

# LEADERSHIP



# What Is Leadership?

## Leadership

The ability to influence a group toward the achievement of goals.

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## Management

Use of authority inherent in designated formal rank to obtain compliance from organizational members.



# LEADERSHIP THEORIES

- TRAIT THEORY
- BEHAVIOURAL THEORIES
- CONTINGENCY THEORIES

# 1, Trait Theories

## Traits Theories of Leadership

Theories that consider personality, social, physical, or intellectual traits to differentiate leaders from nonleaders.

### Leadership Traits:

- Ambition and energy
- The desire to lead
- Honest and integrity
- Self-confidence
- Intelligence
- High self-monitoring
- Job-relevant knowledge

# Trait Theories

## Limitations:

- No universal traits found that predict leadership in all situations.
- Unclear evidence of the cause and effect of relationship of leadership and traits.

## 2. Behavioral Theories

### Behavioral Theories of Leadership

Theories proposing that specific behaviors differentiate leaders from nonleaders.

- Trait theory:  
*Leaders are born, not made.*
- Behavioral theory:  
*Leadership traits can be taught.*

# a. Ohio State Studies

## Initiating Structure

The extent to which a leader is likely to define and structure his or her role and those of subordinates in the search for goal attainment.

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## Consideration

The extent to which a leader is likely to have job relationships characterized by mutual trust, respect for subordinate's ideas, and regard for their feelings.

## b. University of Michigan Studies

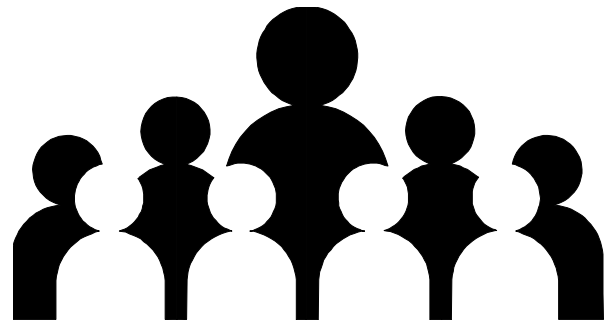
Employee-Oriented Leader

Emphasizing interpersonal relations; taking a personal interest in the needs of employees and accepting individual differences among members.

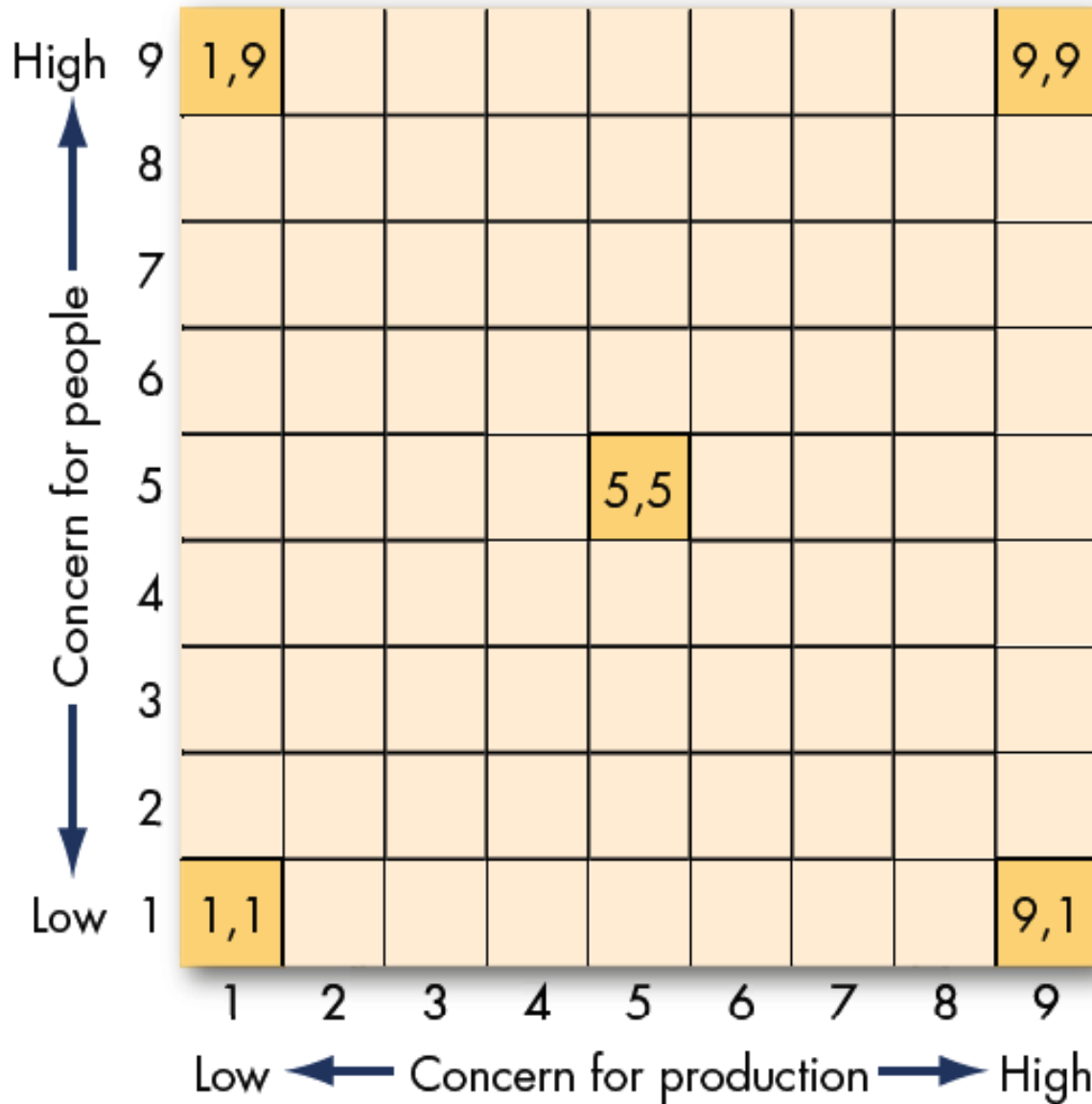
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Production-Oriented Leader

One who emphasizes technical or task aspects of the job.







### c. The Managerial Grid

(Blake and Mouton)

A nine-by-nine matrix outlining 81 different leadership styles.

# 3. Contingency Theories

## Fiedler's Contingency Model



# a. Fiedler's Model: Defining the Situation

## Leader-Member Relations

The degree of confidence, trust, and respect subordinates have in their leader.

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## Task Structure

The degree to which the job assignments are procedurized.

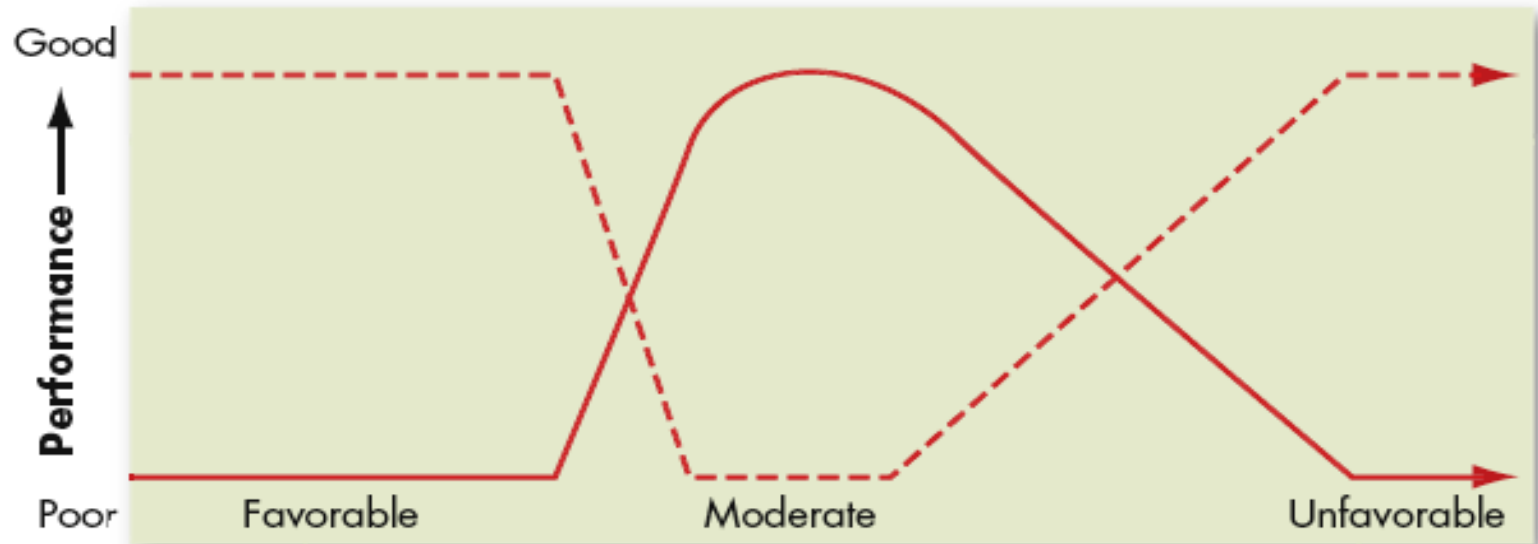
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## Position Power

Influence derived from one's formal structural position in the organization; includes power to hire, fire, discipline, promote, and give salary increases.

## Findings from Fiedler Model

--- Task oriented  
— Relationship oriented

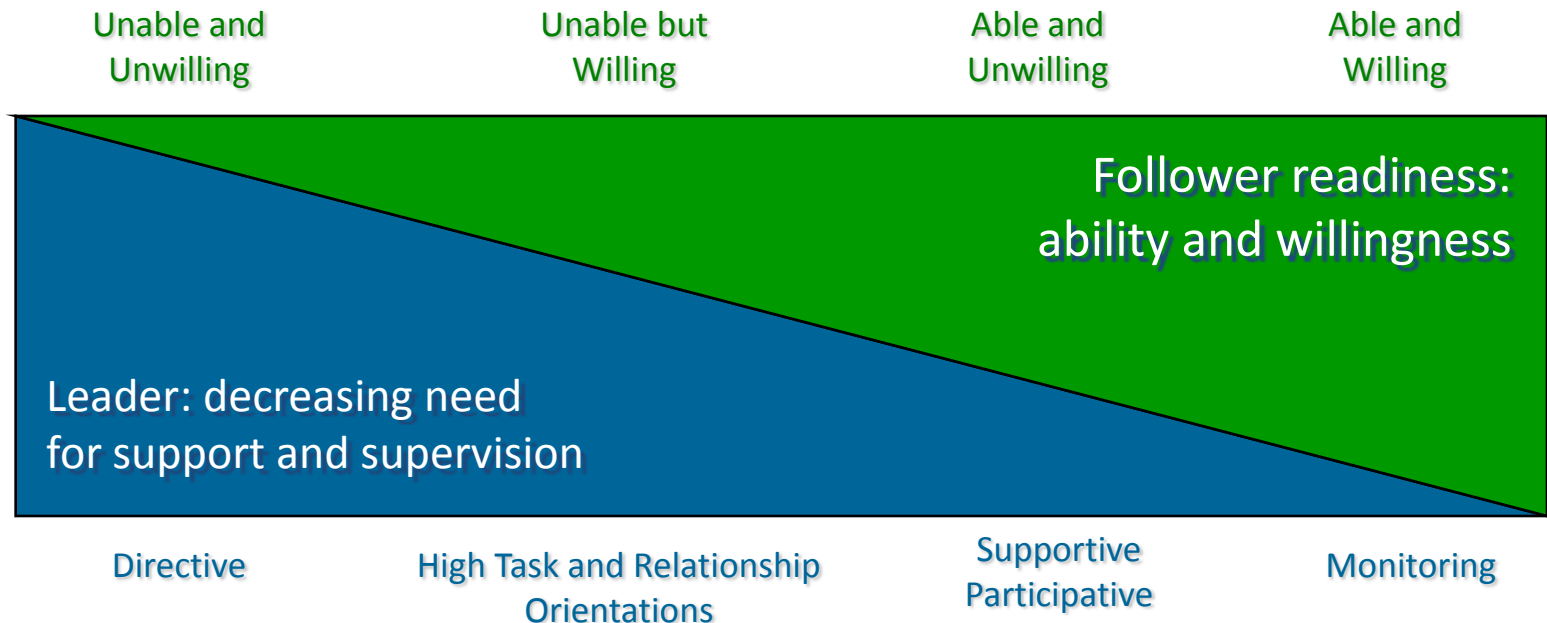


| Category                | I      | II   | III    | IV   | V      | VI   | VII    | VIII |
|-------------------------|--------|------|--------|------|--------|------|--------|------|
| Leader-member relations | Good   | Good | Good   | Good | Poor   | Poor | Poor   | Poor |
| Task structure          | High   | High | Low    | Low  | High   | High | Low    | Low  |
| Position power          | Strong | Weak | Strong | Weak | Strong | Weak | Strong | Weak |

# b. Hersey and Blanchard's Situational Leadership Theory

Situational Leadership Theory (SLT)

A contingency theory that focuses on followers' readiness.



# Leadership Styles and Follower Readiness

## (Hersey and Blanchard)

Follower  
Readiness

Unwilling

Willing

Able

Supportive  
Participative

Monitoring

Leadership  
Styles

Unable

Directive

High Task  
and  
Relationship  
Orientations

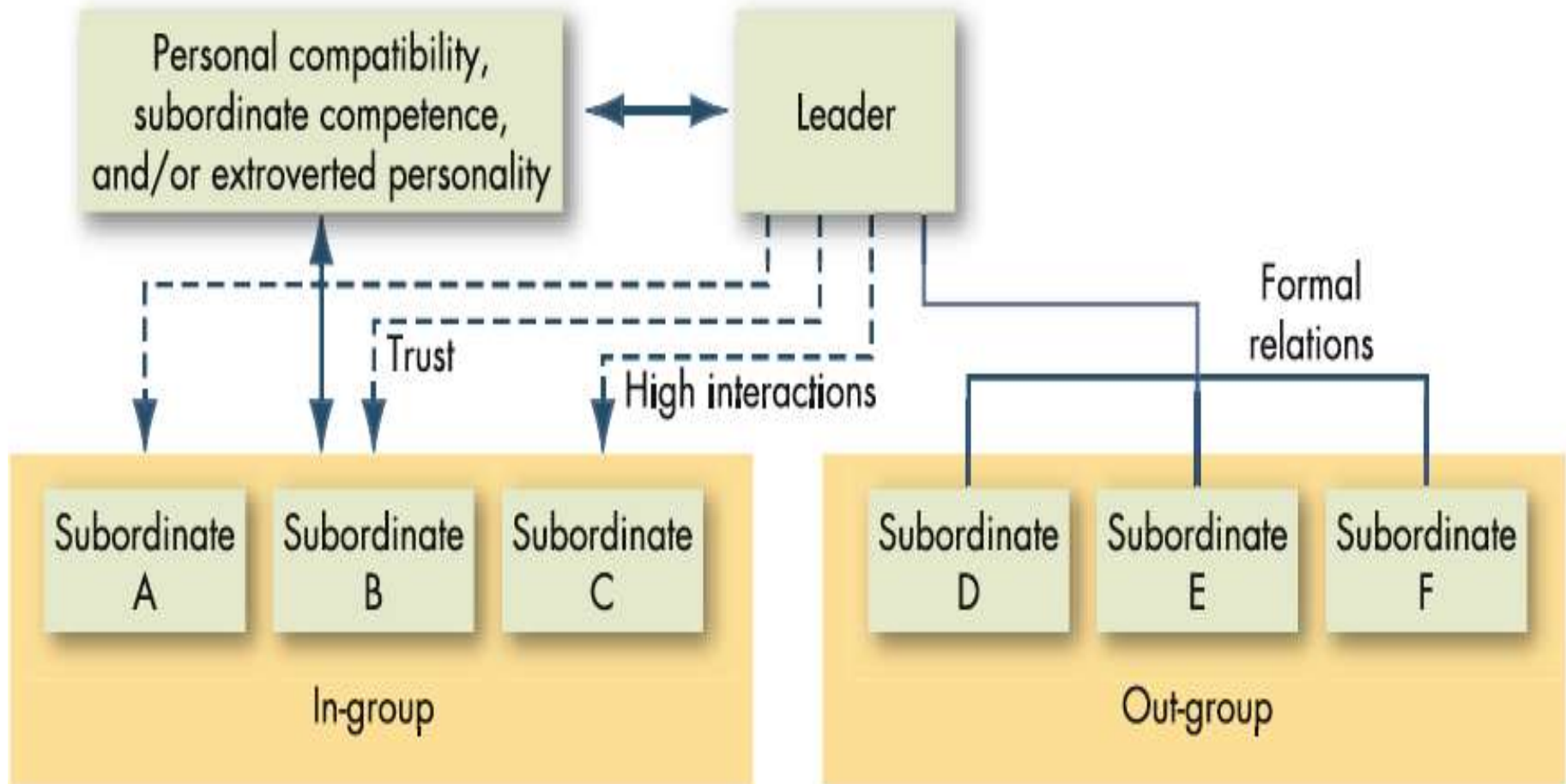
# c. Leader–Member Exchange Theory

## Leader-Member Exchange (LMX) Theory

Leaders create in-groups and out-groups, and subordinates with in-group status will have higher performance ratings, less turnover, and greater job satisfaction.

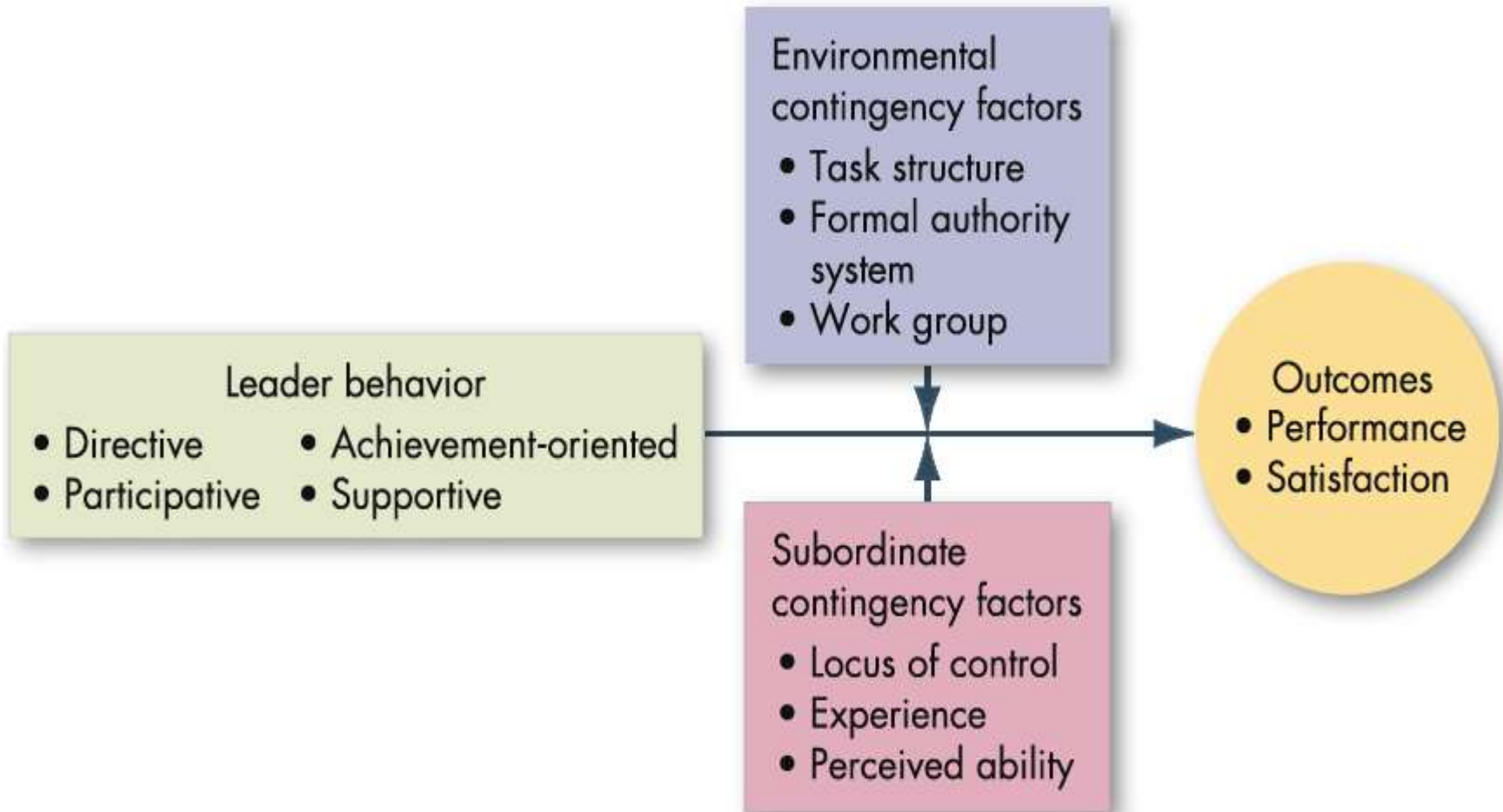


# Leader-Member Exchange Theory





## d. The Path-Goal Theory



# Leadership styles

- Autocratic Management Style
  - Democratic Management Style
  - Laissez Faire Management style
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➤ Transactional Leadership

➤ Transformational Leadership

# Autocratic Management Style

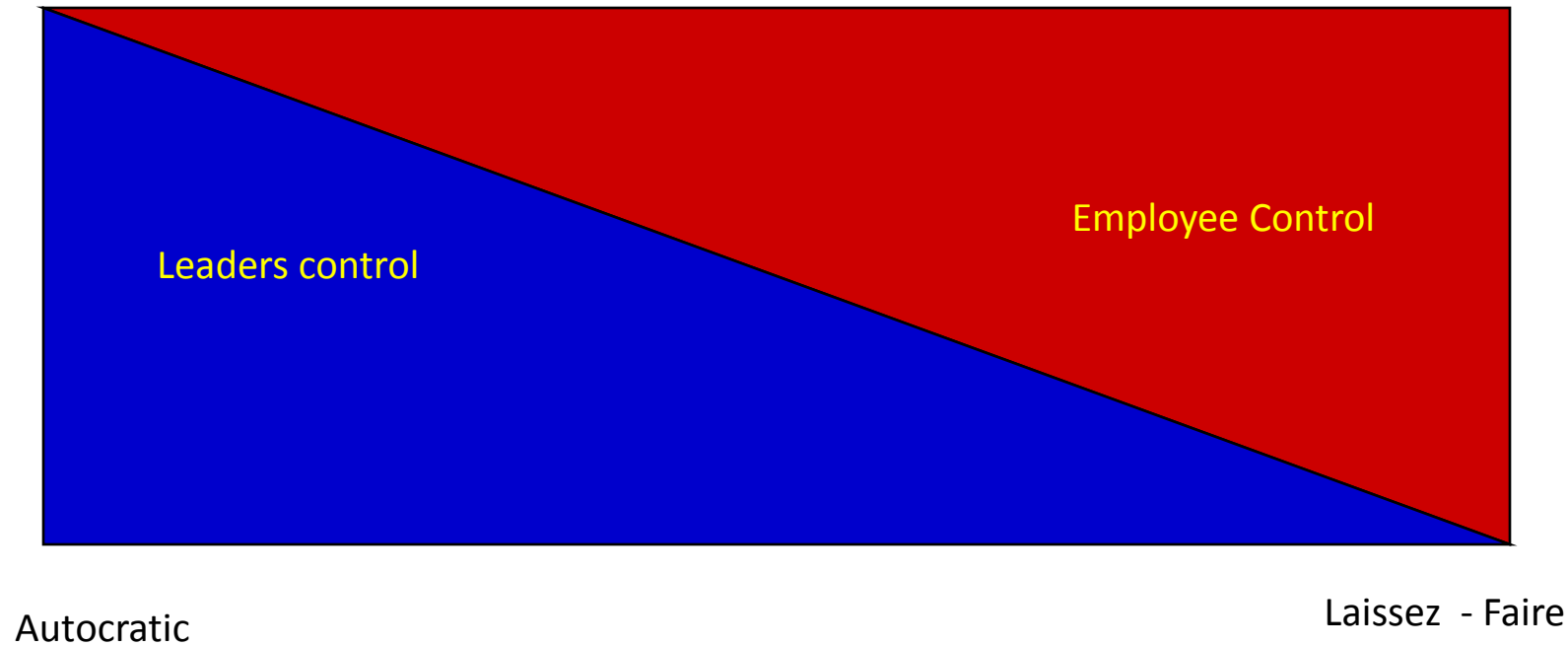
- an autocratic manager dictates orders to their staff and makes decisions without any consultation.
- The leader likes to control the situation they are in.
- Decision are quick .
- This type of management style can decrease motivation and increase staff turnover

# Democratic or participative style

- A democratic manager delegates authority to the staff, giving them responsibility to complete the task.
- Staff will complete the tasks using their own work methods on time.
- Employees are involved in decision making giving them a sense motivating individuals.
- Increases job satisfaction by involving employees or team members .
- Slow decision making process.

## **Laissez Faire Management style**

- A laissez faire manager sets the tasks and gives staff complete freedom to complete the task as they see fit. “leave it be”.
- It works for teams in which the individuals are very experienced and skilled self-starters.
- There is minimal involvement from the manager.
- The manager coaches or supply information if required.
- Benefits - staff are developed to take responsibility .
- Staff feel lost and not reach the goals set within the time frame



# Transactional and Transformational Leadership

## Transactional Leaders

Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements.

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## Transformational Leaders

Leaders who provide individualized consideration and intellectual stimulation, and who possess charisma.

# Characteristics of Transactional Leaders

*Contingent Reward:* Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishments.

*Management by Exception:* Watches and searches for deviations from rules and standards, takes corrective action.



# Characteristics of Transformational Leaders

*Idealized Influence:* Provides vision and sense of mission, instills pride, gains respect and trust.

*Inspiration:* Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways.

*Intellectual Stimulation:* Promotes intelligence, rationality, and careful problem solving.

*Individualized Consideration:* Gives personal attention, treats each employee individually, coaches, advises.