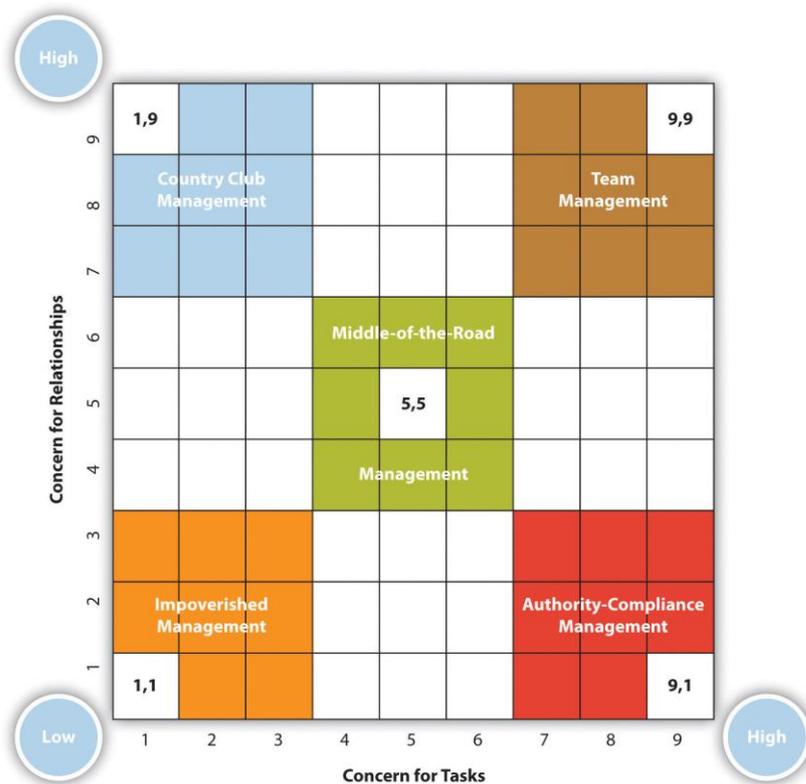


## MGC22230:

### Week 7: Leadership Excellence

- Leadership trait theories
  - There is a set of traits associated with being a good leader
    - Distal traits
      - Personality
      - Motives and values
      - Cognitive abilities
    - Proximal attributes
      - Social appraisal skills
      - Problem solving skills
      - Expertise/tactic knowledge
    - There might be biological and neurological processes that explain leadership emergence and effectiveness
- Leader categorisation theory
  - We categorise individuals with characteristics similar to the leader prototype as leaders and those with opposite characteristics as non-leaders
    - Prototypes of leaders
      - White males
      - Exercising great influence
      - Asking subordinates to work harder
      - Talking down frequently
- Social identity theory of leadership
  - Group prototype
    - The impression of individuals most representative of group values and behaviours
      - Can be different of others' stereotype of the group
    - Resembling group prototype benefits of a leader
      - Prototypical employees are more likely to be promoted as employees
      - Leaders are seen as more effective, suitable, charismatic, and persuasive



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- Black and Mouton's Managerial Grid
  - o An effective leader needs to balance two aspects of leadership:
    - Concern for relationship
      - Emphasises interpersonal relationship quality
    - Concern for task
      - Emphasizes the technical aspects of the job
- Hersey and Blanchard's situational theory of leadership
  - o A leader should use the appropriate approach based on a subordinate's readiness
    - Similar to parenting styles at different stages of child development
- Leader member exchange
  - o Leadership occurs when leaders and followers are able to develop effective relationships and partnerships with effective influence and resource benefits
- Transformational leadership
  - o Five dimensions
    - Idealised influence attributes: leader traits that show confidence, power, purpose and ethics
    - Idealised influence behaviours, leader behaviours centred on values and a sense of mission
    - Inspirational motivation, energizing with an optimistic future and idealised vision
    - Intellectual stimulation, appealing to follower's sense of logic
    - Individualised consideration, supporting followers' individual needs and allowing them to self-actualise
- Servant leadership
  - o A leadership approach that focuses on making positive impacts in followers' growth and wellbeing
    - Main dimensions
      - Altruism

- Authenticity
  - Intimacy
  - Morality
  - Spirituality
  - Transformation
- Ethical leadership
    - Moral manager
      - Communicate messages on ethics and values
      - Visibly and intentionally role model ethical behaviour
      - Manage followers' ethical behaviour with rewards and discipline
  - Destructive leadership
    - Systematic and repeated leader behaviours that
      - Violate the legitimate interest of the organisation
      - Undermine the organisation's goals, tasks, and resources
      - Sabotage subordinates' effectiveness, motivation and well being

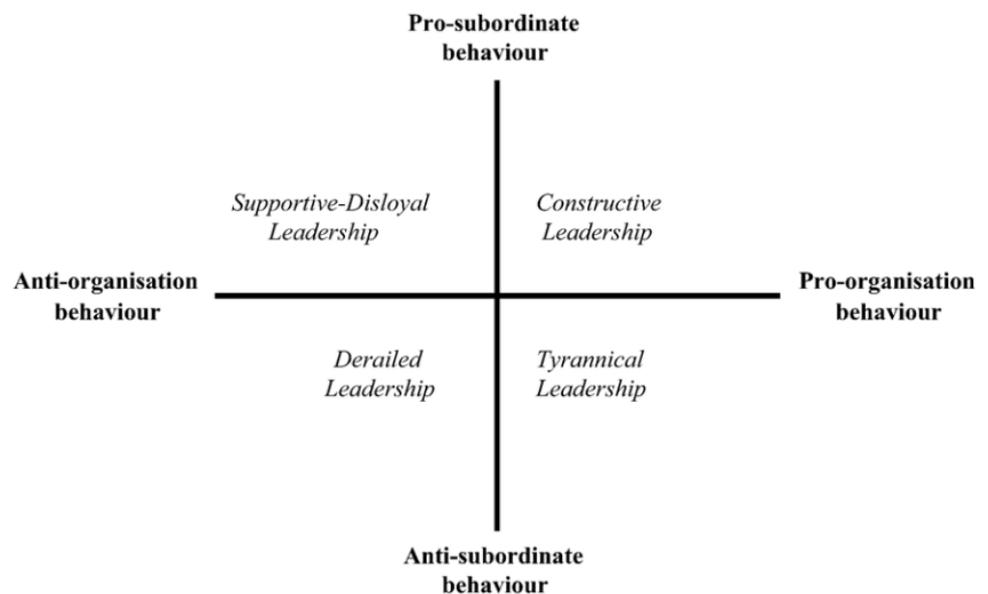


Fig. 1. A model of destructive and constructive leadership behaviour.

- Consequences of destructive leadership
  - Organisation-related outcomes
    - Increased counter-productive behaviour
    - Reduced organisational justice perception
  - Leader-related outcomes
    - Increased resistance
    - Reduced trust
  - Follower-related outcomes
    - Increased stress and negative emotions
    - Reduced well-being, satisfaction and commitment
- Narcissistic leadership
  - A leader whose actions are principally motivated by their own egomaniacal needs and beliefs, superseding the needs and interest of the organisation
    - Might be effective to an extent, Trump

- Abusive supervision
  - o The extent to which supervisors engage in the sustained display of hostile verbal and non-verbal behaviours, excluding physical contact
    - Subordinates who experience abusive supervision tend to exhibit
      - Voluntary turnover
      - Low job satisfaction
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Week	Multi Choice Questions (5)	Answer	Short Answer Question (3)	Answer
1	Which of these is NOT one of the Big 5 Personality Traits? a. Extraversion b. Agreeableness c. Introversion d. Conscientiousness	C	Outline the difference between Narcissism and Machiavellianism.	Narcissism refers to the tendency of someone to be arrogant, require excessive admiration and have a sense of entitlement. Narcissists tend to believe they are great leaders, however their colleagues tend to disagree with this. Whereas Machiavellianism refers to the tendency to engage in social conducts that involve manipulating others for personal gain, often against the other's self-interest.
	Choose the best definition for humility a. willingness to view oneself accurately and an ability to appreciate other's strengths & contribution b. willingness to be open about self-doubts, fears and questions c. the reliability of an individual d. tendency to be boastful and proud	A	What are the 5 big personality traits of the OCEAN framework? What are the extremes of these traits?	Openness to experience - curious VS unimaginative Conscientiousness - responsible VS careless Extraversion - sociable VS shy Agreeableness - cooperative VS rude Neuroticism - confident VS anxious
	Which of the following is NOT a top value of Australian Managers? a. Benevolence b. Compassion c. Security d. Self-direction	B	What distinguishes Type A and Type B personalities?	Type A personality move, walks and eats rapidly, often impatient, multitasks, dislike leisure time, obsessed with numbers, want to achieve more, act

				<p>quickly and measure success in how many or how much of everything acquired</p> <p>Type B personality never suffers from a sense of time urgency, does not need to display or discuss achievements or accomplishments, plays for fun and relaxation, not to win and can relax without guilt</p>
	<p>Which term describes the extent to which people believe they have power over events in their lives?</p> <p>a. Self-monitoring</p> <p>b. Internal factors</p> <p>c. Machiavellianism</p> <p>d. Locus of Control</p>	D		
	<p>Which of the following terms and definitions are correct?</p> <p>a. Narcissism- tendency to be humble</p> <p>b. Personal crucible - a transformable experience through which an individual clarifies their crucial personal values</p> <p>c. Self-monitoring - the extent an individual modifies their appearance to suit the social situation</p> <p>d. Unique traits -the characteristics that people have in common</p>	B		
2	<p>What is emotional intelligence?</p> <p>a. An individual's ability to understand emotions</p> <p>b. An individual's ability to perceive emotions</p> <p>c. An individual's ability to manage and use emotions</p> <p>d. All of the above</p>	D	<p>What are the main differences between face acting, and deep acting?</p>	<p>Face acting involves manipulating expression without feeling the emotion, and has negative interpersonal consequences. Deep acting involves mentally visualising the situation to activate the emotion to express it naturally,</p>

				and has positive interpersonal consequences.
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