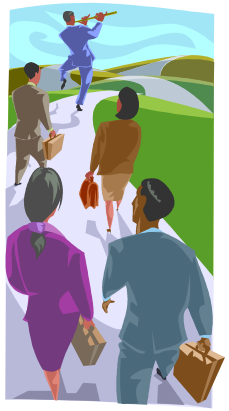
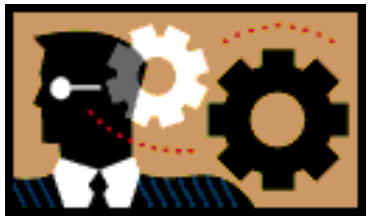


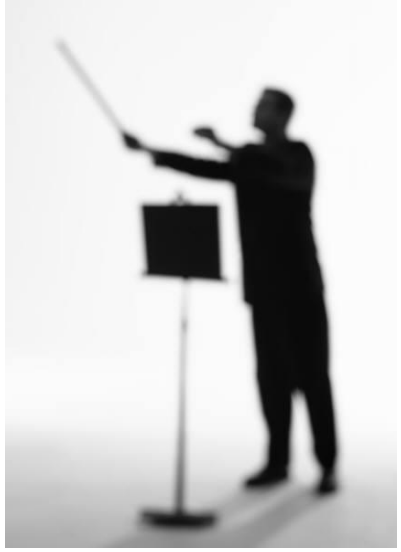
Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Management and Organisational Behaviour



6:

Introducing Leadership



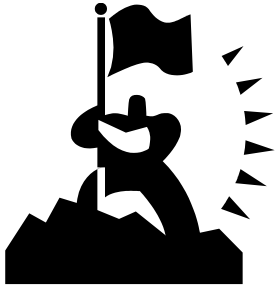
What’s your motivation?……

https://youtu.be/u6XAPnuFjJc

Last time we....

1. Considered how different managers see the workplace
2. Examined managerial styles/systems
3. Considered how best to manage people
4. Evaluated managerial effectiveness
5. Consider time management and activity v. effectiveness
6. Recognised the need for appropriate managerial behaviour

Today's Objectives



1. To explain the meaning and importance of leadership in the workplace
2. To consider how it differs from management
3. To contrast the main approaches to leadership
4. To consider different leadership styles and how leaders behave
5. To evaluate transformational and inspirational leadership
6. To examine how leaders behave and how they exert power and influence
7. 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?

JFK: 1962

http://youtu.be/kwFvJog2dMw

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)

Source: Oxford Dictionary of Quotations

The meaning of leadership

Leadership:

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

It cannot be separated from groups and effective teambuilding.

Leadership v Management

Leadership	Management
About behaviour	About processes
The **way** management methods and processes are used	The **type** of management methods and processes used
Sets a new direction and vision for others to follow	Controls/directs people and resources according to established principles/values
Relies on attitudinal qualities	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'

The importance of 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

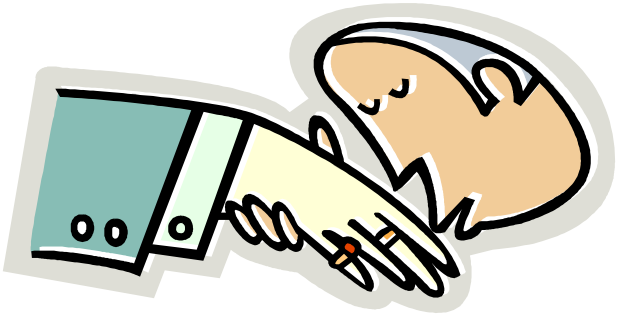
  Getting things done through other people

  To achieve stated organisational objectives.

- Leadership

  Broader emphasis on dealing with people

  The willing and enthusiastic behaviour of followers

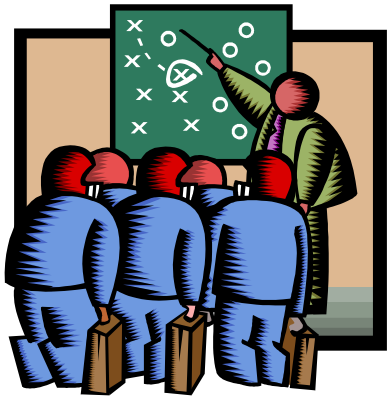


Leaders....

- Create a vision
- Communicate the vision
- Energise, inspire and motivate others
- Create the culture

Management = authority

Leaders = inspire and motivate



Or.....

Managers:

Do things right

Authority relationship

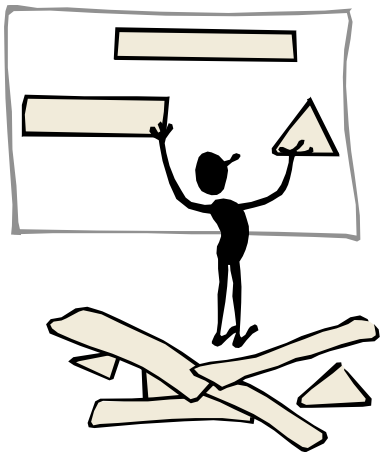
Create stability

Leaders:

Do the right things

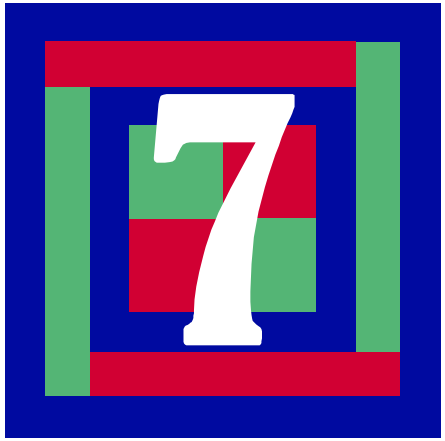
Influence relationship

Create change



7 Ways of studying managerial leadership

1. Qualities or traits approach
2. The functional or group approach
3. Leadership behaviour
4. Styles of leadership
5. The situational approach and contingency models
6. Transformational leadership
7. Inspirational 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

Leadership traits: Cooper et al (2012: 128)

Old Traits (1981)	New Traits (more recent)
Tall	Integrity, maturity, energy
High socio-economic status	Business acumen
Good interpersonal skills	People acumen
Decisive	Organisational acumen
Intelligent	Curious, intellect, global mindset
Superior judgment	Superior judgment
Excellent verbal ability	Motivation to grow

Activity 2

How do leadership and management differ?

Are all managers leaders?

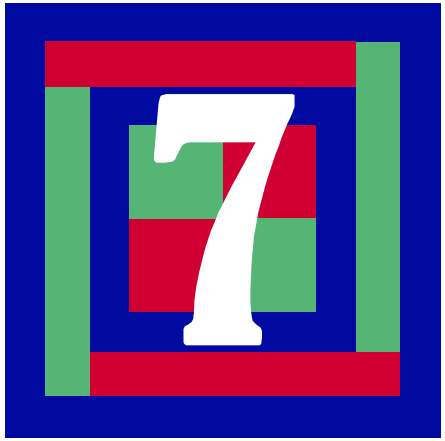
Are all leaders managers?

Name three well-known leaders

What qualities/traits do they have which make them good leaders?

7 Ways of studying managerial leadership

1. Qualities or traits approach
2. The functional or group approach
3. Leadership behaviour
4. Styles of leadership
5. The situational approach and contingency models
6. Transformational leadership
7. Inspirational leadership



2. The Functional approach: Action-centred leadership - Adair

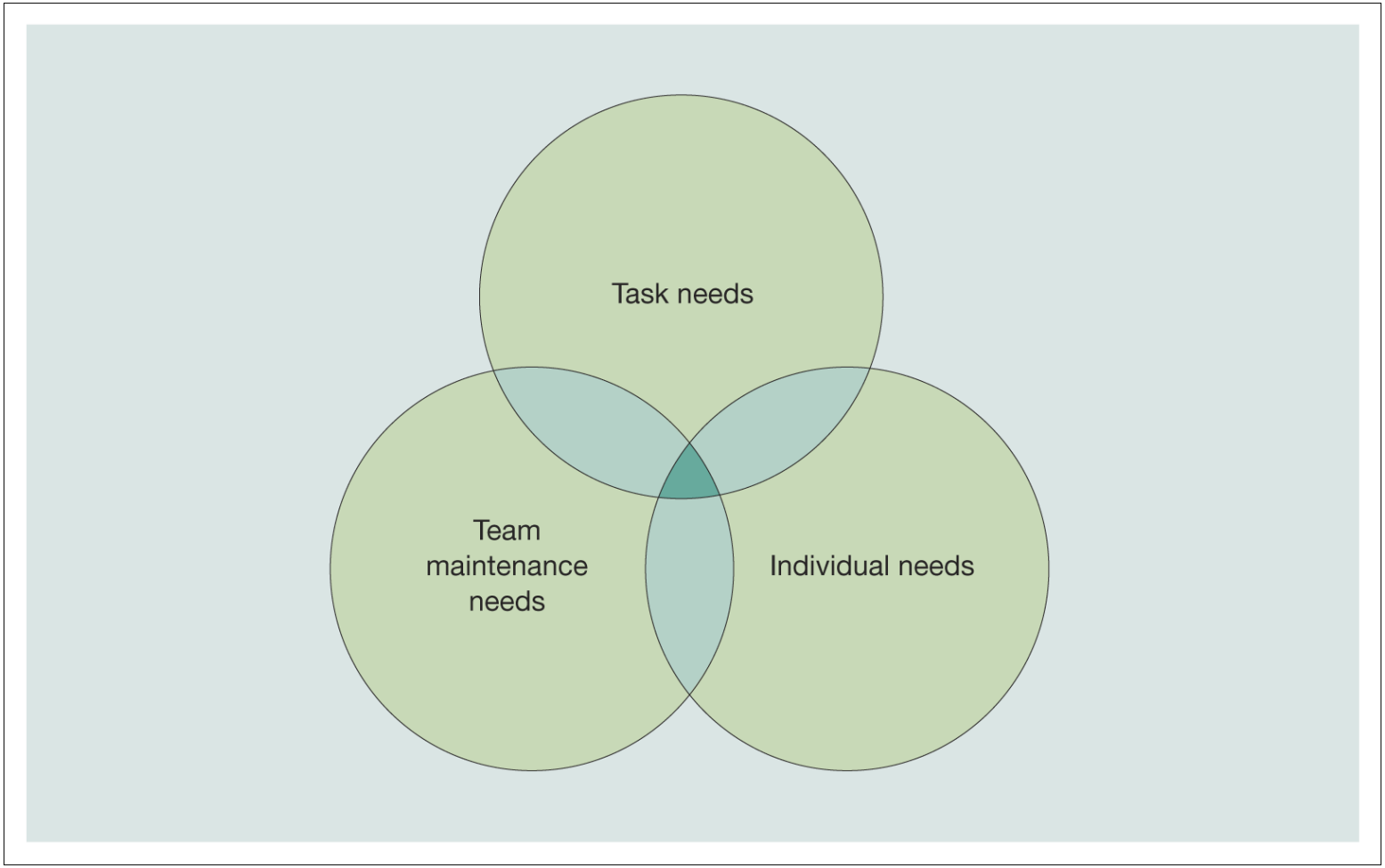


Figure 10.2 Interaction of needs within the group

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

2. 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

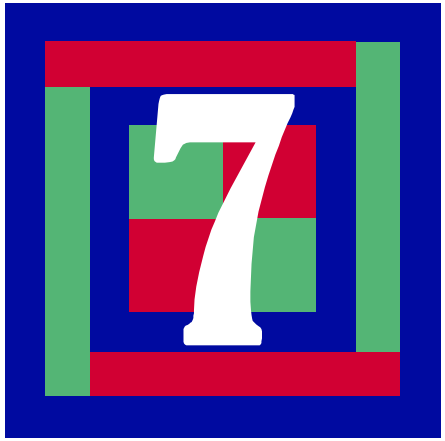
2. Action-centred leadership: **individual functions**

- 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/lLtVegwdjqU

7 ways of studying managerial leadership

1. Qualities or traits approach
2. The functional or group approach
3. Leadership behaviour
4. Styles of leadership
5. The situational approach and contingency models
6. Transformational leadership
7. Inspirational leadership



3. 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)

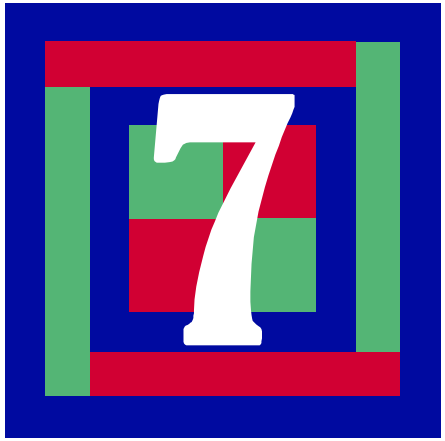
Managerial leadership studies compared

Group interaction analysis	*Task functions*	*Maintenance functions*
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

7 ways of studying managerial leadership

1. Qualities or traits approach
2. The functional or group approach
3. Leadership behaviour
4. Styles of leadership
5. The situational approach and contingency models
6. Transformational leadership
7. Inspirational leadership



4. 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 (or autocratic) style - directive
- Democratic style – participative
- Laissez-faire (genuine) style – leave alone

Continuum of leadership behaviour

- Tannenbaum and Schmidt , based on:
  - The degree of authority used by the manager
  - The area of freedom available to the non-manager
- The four main styles are when a manager:
  - Tells
  - Sells
  - Consults
  - Joins

Continuum of manager to non-manager behaviour

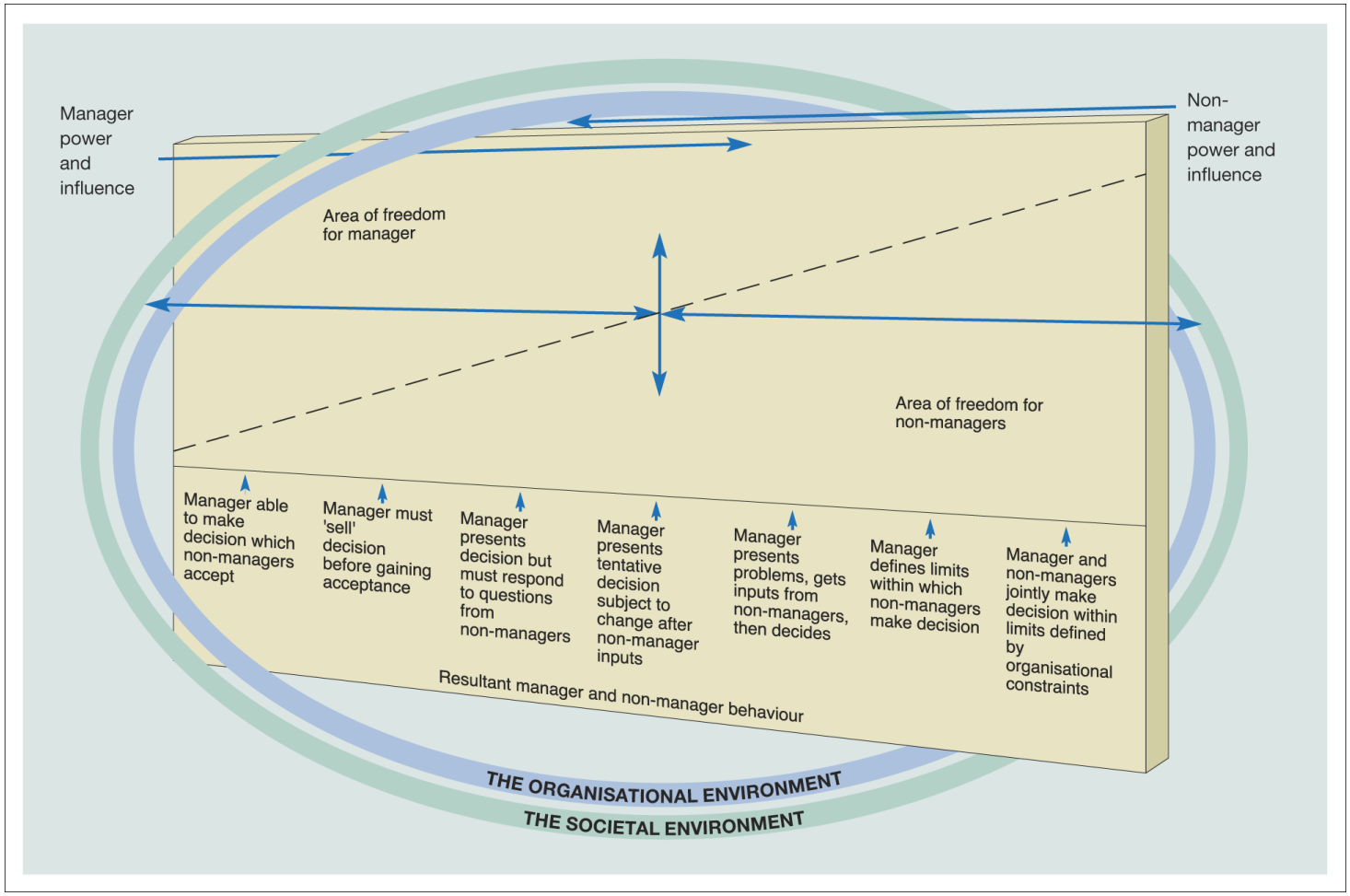


Figure 10.4 Continuum of manager – non-manager behaviour

Source: Tannenbaum, R. and Schmidt, W. H., 'How to choose a leadership pattern', Harvard Business Review, May/June 1973, p. 167. Copyright © 1973 Harvard Business School Publishing Corporation; all rights reserved. Reprinted by permission

Leadership style decisions

The ***choice of style*** is influenced by three main forces:

- Forces in the **manager**
  - Including personality, background and experience
- Forces in the **subordinate**
  - Including personality and expectations
- Forces in the **situation**
  - Including the specific situation and pressures

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

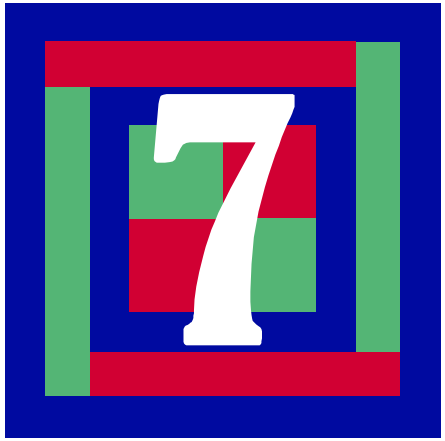
- Understanding and identification with the goals of the organisation
- Necessary knowledge and experience to deal with the problem
- The extent of learning to expect to share in decision-making

Forces in the **situation**

- Type of organisation
- Group effectiveness
- Nature of the problem
- Pressure of time

7 ways of studying managerial leadership

1. Qualities or traits approach
2. The functional or group approach
3. Leadership behaviour
4. Styles of leadership
5. The situational approach and contingency models
6. Transformational leadership
7. Inspirational leadership



5. Contingency models

Major contingency models of leadership include:

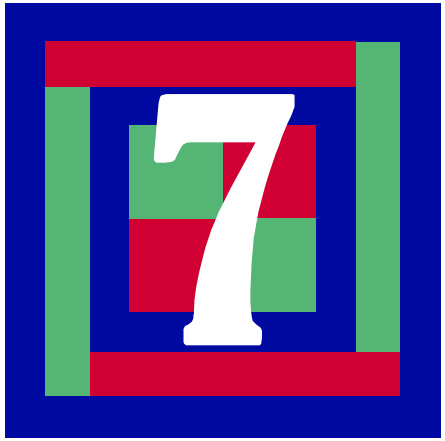
- Favourability of leadership situation (Fiedler)
- Quality and acceptance of leader's decision (Vroom and Yetton)
- Path–goal theory (House)
- Maturity of followers (Hersey and Blanchard)

Vroom and Yetton: 5 main decision styles

- **Autocratic**
  - A.I. Leader solves the problem alone.
  - A.II. Leader obtains information then decides alone.
- **Consultative**
  - C.I. The problem is shared: the leader decides possibly reflecting influence of subordinates.
  - C.II The problem is shared: the leader decides possibly reflecting the decision of subordinates.
- **Group**
  - G.II. The problem is shared: the leader chairs a group decision-making process.

7 ways of studying managerial leadership

1. Qualities or traits approach
2. The functional or group approach
3. Leadership behaviour
4. Styles of leadership
5. The situational approach and contingency models
6. Transformational leadership
7. Inspirational leadership



Transformational leadership

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

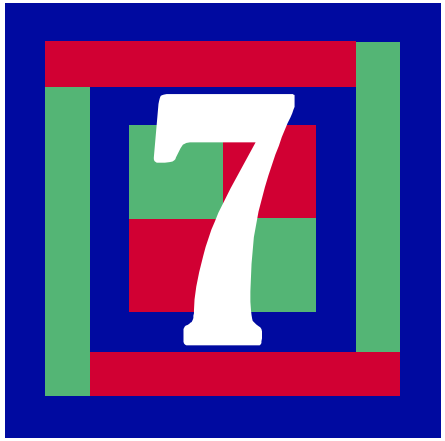
- A process of engendering high levels of motivation and commitment
- Generating a vision for the organisation, an appeal to higher ideals of followers, creating a feeling of loyalty and trust
- Is about transforming the performance or fortunes of a business

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

7 ways of studying managerial leadership

1. Qualities or traits approach
2. The functional or group approach
3. Leadership behaviour
4. Styles of leadership
5. The situational approach and contingency models
6. Transformational leadership
7. Inspirational leadership



Inspirational, visionary or 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.’

Kreitner et al.

The vision thing....

- The ability to see the bigger picture
- Taking a long-term view
- Getting everyone to work together 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

is it now 8?

Transcendental/Servant Leadership

- The leader moves beyond ordinary behaviour to peak performance
- By their example, encourages others to do the same
- Concerned with people
- Motivate staff to do things for others
- Satisfy/exceed organisational goals
- If they do the right things, everything will fall into place
- Desirable in a hospitality setting

- Leaders support and empower followers
- Leadership through service
- Major impact on hospitality organisations

Servant leader behaviours

(Brownell in Mullins & Dossor, 2013)

- Listening intently to others with personal reflection on what's heard
- Empathy: assume the good intentions of colleagues
- Awareness: understanding issues involving ethics and values
- Persuasion: not relying on authority/coercion
- Conceptualisation: they dream great dreams and are skilled operationally
- Foresight: to see the likely outcome of a situation
- Stewardship: holding organisations in trust for the greater social good
- Commitment to employee personal & professional growth
- Building community within the organisation

A leader is someone who…

- Challenges the process
- Inspires a shared vision
- Enables others to act
- Leads by example
- Will make personal sacrifices for the common good

Miles (2011)

Activity - discuss

‘Management is a role involving a set of tasks. Leadership is how a person conducts themselves in carrying out those tasks’.

To what extent do you agree?

New skills and competencies

- The new leader understands and practises the power of appreciation says thanks
- The new leader keeps reminding people of what is important stays focused
- The new leader generates and sustains trust is fair
- The new leader and the led are intimate allies team

Bennis

Leading in changing times

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

Cooper et al, 2012

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

Today's Objectives

1. To explain the meaning and importance of leadership in the workplace
2. To contrast the main approaches to leadership
3. To consider different leadership styles and how leaders behave
4. To evaluate transformational and inspirational leadership
5. To examine how leaders behave and how they exert power and influence
6. To assess what makes leaders effective and how they can be developed.