4. Leadership

- The process of directing, controlling, motivating and inspiring staff towards the realisation of stated organisational goals.
- A leader leads people as a ruler, inspires as a motivator, and facilitates or guides them as a coach and mentor.

Leadership vs. Management

- Management identifies responsibilities for maintaining the division and coordination of tasks, often through the development of a hierarchy to regulate the allocation and flow of work.
- Leadership is concerned less with allocating work tasks than with energising staff with a sense of direction and commitment. It promotes a collective sense of purpose to which members of the organisation commit their 'hearts and minds'.

Traditional Theories
Trait Theory: 'Great Man Theory'

- Common assumption of the existence of certain measurable internal characteristics unique to leaders.
- During WWI, army psychologists sought a new method of officer selection, identifying leadership traits based upon various characteristics:
  - Physical (height, weight, appearance, energy)
  - Personality (dominance, extroversion, originality)
  - Skills and abilities (intelligence, knowledge, technical competence)
  - Social functions (interpersonal skills, sociability, socioeconomic position)

Limitations of Trait Approaches

- If true - there is no sense in teaching leadership - 'leaders are born, not made'
- Not supported by research - studies have failed to identify specific traits that predict leadership positions
- Most traits are made important through social norms and culture (in Australia, most CEOs are male, white, well educated and from rich families)

Behavioural Theories

- Focus on observable behaviours seeking to identify how leaders act
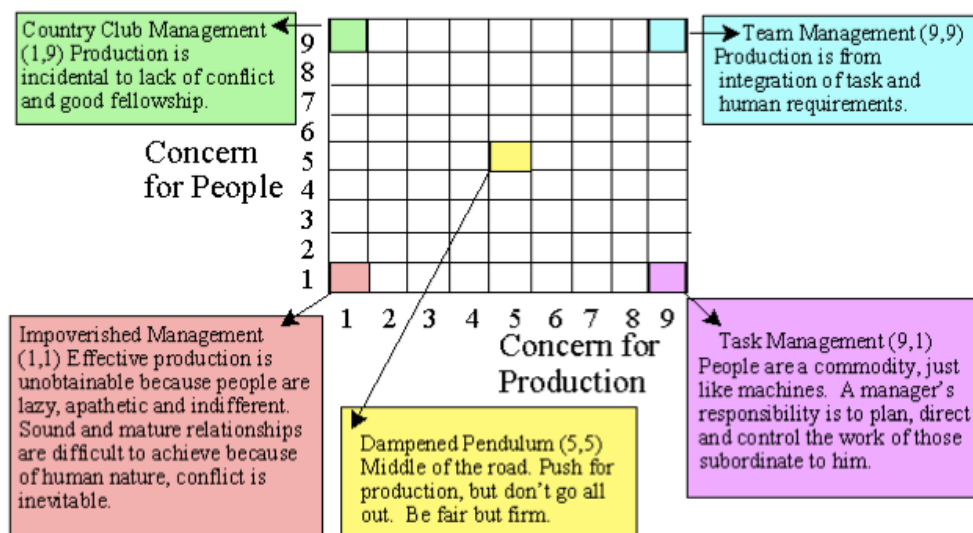- Assumes leadership can be learned

Leadership Skills

- **Technical skills** - task/production centred specialised knowledge for operating things
- **Human skills** - employee centred, emotional intelligence, perspective taking
- **Conceptual skills** - strategy centred, macro concerns

Leadership Styles

- **Autocratic** - unilateral decisions, dictate methods, limit work knowledge of goals to just the next step and give punitive feedback → poor work satisfaction, average or superior performance
- **Democratic** - involve group in decision making, let team decide methods, make goals known, use feedback for coaching → high work satisfaction and engagement, average or superior performance (most effective)
- **Laissez-faire** - give group complete freedom, provide required materials, participate only to answer questions and avoid giving feedback - in other words, do little → poor work satisfaction, poor performance

Behavioural: Leadership Grid
(Blake & Mouton 1964; Blake & McCanse 1991)

Country Club Management (1,9) Production is incidental to lack of conflict and good fellowship.

Team Management (9,9) Production is from integration of task and human requirements.

Concern for People

9
8
7
6
5
4
3
2
1

1 2 3 4 5 6 7 8 9
Concern for Production

Impoverished Management (1,1) Effective production is unobtainable because people are lazy, apathetic and indifferent. Sound and mature relationships are difficult to achieve because of human nature, conflict is inevitable.

Dampened Pendulum (5,5) Middle of the road. Push for production, but don't go all out. Be fair but firm.

Task Management (9,1) People are a commodity, just like machines. A manager's responsibility is to plan, direct and control the work of those subordinate to him.

Limitations of Behavioural Approaches

- Implies managers have outstanding skills in dealing with tasks or people
- Yet, historically, leaders have inspired others despite not having skills in these areas
- Think of a leader that inspires you, chances are they are not even alive - hard to manage people or tasks when dead.

Contingency and Situational Theories

- Emphasise contextual factors outside of the leader as key to a leader's effectiveness
- Context can make or break a leader's ability to lead

Situational Leadership Model

- A leader is expected to use the appropriate style based on the subordinates readiness and willingness to be led.