Chapter TWELVE

Basic Approaches to Leadership

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What Is Leadership?

Leadership

The ability to influence a group toward the achievement of goals

Management

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

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Trait Theories

Traits Theories of Leadership

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

Leadership Traits

- Extraversion
- Conscientiousness
- Openness
- Emotional Intelligence (Qualified)

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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
- Better predictor of the appearance of leadership than distinguishing effective and ineffective leaders

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Trait Approach

- Traits (examples)
  - Extraversion
  - Conscientiousness
  - Openness
- Assumption: Leaders are born
- Goal: Select leaders
- Problems
  - Traits do not generalize across situations
  - Better at predicting leader emergence than leader effectiveness

Behavioral Theories

Behavioral Theories of Leadership

Theories proposing that specific behaviors differentiate leaders from nonleaders

Behavioral Theory

Leadership behaviors can be taught.

vs.

Trait Theory

Leaders are born, not made.

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Behavioral Approach

- Ohio State Studies/University of Michigan
  - Initiating Structure/Production Orientation
  - Consideration/Employee Orientation
- Assumption: Leaders can be trained
- Goal: Develop leaders
- Problem: Effective behaviors do not generalize across situations.

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

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 his/her feelings

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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

Production-oriented Leader

One who emphasizes technical or task aspects of the job

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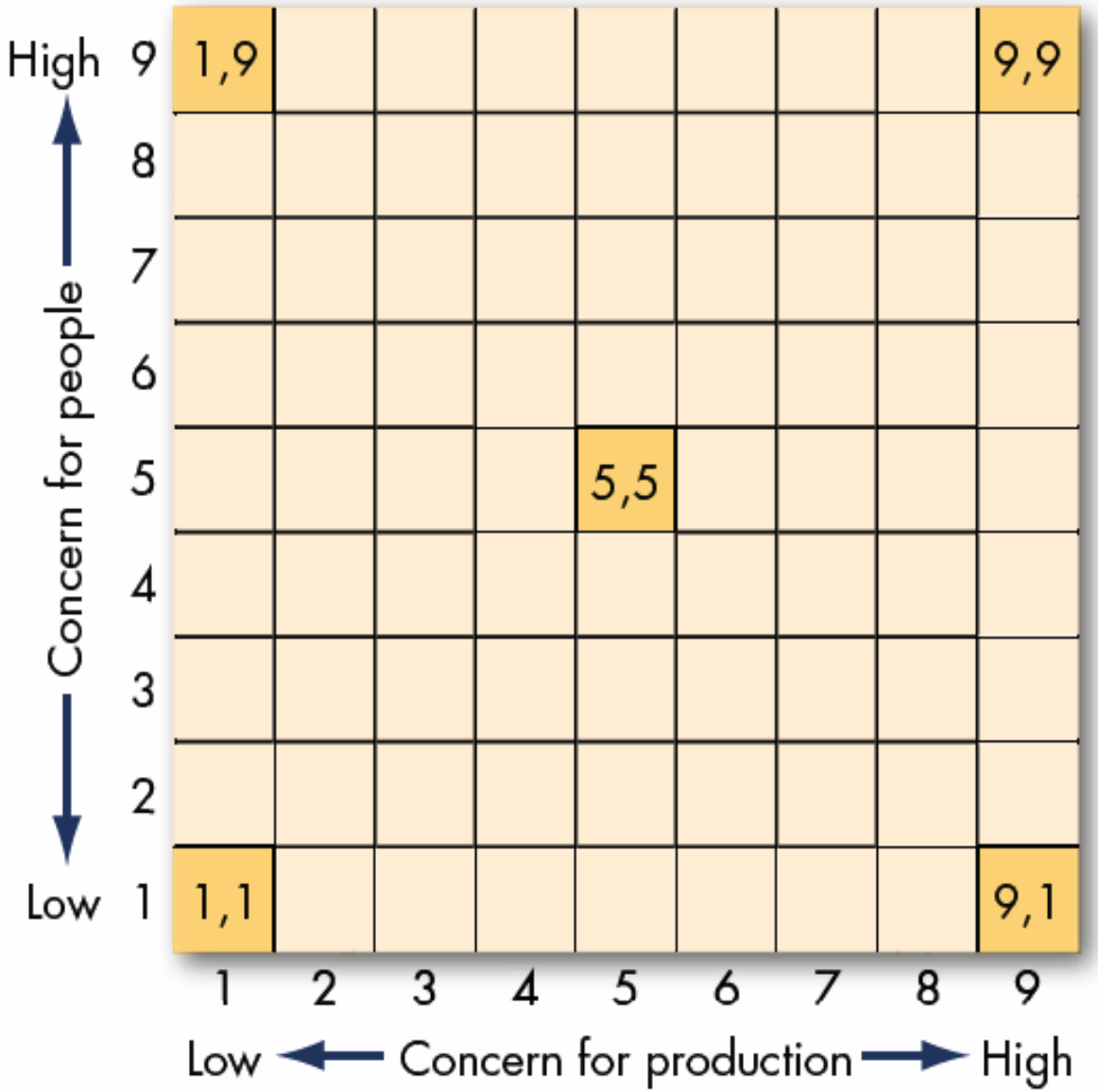
The Managerial Grid
(Blake and Mouton)



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

EXHIBIT 12–1

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Contingency Theories

- All Consider the Situation
  - Fiedler Contingency Model
  - Cognitive Resource Theory
  - Hersey and Blanchard's Situational Leadership Model
  - Path Goal Theory

- Assumptions underlying the different models:
  - Fiedler: Leader's style is fixed.
  - Other's: Leader's style can and should be changed.

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Fiedler Model

- Leader: Style Is Fixed (Task-oriented vs. Relationship-oriented)
- Considers Situational Favorableness for Leader
  - Leader-member relations
  - Task structure
  - Position power
- Key Assumption
  - Leader must fit situation; options to accomplish this:
    - Select leader to fit situation
    - Change situation to fit leader

Fiedler Model: The Leader

Assumption: Leader's style is fixed and can be measured by the least preferred co-worker (LPC) questionnaire.

Least Preferred Co-Worker (LPC) Questionnaire

The way in which a leader will evaluate a co-worker who is not liked will indicate whether the leader is task- or relationship-oriented.

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Fiedler Model: Defining the Situation

Leader-Member Relations

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

Task Structure

The degree to which the job assignments are procedurized

Position Power

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

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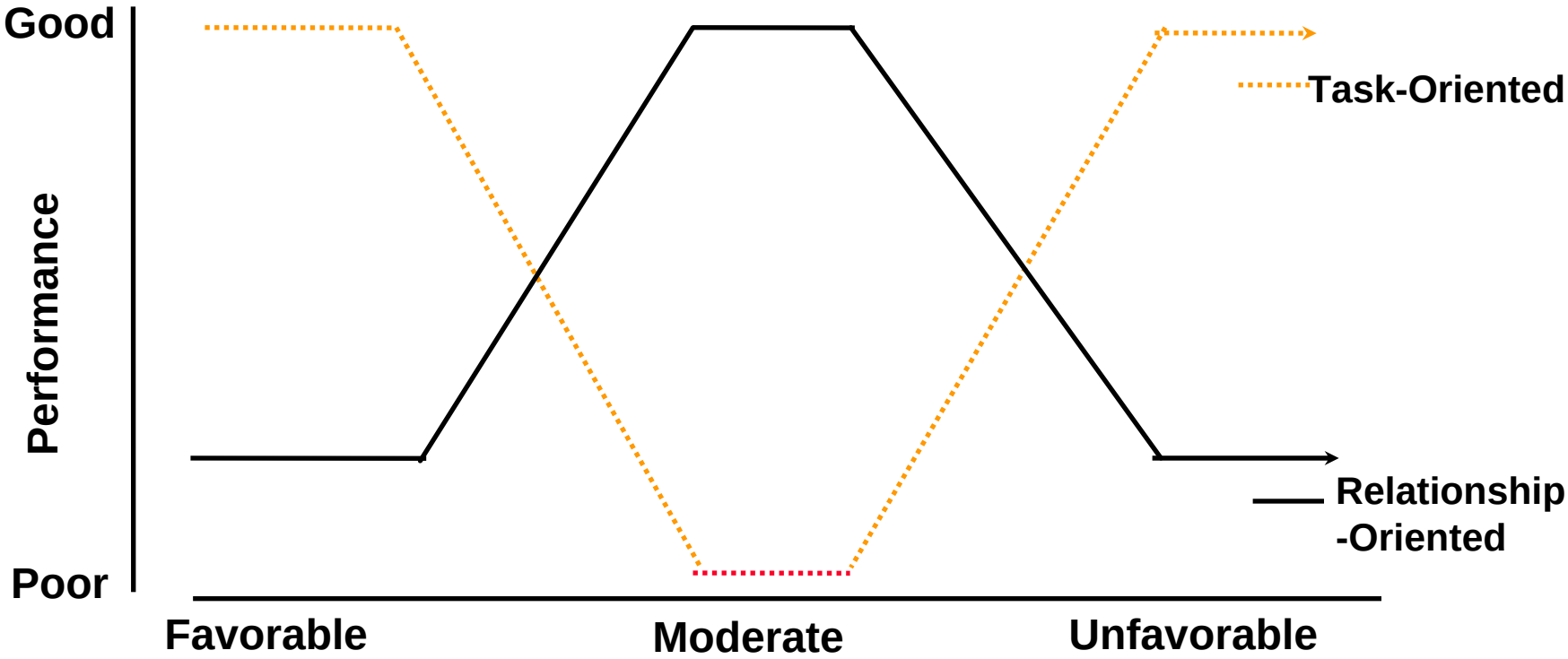
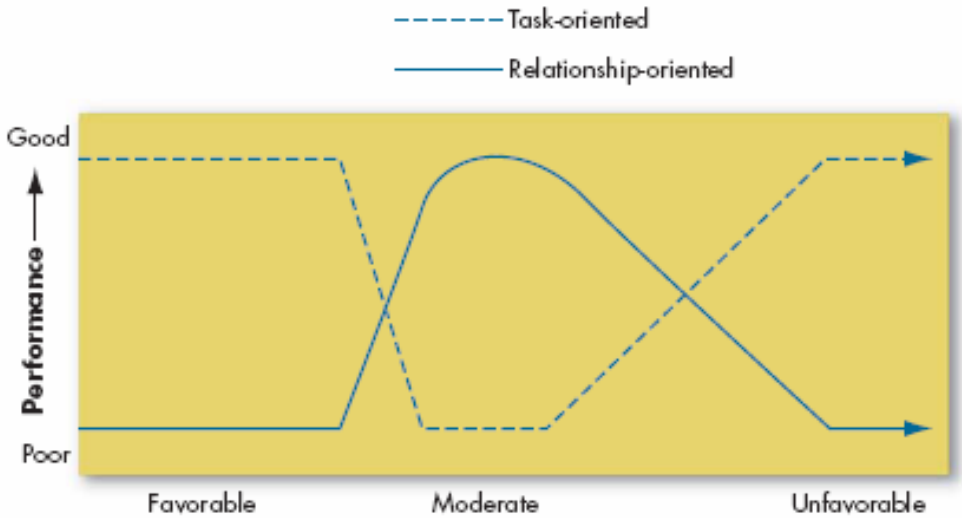
Findings of the Fiedler Model



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

Findings from Fiedler Model

Exhibit 12-2 Findings from the Fiedler Model



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

EXHIBIT 12–2

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Cognitive Resource Theory

Cognitive Resource Theory

A theory of leadership that states that the level of stress in a situation is what impacts whether a leader's intelligence or experience will be more effective.

Research Support

- Less intelligent individuals perform better in leadership roles under high stress than do more intelligent individuals.
- Less experienced people perform better in leadership roles under low stress than do more experienced people.

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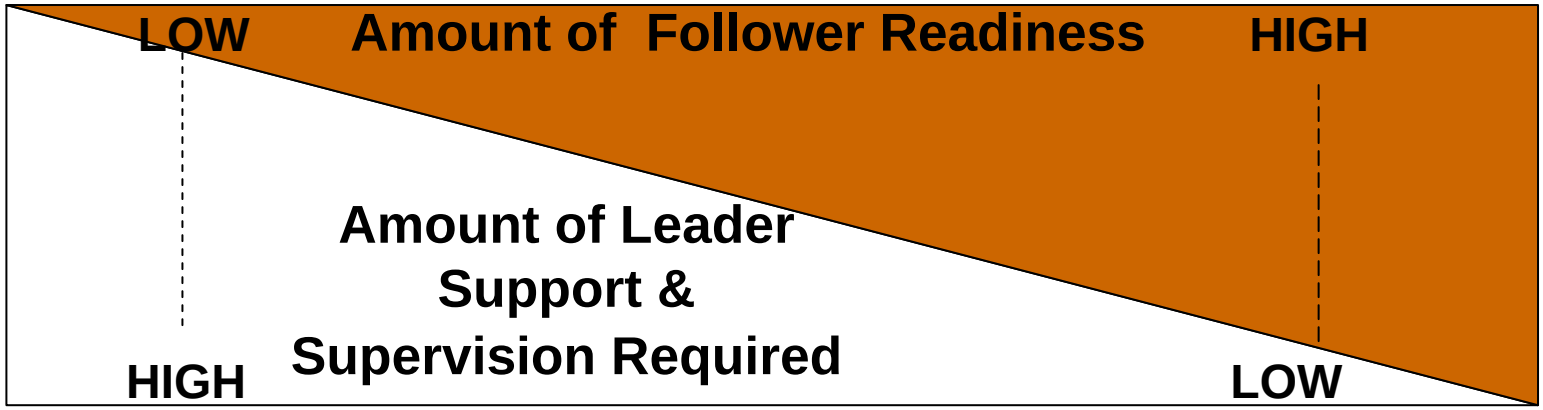
Contingency Approach: Hersey and Blanchard Situational Model

- Considers Leader Behaviors (Task and Relationship)
  - Assumes leaders can change their behaviors
- Considers *Followers* as the Situation
  - Follower task maturity (ability and experience)
  - Follower psychological maturity (willingness to take responsibility)
- Assumptions
  - Leaders can and should change their style to fit their followers' degree of readiness (willingness and ability)
  - Therefore, it is possible to train leaders to better fit their style to their followers.

Hersey and Blanchard's Situational Leadership Theory

Situational Leadership Theory (SLT)

A contingency theory that focuses on followers' readiness; the **more** "ready" the followers (the more willing and able) the **less** the need for leader support and supervision.



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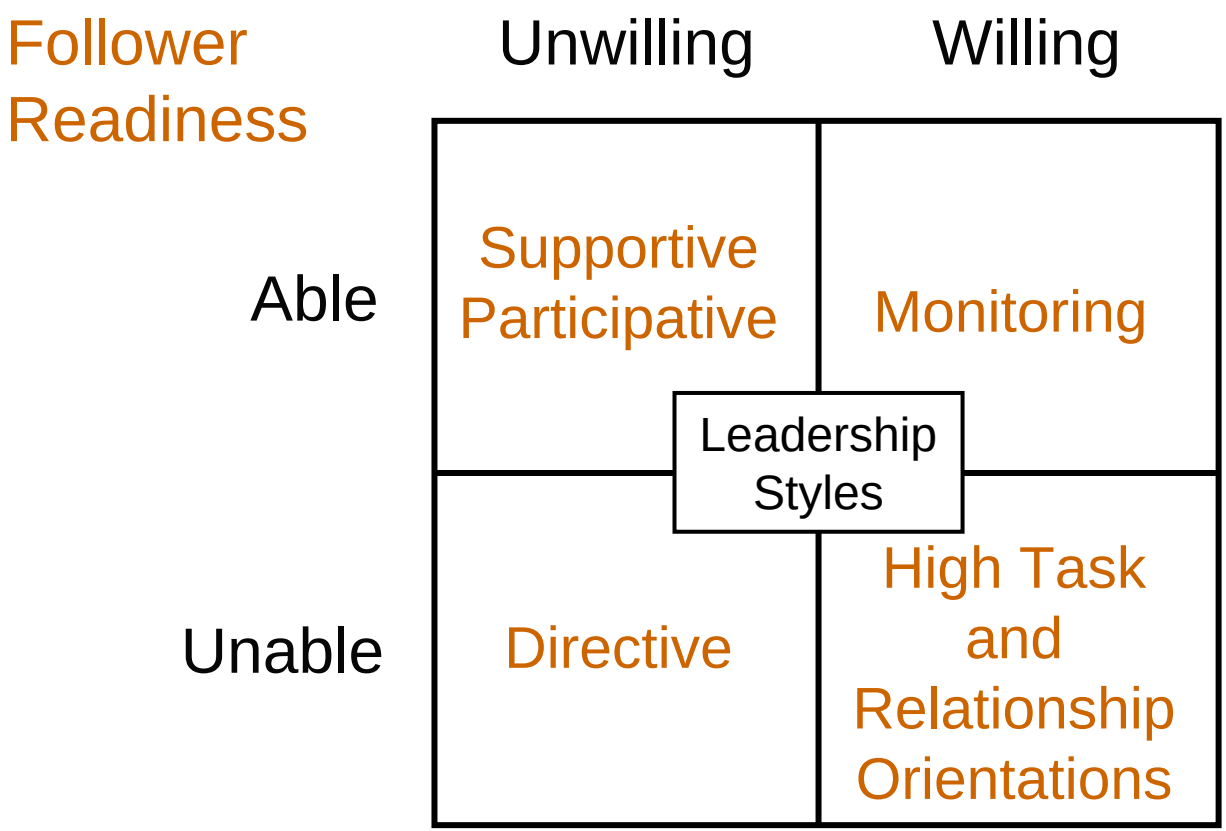
Leadership Styles and Follower Readiness (Hersey and Blanchard)



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Leader-Member Exchange Theory

➢ Leader-Member Exchange (LMX) Theory

- Leaders select certain followers to be “in” (favorites) based on competence and/or compatibility and similarity to leader
- “Exchanges” with these “in” followers will be higher quality than with those who are “out”
- Result: “In” subordinates will have higher performance ratings, less turnover, and greater job satisfaction.

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Leader-Member Exchange Theory

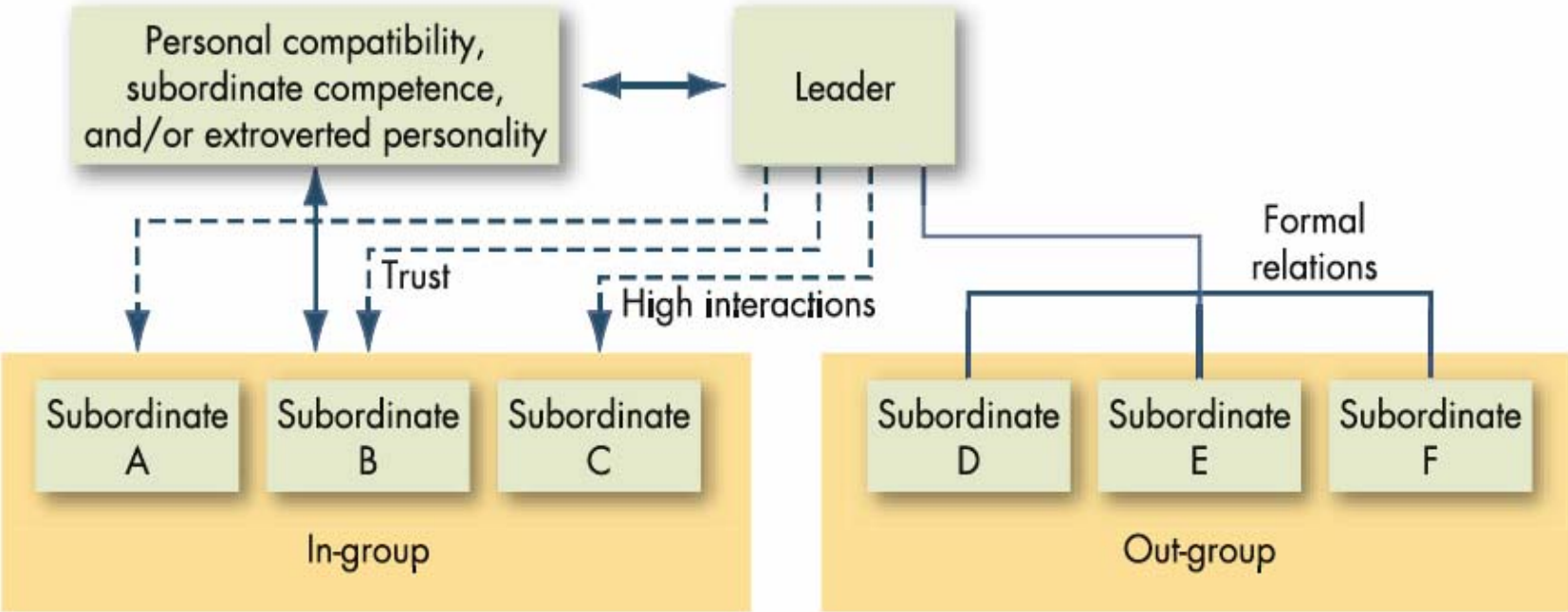

EXHIBIT 12–3

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Path-Goal Theory

➢Premise

- Leader must help followers attain goals and reduce roadblocks to success
- Leaders must change behaviors to fit the situation (environmental contingencies and subordinate contingencies)

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Path-Goal Theory

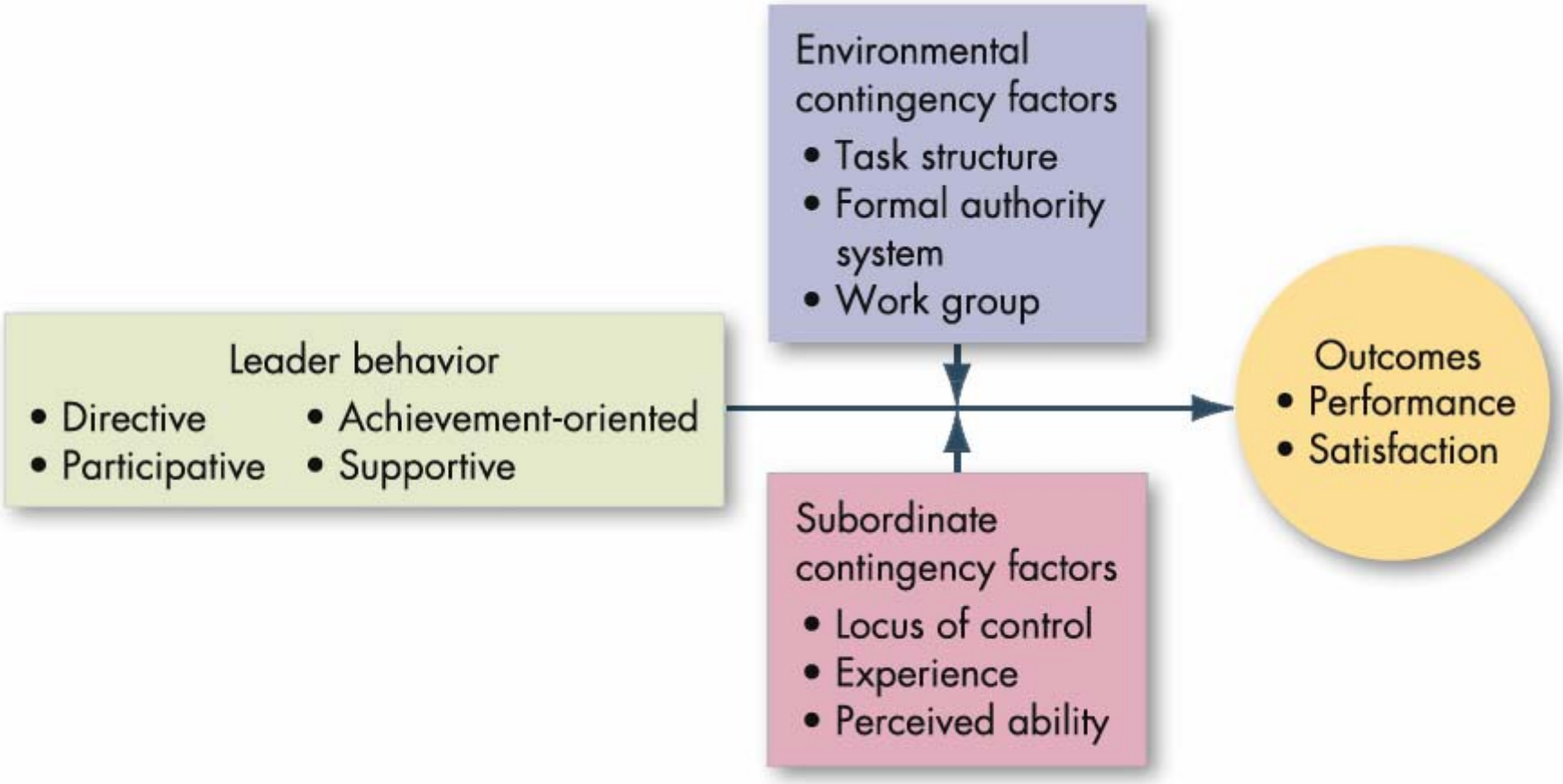

EXHIBIT 12–4

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Leader-Participation Model

➢ Premise

- Rule-based decision tree to guide leaders about when and when not to include subordinate participation in decision making
- Considers 12 contingency variables to consider whether or not to include subordinates in decision making

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Contingency Variables in the Revised Leader-Participation Model

1. Importance of the decision
2. Importance of obtaining follower commitment to the decision
3. Whether the leader has sufficient information to make a good decision
4. How well structured the problem is
5. Whether an autocratic decision would receive follower commitment
6. Whether followers “buy into” the organization’s goals
7. Whether there is likely to be conflict among followers over solution alternatives
8. Whether followers have the necessary information to make a good decision
9. Time constraints on the leader that may limit follower involvement
10. Whether costs to bring geographically dispersed members together is justified
11. Importance to the leader of minimizing the time it takes to make the decision
12. Importance of using participation as a tool for developing follower decision skills

EXHIBIT 12–5

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Chapter Check-up: Leadership

Which leadership theory(ies) say(s) that a leader cannot be trained?

- Ohio State Model
- Fiedler's Contingency Theory
- University of Michigan Studies
- Path Goal Theory
- All of the above

Chapter Check-up: Leadership

Which leadership theory(ies) say(s) that a leader cannot be trained?

- Ohio State Model
- Fiedler's Contingency Theory
- University of Michigan Studies
- Path Goal Theory
- All of the above

Fielder's Contingency Theory is the only one that says a leader's style is fixed and cannot be trained. But what do all of the theories have in common?

Chapter Check-up: Leadership

What one theory discussed in this chapter could readily explain how leaders often act towards their followers in “Boot Camp” and why it may be very effective?

Hersey and Blanchard’s Situational Leadership Theory explains that when followers are unwilling and unable, as many newly enlisted Boot Camp attendees are, the leader should be highly focused on providing task-based behaviors and not relationship-based behaviors.