

Leading For Change

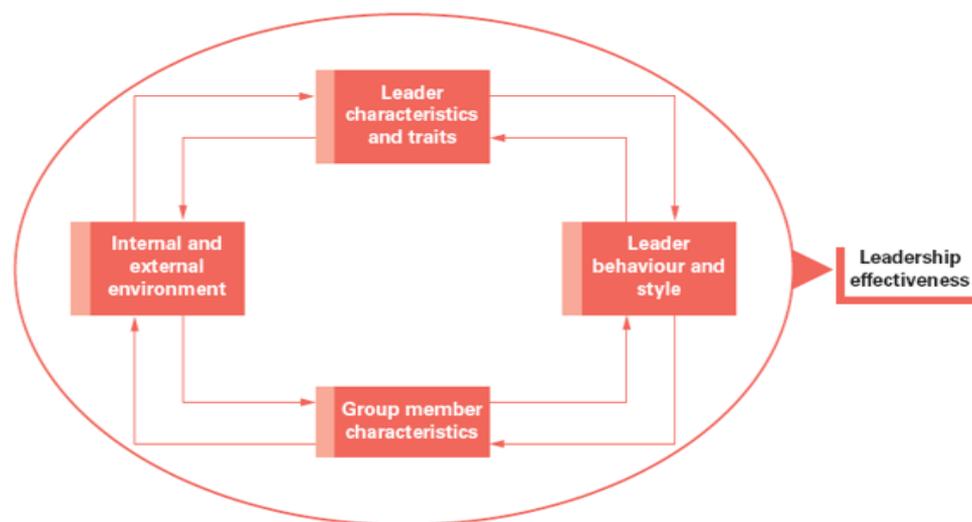
Lecture 1:

Leadership:

- No single or unique definition of leadership
- No universal formula of leadership
- “An influence relationship among leaders and followers who intend real changes that reflect their mutual purposes” (Rost,1993, p. 102).
- “Is a special case of interpersonal influence that gets an individual or group to do what the leader wants done” (Schermerhorn et al., 1997, p. 315).
- “The ability to influence people toward goal achievement” (Baird et al., 1990, p. 290).
- “Leaders are people who are able to influence the behaviours of others without having to rely on threats or other forms of force” (Barney and Griffin, 1992, p. 588).

Leadership Effectiveness:

- Dependant on a leaders personality and characteristics (High energy, self-confidence, interpersonal skills)
- The characteristics of their subordinates (Ability, self-motivation, willingness)
- Situational factors

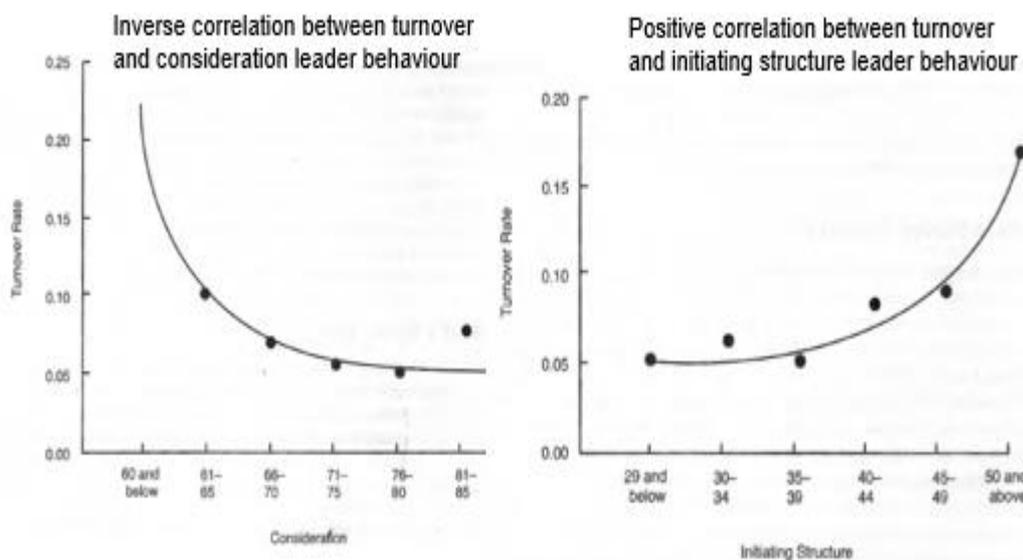


Lecture 2: Leadership Traits, Behaviours and Attributes

Key Terms:

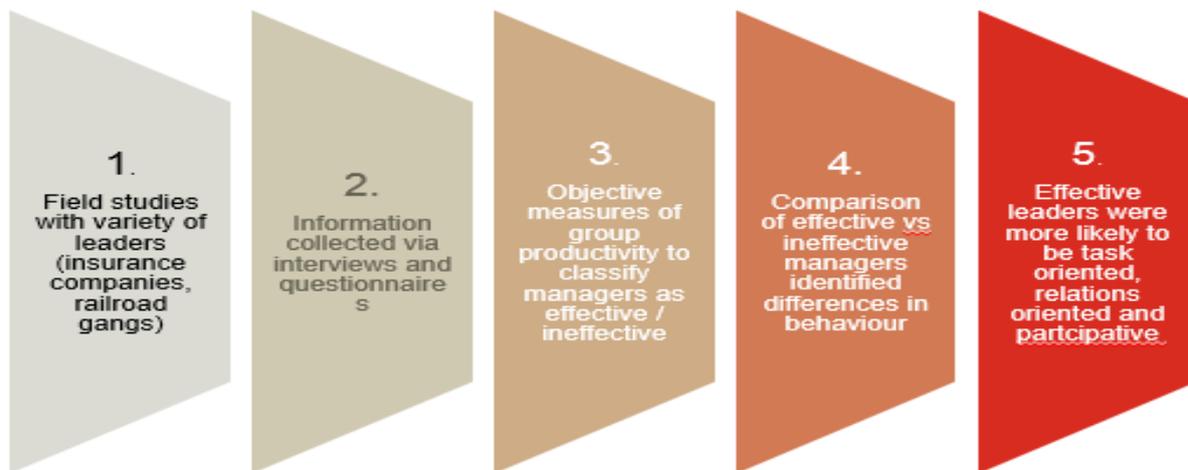
- **Leadership:** an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes.
- **Paradigm:** a shared mind-set that represents a fundamental way of thinking about, perceiving, and understanding the world.
- **Management:** the attainment of organizational goals in an effective and efficient manner through planning, organizing, staffing, directing, and controlling organizational resources.
- **Vision:** a picture of an ambitious, desirable future for the organization or team.
- **Position power:** a written, spoken, or implied contract wherein people accept either a superior or subordinate role and see the use of coercive as well as noncoercive behavior as an acceptable way to achieve desired results.
- **Learning leader:** open to learning and change and encourages the growth and development of others.

Early Findings on Leader Behaviour (Ohio State University)



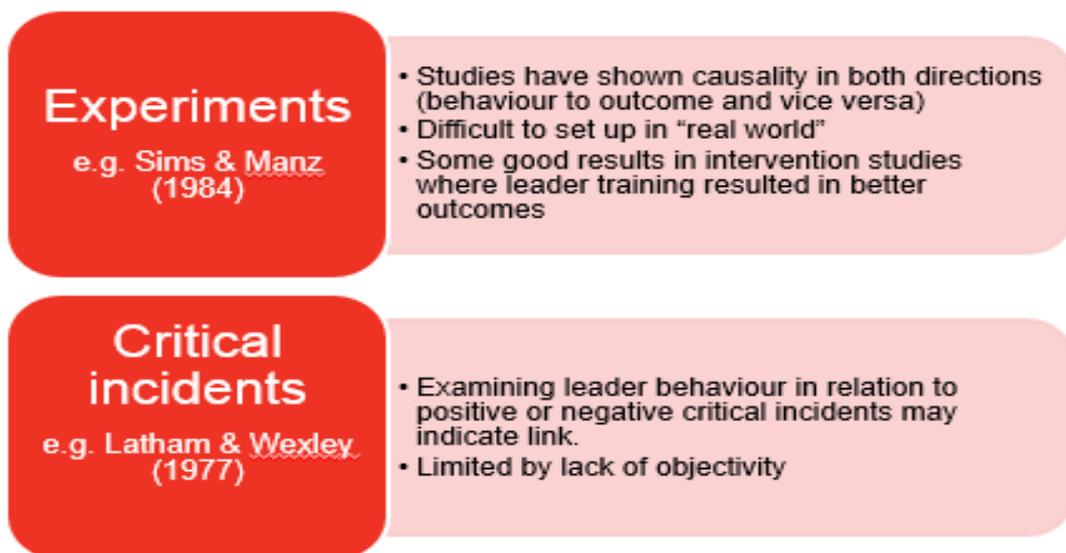
- **Consideration Leader:** Has concern for employees, interpersonal relationships and acts in a friendly and supporting manner.
- **Initiating Structure Leader:** Has concern for completing tasks, defined leadership and employee role and focuses on goal achievement.

Early Findings on Leader Behaviour (University of Michigan)



- Task orientated functions: Planning, scheduling, ensuring resources and setting goals
- Relations orientated: Showing trust and confidence in employees and keeping them feeling valued and informed.
- Participative Oriented: Group supervision, conflict resolution and group decision making.

Other Research Methods:



Latham, G.P., & Wexley, K.N., (1977) behavioural observation scales for performance appraisal purposes. *Personal psychology* 30, 255-268

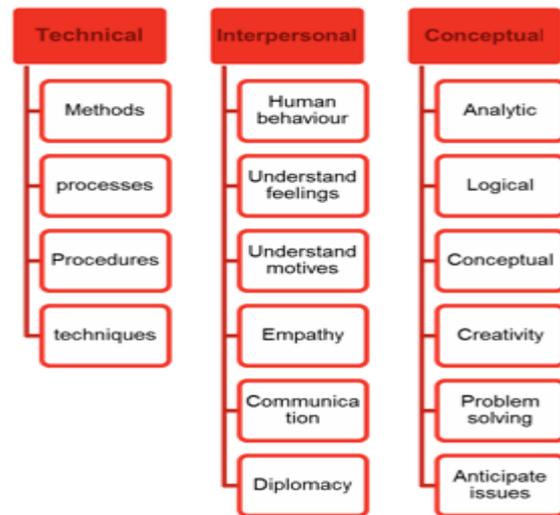
Sims, H.P., & Manz, C.C., (1984) *Observing leader verbal behaviour: Towards reciprocal determinism in leadership theory.* *J Applied Psychology*, 69, 222-232

Behaviours that enhance leadership:

- Task: Planning, clarifying and monitoring
- Relations: Supporting, developing and recognising
- Change/Adaptive: Understanding the environment, adapting to it and implementing change.

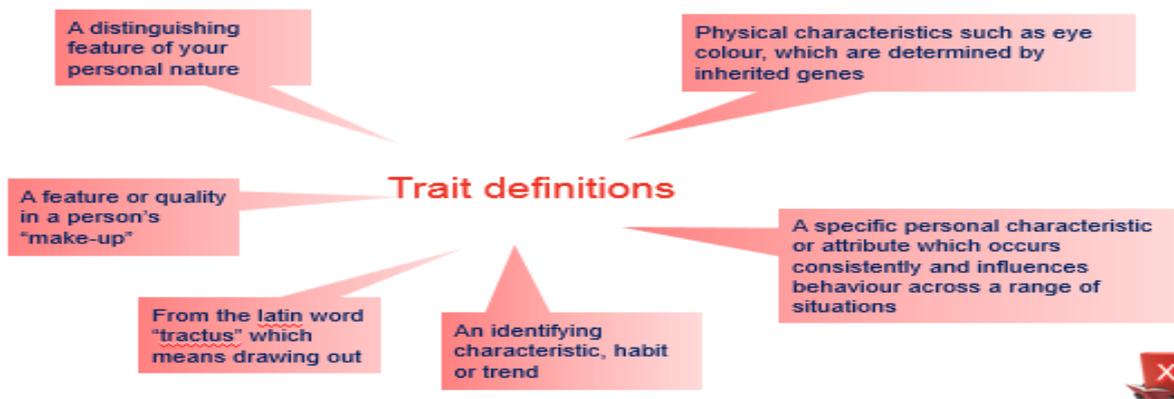
Leadership Skills:

- A skill is the ability to do something in an effective manner.
- People who possess certain skills make more effective leaders



Leadership Traits:

- People who possess certain traits make more effective leaders



Early Research: Stogdill 1974, Yukl & Kirkpatrick and Locke (1991)

- Stogdill argued that there was still no evidence of universal leadership traits"
- Yukl on the other hand organised relevant aspects of personality for effective leadership by managers in large organisations into 8 aspects of personality
 1. High energy levels and stress tolerance
 2. Self confidence
 3. Internal locus of control orientation
 4. Emotional maturity
 5. Personal integrity
 6. Socialised power motive
 7. Moderately high achievement orientation
 8. Low need for affiliation

- Kirkpatrick described these leadership traits:
 - Drive
 - Desire to lead
 - Honesty
 - Integrity
 - Self-confidence
 - Cognitive ability
 - Knowledge of the business

Later Research:

- Suggested grouping traits into larger broad categories, for example the big 5 personality traits.

| Big Five Personality Traits | Specific Traits |
|-----------------------------|--|
| <u>Surgency</u> | Extroversion (outgoing) Energy/Activity level Need for power (assertive) |
| Conscientiousness | Dependability Personal integrity Need for achievement |
| Agreeableness | Cheerful and optimistic Nurturance (sympathetic, helpful) Need for affiliation |
| Adjustment | Emotional stability Self-esteem Self-control |
| <u>Intellectance</u> | Curious and inquisitive Open-minded Learning oriented |

- Reviews of literature confirm that a leader with certain traits could be effective in one situation but ineffective in a different situation
- 2 leaders with different patterns of traits could be successful in the same situation
- The main conclusion is that leadership skills have to be relevant to the situation

