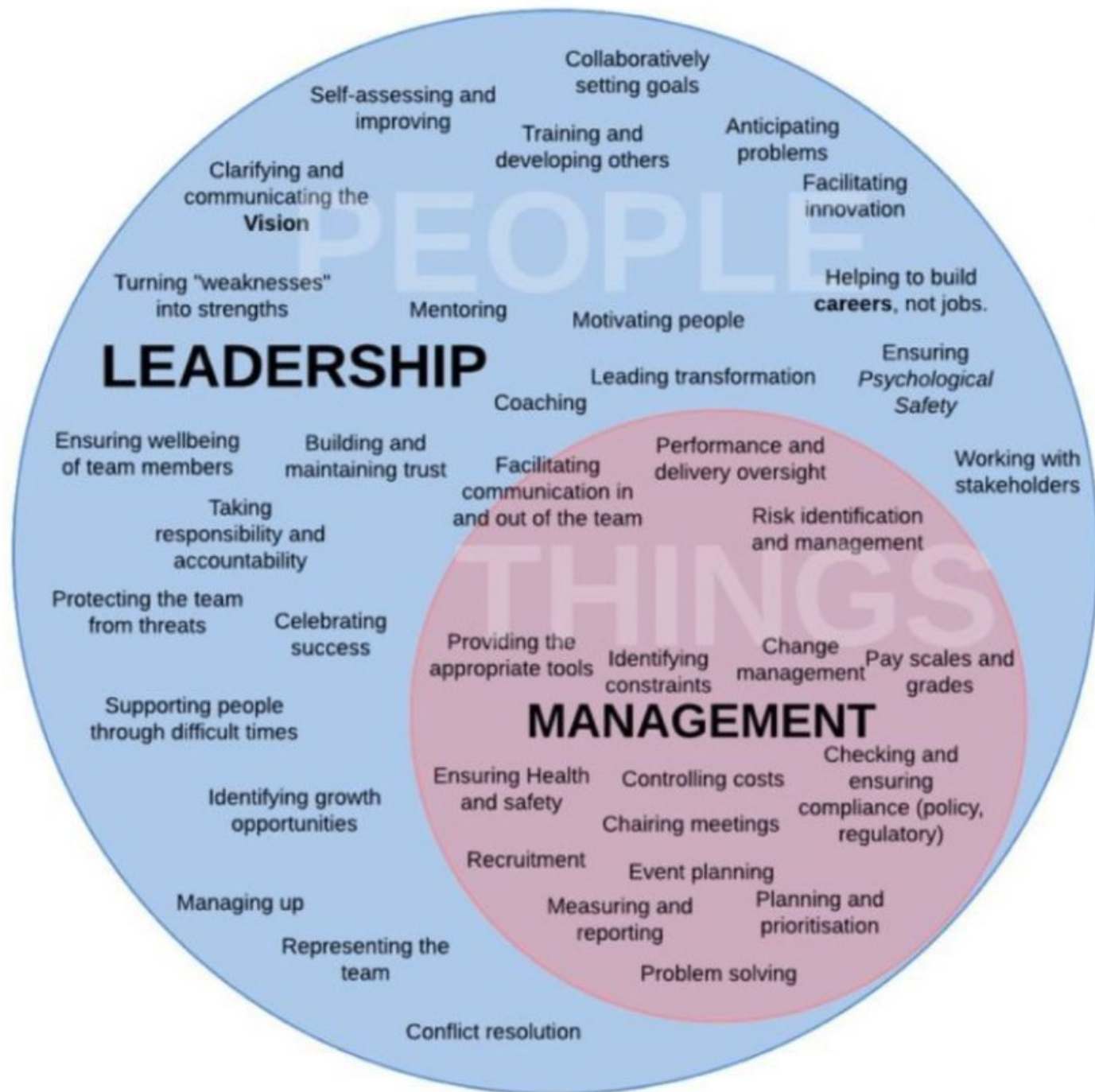


# Leadership / management

| Subject    | Leader              | Manager        |
|------------|---------------------|----------------|
| Persuasion | Sell                | Tell           |
| Style      | Transformational    | Transactional  |
| Exchange   | Excitement for work | Money for work |
| Likes      | Striving            | Action         |
| Wants      | Achievement         | Results        |
| Risk       | Takes               | Minimises      |
| Rules      | Breaks              | Makes          |
| Conflict   | Uses                | Avoids         |
| Direction  | New roads           | Existing Roads |
| Truth      | Seeks               | Establishes    |
| Concern    | What is right       | Being right    |
| Credit     | Gives               | Takes          |

# Leadership / management

| Subject      | Leader            | Manager          |
|--------------|-------------------|------------------|
| Essence      | Change            | Stability        |
| Focus        | Leading people    | Managing work    |
| Have         | Followers         | Subordinates     |
| Horizon      | Long-term         | Short-term       |
| Seeks        | Vision            | Objectives       |
| Approach     | Sets direction    | Plans detail     |
| Decision     | Facilitates       | Makes            |
| Power        | Personal charisma | Formal authority |
| Appeal to... | Heart             | Head             |
| Energy       | Passion           | Control          |
| Dynamic      | Proactive         | Reactive         |
| Blame        | Takes             | Gives            |

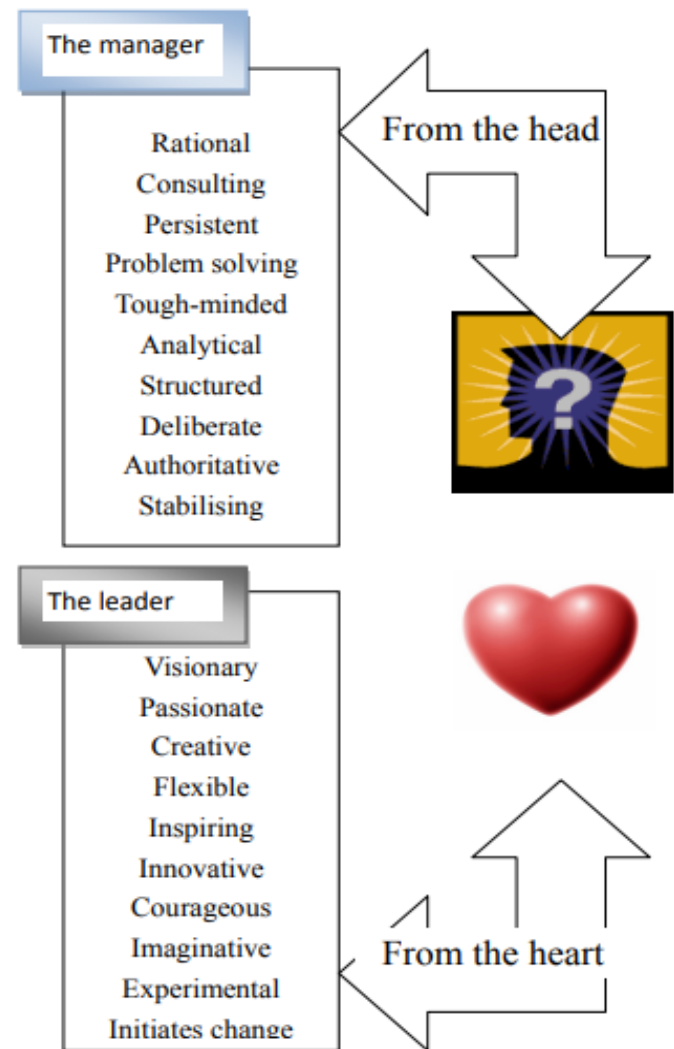




Strategist, Author and  
Motivational Speaker

# **SIMON SINEK: Leader versus manager**

# Management and Leadership



Source: Naylor, (1999, p. 524)

**Figure 1.** Qualities of the leader and the manager

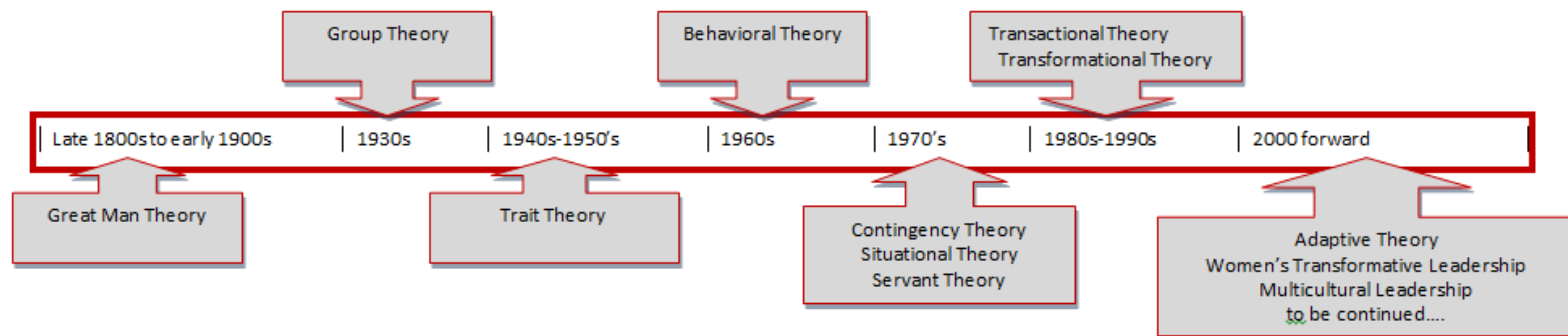
# Leadership and authenticity



- A timeline of leadership models and approaches
- Leadership and motivation



# Leadership Theories Timeline



## Assumptions

- **Great Man Theory:** Leaders are born, not made
- **Group Theory:** People are more committed to actions when they are involved in the decision-making
- **Trait Theory:** Certain personality traits constitutes ability to lead
- **Behavioral Theory:** Leaders can be made, success dependent upon learnable behavior
- **Contingency Theory:** The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style, the capabilities of followers and other situational factors
- **Situational Theory:** The best action of the leader depends upon a range of situational factors
- **Servant Theory:** The leader has a responsibility to followers
- **Transactional Theory:** Theory of exchange; people are motivated by rewards (or punishment)
- **Transformational Theory:** Leader encourages participation through concern for a broader goal
- **Adaptive Theory:** Leadership is a process of mobilizing people to tackle tough problems; leadership can be learned; leadership can come from anywhere in an organization or a community
- **Women's Transformative Theory:** Relational versus transactional; Believes in making institutions more transparent, responsive, accountable, and ethical
- **Multicultural Theory:** Engages in understanding and interrupting the cycle of oppression on multiple levels; Acknowledges and brings forth strength and power in self and others; Fosters the ability to imagine, envision and create new realities



# Scientific Management

Time and motion studies



Written tasks and methods



Job analysis



# Scientific Management

Individualisation of work



Motivation through 'high wages'



The 'one best way'





BBC Programme Snowdonia 1890 -  
Go to the following time slots:  
06.04-09.50; 18.10-19.51 and 24.44-  
25.30

# Leadership and management in context – the Human Relations approach



A focus on the  
needs of the  
workers,  
1920's – 1930's



# Hawthorne Effect



# Human relations approach- Hawthorne Studies



- ✓ Reflect on salient aspects of the video
- ✓ Study the materials provided
- ✓ Discuss and agree a team approach to presenting insights from your studies
- ✓ Develop and then deliver a brief presentation back to the class – remember to critically evaluate your findings in relation to your role as SPs



# References

- Boddy, D. (2012). Essentials of Management: A Concise Introduction. Harlow: Pearson Education Ltd.
- Buchanan, D.A. and Huczynski, A.A. (2010). Organizational Behaviour. 7<sup>th</sup> ed. Harlow: Pearson Education Ltd.
- Greenleaf, R.K. (1977). Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness. New Jersey: Paulist Press
- Hannagan, T. (2002). Management: Concepts and Practices. 3<sup>rd</sup> ed. Harlow: Pearson Education Ltd.
- Mullins, L.J. (2010). Management and Organisational Behaviour. 9<sup>th</sup> ed. Harlow: Pearson Education Ltd.
- Nelson, D.L. and Quick, J.C. (2008). Understanding Organizational Behavior. 3<sup>rd</sup> ed. Ohio: Cengage Learning

