

Week 4- managing leading, coaching and motivating

Definitions

- Leadership= the process of directing, controlling, motivating and inspiring staff towards the realisation of stated organisational goals
- Katz and Kahn's definition of leadership: the attribute of a position, as the characteristics of a person, and as a character of behaviour. Leadership is a relational concept implying 2 terms: the influencing agent and the persons influenced

Traditional/ classical approaches

Trait theory

- Common assumption of the existence of certain measurable internal characteristics unique to leaders
- A quality or characteristics belonging to a person
- E.g. physical features, demographic variable such as age, gender, height, ethnicity
- Trait leaders have the following traits
 - o Underlying drive for achievement
 - o Honesty and integrity
 - o Ability to share with and motivate people towards common goals
 - o Characterised by confidence, intelligence, business savvy, creativity, adaptability
- Limitations of trait approaches
 - o No research support-->studies failed to identify specific traits predicting leadership
 - o Most traits are made important through social norms and cultures (in Aus CEOs are commonly male, white, privately educated)

Behavioural theory

- Focus on observable behaviours seeking to identify how leaders act
- Assumes leadership can be learned
 - o Technical skills: know how, task/production centred knowledge for operating things
 - o Human skills: know what, employee centres, emotional intelligence, perspective taking
 - o Conceptual skills: know why, strategy centred, macro concerns, informed by evidence and reason

3 typical leadership styles

- Autocratic: my way or the high way
 - o Poor work satisfaction, average or superior performance
- Democratic: do this as we decide deliberatively
 - o High work satisfaction and engagement, average or superior performance
 - o Most effective
- Laissez faire: no direction, do your own thing
 - o Poor work satisfaction and performance

Limits of behavioural approaches by financial services royal commission

- Large banks were the subject of most case studies featuring in the commission hearings and received the most criticism from the Commission

- Each of the major banks (other than Westpac) has been referred to regulatory authorities to consider whether criminal prosecution is warranted

Contemporary approaches

- Leadership needs to be situational- but there are many situations of leadership and folly embodied in the same person
- Contingency and situational theories: emphasises contextual factors outside of the leader as key to a leader's effectiveness

Transactional leadership

- Interactions between people are viewed as transactions--->where reward and punishment are measured out in relation to the completion of a task or project
- Transactional leaders adhere to organisational policies, values and visions and are strong on planning, budgeting and meeting schedules

Transformational leadership

- The ideal people to have during major organisational change because they have the visionary component of the charismatic leader, but also have staying power and provide energy and support throughout the change process

Postmodern servant leadership

- S (servant): leader is the servant to the network. Leader serves people and people serve customers
- E (empowers): leader empowers participation in social and economic democracy
- R (recounters of stories): leader tells stories about the organisation's history, heroes and future
- V (visionary): leaders without vision offer nothing. Visionary leaders should articulate a clear concept of what it is that followers are already committed to and believe in
- A (androgynous): no gender, the leader but be able to speak in both male and female voices
- N (networker): leader manages the transformation and configuration of the diverse network of teams spanning suppliers to customers
- T (team builder): leader mobilises, leader and dispatches a web of autonomous team

Coaching

- =process of developing a person's own knowledge and skill set in order to improved on-the-job performance
- Doesn't direct people-->develop the individual's knowledge and skills
- Relies on non-directive questioning, developing trust, empathy, goal setting, encouraging, training
- Doesn't provide solutions but poses questions that the person being monitored should be able to solve themselves

Coaching competencies

- Trust building
- Empathy
- Active listening
- Influence tactics
- Set goals
- Monitor performance
- Feedback
- Encourage positive actions
- Discourage negative actions

Leaders as coaches and mentors

- Coaching= process of developing and enhancing employees job competencies and capabilities through constructive suggestions and encouragement
- Mentoring= process of passing on the job expertise, skills and knowledge in order to develop a protégé

Motivation

- =psychological processes that drive behaviour towards the attainment or avoidance of some object
- Leadership involves working out what motivates people in a team

Different assumptions about human nature

- Theory X: managerial orientation that views employees as lazy, self-interested, requiring control and coordination
- Theory Y: managerial orientation that views employees as motivated by feelings of self-worth, seek autonomy, fulfilment and meaningfulness at work

Intrinsic and extrinsic motivation

- Factors such as self-expression, interest and enjoyment drive intrinsic motivation
- Factors such as the promise of reward or threat of punishment drive extrinsic motivation

Positive psychology

Authentic leadership

- Based on transparency and trust
- Builds opportunities for others to develop their self
- Enhances performance by giving discretionary powers to others
- Believes developing others develops the organisation
- Builds PsyCap
- PsyCap= individuals positive psychological state of development characterised by:
 1. Efficacy: Having confidence to take on and put in the necessary effort to success to challenging tasks
 2. Optimism: making positive attribution about succeeding now and in the future
 3. Hope: persevering toward goals and, when necessary redirecting paths to goals in order to success
 4. Resilience: sustaining and bounding back from adversity, going beyond the previous state, and even beyond to attain success

10 tests of virtue

1. Family perspective test: can I feel proud to tell family and friends that I have made this decision?
2. Congruence test: is this decision or action congruent with my values?
3. Cost-benefit test: does a benefit for some cause a cost for others?
4. Dignity test: are the dignity and humanity of other preserved?
5. Equity test: are the rights of the disadvantaged given consideration?
6. Front page test: would I feel comfortable reading about this on the front pages?
7. Golden rule test: would I be willing to be treated in the same way?
8. Personal gain test: does personal gain cloud my judgement?
9. Procedural justice test: do the procedures stand up to scrutiny by all affected?
10. The sleep test: can I sleep with the decision I made