

BUSM4177 LEADING FOR CHANGE

COMPLETE REVISION NOTES

- Topic 1 - Course Introduction
- Topic 2 - Leadership traits, behaviours and attributes
- Topic 3 - Contingency and Situational Leadership
- Topic 4 - Charismatic and Transformational leadership
- Topic 5 - Leadership power and influence
- Topic 6 - Leadership and Ethics
- Topic 7 - Leading Team
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- Topic 9 - International and Culturally diverse aspects of Leadership
- Topic 10 - Change Leadership
- Topic 11 – Guest Speaker OR Leadership Discussion
- Topic 12 - Course Review/Exam information

Semester 1 2016

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.

Key topics:

Why Task and Relationship oriented leadership behaviours are important for leadership effectiveness

- **Relationship-oriented Behaviour:** want to be liked by and to get along well with their subordinates.
 - Also called **High LPC leaders** because they tend to describe their LPC in relatively positive terms.

Relationship oriented Leaders

A relationship oriented leader understands the importance of tasks, but also places a tremendous amount of time and focus on meeting the needs of everyone involved in the assignment. This may involve offering incentives like bonuses, providing mediation to deal with workplace or classroom conflicts, spending individual time with employees to learn their strengths and weaknesses, offering above-average financial compensation, or just leading in a personable or encouraging manner.

Relationship oriented Leadership Benefits

The relationship oriented leader understands that productivity is paramount in meeting goals and succeeding, whether in a business environment or otherwise. Likewise, the relational-oriented leader understands that building positive productivity requires a positive environment where individuals feel driven. Personal conflicts, dissatisfaction with a job, resentment and even boredom can severely drive down productivity, so the relational-oriented leader puts people first to ensure that such problems stay at a minimum.

- **Task-oriented Behaviour:** want their subordinates to perform at a high level and accomplish all of their assigned tasks.
 - Also called **Low LPC leaders** because they tend to describe their LPC in relatively negative terms.

Task-Oriented Leaders

A task-oriented leader is one who focuses on the task or series of tasks at hand, as well as all procedures necessary to achieve the task. A task-oriented leader is less concerned with the idea of catering to employees, and more concerned with finding technical, step-by-step solutions for meeting specific goals. In other words, a task-oriented leader might ask "What steps can we take to meet our quarterly financial goals?" as opposed to asking "How can we build the kind of employee productivity that brings about success within the company?"

Task-Oriented Leadership Benefits

A task-oriented leader is highly logical and analytical, and has a strong understanding of how to get the job done by focusing on the necessary workplace procedures. A task-oriented leader understands that a major task can involve numerous smaller tasks and can delegate work accordingly in order to ensure that everything gets done in a timely and productive manner.