Leadership

1

What will we cover?

- Defining Leadership
- Leadership vs Management
- Leadership Approaches
- Leadership Styles

2

Activity: What makes a good leader?

- Consider, what makes a good leader? Make a note of your thoughts whilst we go through this material.

3

Why study Leadership?

4

Why study leadership?

- Leadership is an inherently interesting subject for many people.

- It can bring to mind images of strong, powerful, dynamic individuals who lead armies, direct large corporations and run individual nations.

- It can appear to be quite a mysterious process and touches the lives of everyone at some point e.g. at work, at home, at a political level

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Why study leadership?

- Historically, the outcomes of many events are often attributed to the ways in which individuals, groups, teams and organisations were led.

- Despite this, it is often less clear how events were caused and how much influence the leader really had.

BBC NEWS

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Airport decision delay a failure of leadership, says CBI

8 December 2015 | Business

Delays to a decision on London's airport expansion are a "failure of leadership", the CBI business lobby group has told the BBC.
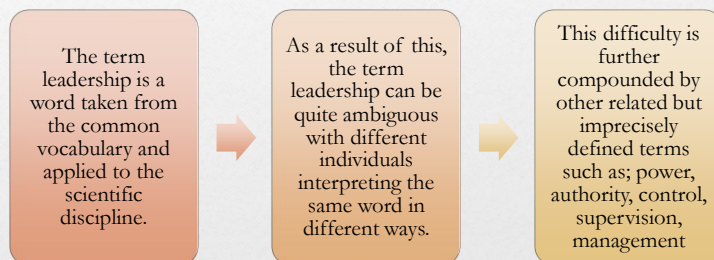
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Interesting questions raised by studying leadership

- Why are some people able to inspire such commitment and dedication to their cause? (e.g. Ghandi)

- How did certain leaders create vast empires? (e.g. Alexander the Great)

- Why do previously undistinguished individuals rise to positions of great power (e.g. Adolf Hitler)

- Why are certain leaders suddenly deposed despite apparent power and successful accomplishments (e.g. Winston Churchill)

- Why do certain leaders have followers who are willing to sacrifice their lives whilst others have followers who conspire to murder them (e.g. Julius Ceasar)
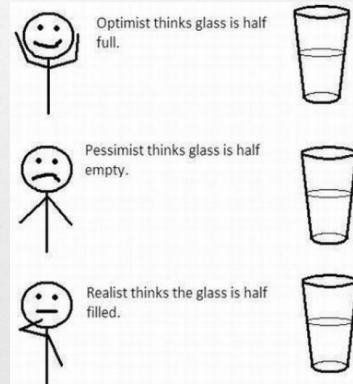
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Difficulties in defining Leadership

The term leadership is a word taken from the common vocabulary and applied to the scientific discipline.	As a result of this, the term leadership can be quite ambiguous with different individuals interpreting the same word in different ways.	This difficulty is further compounded by other related but imprecisely defined terms such as; power, authority, control, supervision, management

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What does this mean for research?

- Researchers tend to define leadership based upon their own individual understanding and interpretation of the term.

- After a systematic review of the literature Stogdill (1974) concluded 'there are almost as many definitions of leadership as there are persons who have attempted to define the concept'.

Optimist thinks glass is half full.

Pessimist thinks glass is half empty.

Realist thinks the glass is half filled.

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How would you define Leadership?

- Go back to the notes you made earlier

- Let's look at a selection of different definitions from the literature and see if they link

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Definitions of Leadership

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Leadership is…

..the behaviour of an individual…directing the activities of a group toward a shared goal (Coons and Hemphill, 1957)	…about articulating visions, embodying values and creating an environment in which things can be accomplished (Engle and Richards, 1986)	…the ability of an individual to influence, motivate and enable others to contribute towards the effectiveness of an organisation (Fiol, Harris and House, 1999)	…the process of making sense of what people are doing together so that people will understand and be committed (Drath and Pallus, 1994)

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Leadership is…

- "Leadership is taking people to places they've never been before." (Leadership - Kane Wound Care, 2021)
- "Leadership is the process of influencing the activities of an organized group toward goal achievement." (Behling and Rauch, 1985)
- "The leader is one who mobilizes others toward a goal shared by leaders and followers. Leaders, followers, and goals make up the three equally necessary supports for leadership." (Lettieri, 1995)
- "Great leaders rally people to a better future." (Buckingham, 2005)

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Leadership is…

- "The fundamental purpose of leadership is to produce useful change, especially non-incremental change." (Kotter, 2009)
- "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal." (Northouse, 2016)
- "Leadership is successfully creating positive change for the common good." (Sorensen, Traynor and Janke, 2010)
- "Great leaders drive change." (Alvi, 2017)
- "To make things better" (Summerfield, 2014)

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Does it matter that there are different definitions?

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Differing Perspectives

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Is Leadership a formal role or socially constructed?

- One distinction that has been made within the leadership literature is whether a 'leader' is a specialised role or whether it is a social process.

- Let's take a look at these now…

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Specialised Role

VS.

Social Process

18

Specialised Role

- Suggests that all groups have specialised roles & that responsibilities can't be shared too widely without compromising the effectiveness of the group.

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Social Process

- Leadership functions can be carried out by different people and can be exhibited by both formally and informally selected leaders. Important decisions are made through an interactive process amongst many people who all influence each other.

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A social example of leadership emergence

- https://www.youtube.com/watch?v=bvAfZqDew88

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Leadership vs Management

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Leadership and/or management?

01
There is continuing controversy over the exact differences between leadership and management.

02
It is possible that a person can be a leader without being a manager. It is equally possible that a person can be a manager without being a leader.

03
Some job roles are called managers where the person has no direct reports e.g. manager of financial accounts.

04
However, most people agree that leadership and management are not equivalent. It is the degree of overlap between the two constructs that is often contested.

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Saying that…

- Such researchers view managers and leaders as being two qualitatively, and fundamentally, different concepts.

- Managers value stability, order and efficiency.

- Leaders value flexibility, innovation, and adaptation.

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Difficulties with this viewpoint

- Empirical research does not tend to support the idea that individuals can be sorted neatly into two separate and distinct categories.

- Many people have the word manager in their job title, such stereotypes can provide an incorrect reflection of the person's capabilities as a leader.

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Organisations need both…

- Kotter (1990) argued that managers seek to produce order and predictability whilst leaders seek to produce organisational change.

- Both are essential in successful organisations, but problems occur when an appropriate balance is not maintained.

- Too much emphasis on managing can lead to unnecessary bureaucracy and risk aversion.

- Too much emphasis on leading can disrupt order and lead to change that is impractical

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Organisations need both…

- Kotter argued that the amount of managing and leading required is partly dictated by the situation.
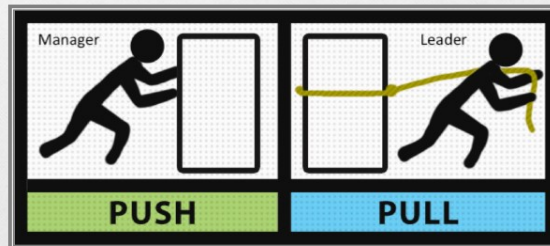
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- So with all of these different viewpoints, how exactly am I meant to navigate the literature?

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Organising the Leadership Literature

- There is a vast variety of different perspectives and viewpoints on what leadership actually is.

- One way in which structure can be added to the literature pool is by grouping studies together in terms of which variable they emphasise the most.

- Characteristics of the leader, characteristics of the followers and characteristics of the situation.

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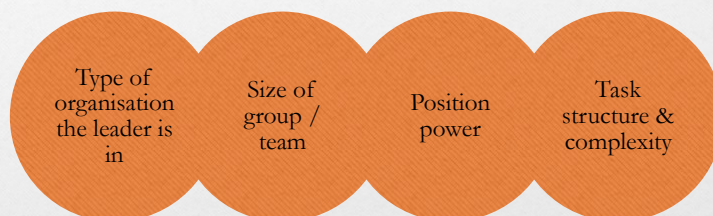## Example variables: Characteristic of the Leader

Traits e.g. personality

Skills & expertise

Leadership behaviours

Values

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Example variables: Characteristic of the Followers

Traits e.g. needs, values

Task commitment

Identification with the leader

Trust

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Example variables: Characteristic of the Situation

Type of organisation the leader is in

Size of group / team

Position power

Task structure & complexity

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Organising the literature Part 2:
The Five Branch Approach

Trait Approaches → Behavioural Approaches → Power-Influence Approaches

Situational Approaches → Integrative Approaches
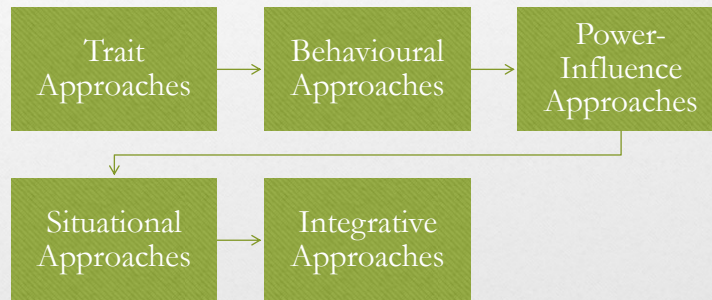
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Trait Approaches

CONGRATULATIONS!

IT'S A LEADER!

- Historically, one of the first formal approaches to studying leadership.

- Underlying assumption that some people are born to be natural leaders.

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Trait Approaches

A large amount of research was conducting using the trait approach between the 1930's and the 1940's.

One reason for this is that the studies often only sought direct correlations between leadership and a criterion variable, without considering the effects of potential moderators
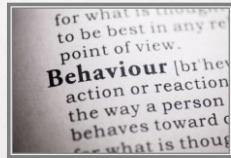
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Behavioural Approaches

The behavioural approach started to emerge around the 1950's.

The behavioural approach shifted the focus away from who the leader is to what they actually do.

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Behavioural Approaches

- Typically, descriptive data is collected in this approach such as diaries, observation and job description questionnaires.

- Introduced the idea that leadership behaviours can be taught.

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Power-Influence Approaches

 Power-Influence studies aim to explore the influence processes between leaders and their followers.

 In a similar vein to trait and behavioural approaches, it is often leader-centred in its perspective.

 This approach aims to determine the amount and type of power possessed by leaders and how they exercise it.

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Power-Influence Approaches

- Quite often, questionnaire studies are used linking power to criterion measures of effectiveness.

- Influence tactics are also explored, with the use of different tactics being compared in terms of how effective they were in getting the followers to do what the leader wanted.

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Situational Approaches

- Emphasises the importance of contextual factors which influence leadership and leadership effectiveness.

- Example variables include those discussed previously; type of organisation, the nature of the task and the external environment.

- There are two key sub-branches;
    - The extent to which leadership processes are similar across different situations.
    - To identify how characteristics are differentially important across situations.

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Integrative Approaches

- Combines more than one approach.

- It is still quite rare to see research that includes all of them.

- This is largely due to the scope and complexity of conducting such studies.

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Leadership Styles

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What are Leadership Styles?

- There are as many approaches to leadership as there are leaders.

- Different Categories

- These categorisations tend to be referred to as leadership styles.

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Example of Leadership Styles

Autocratic, Laissez-Faire, Democratic (Lewin, 1930)

Impoverished, country club, authoritarian, middle of the road, team management (Blake-Mouton, 1964)

Visionary, coaching, affiliative, democratic, pace setting, commanding (Goleman, 2002)

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Autocratic Leaders

- Make decisions without consulting their team members, even if their input would be useful.

- However, this style can be demoralizing.

- Can lead to high levels of absenteeism and staff turnover.

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Democratic Leaders

- Make the final decisions, but they include team members in the decision-making process.

- Creativity

- Job satisfaction and high productivity.
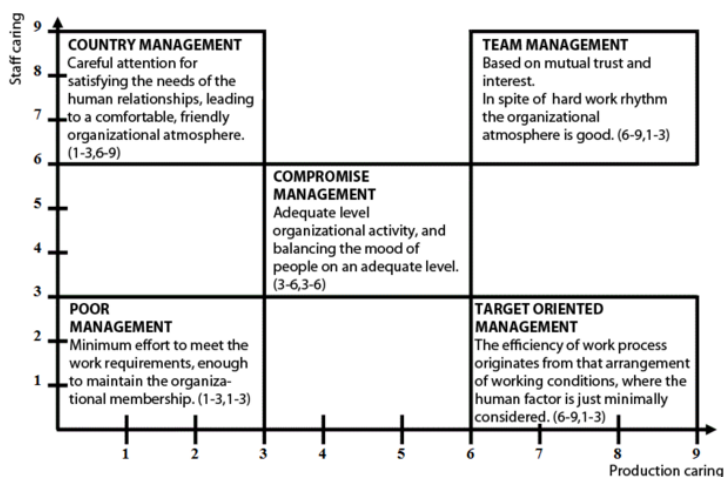
- Is it always effective?

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Laissez- Faire

- Freedom

- Support with resources and advice

- This autonomy can lead to high job satisfaction, but it can be damaging if team members don't manage their time well

- When can laissez-faire leadership occur as well?

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Blake-Mouton Grid

Staff caring (vertical axis, 1-9) / Production caring (horizontal axis, 1-9)

COUNTRY MANAGEMENT
Careful attention for satisfying the needs of the human relationships, leading to a comfortable, friendly organizational atmosphere. (1-3,6-9)

TEAM MANAGEMENT
Based on mutual trust and interest.
In spite of hard work rhythm the organizational atmosphere is good. (6-9,1-3)

COMPROMISE MANAGEMENT
Adequate level organizational activity, and balancing the mood of people on an adequate level. (3-6,3-6)

POOR MANAGEMENT
Minimum effort to meet the work requirements, enough to maintain the organiza-tional membership. (1-3,1-3)

TARGET ORIENTED MANAGEMENT
The efficiency of work process originates from that arrangement of working conditions, where the human factor is just minimally considered. (6-9,1-3)

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Goleman's Emotional Leadership

GOLEMAN'S LEADERSHIP STYLES Adapted from "Leadership That Gets Results," Goleman, D.	Commanding	Pacesetting	Democratic	Affiliative	Visionary	Coaching
The style in a phrase	Do what I tell you	Do as I do	Let's decide what to do together	Let's do what's best for everyone	Do what will help us reach our goals	How can I help you do it better?
The leader's way of working	Demands immediate compliance	Sets high standards of performance	Creates consensus through participation	Creates harmony and builds emotional bonds	Mobilises people towards a vision	Develops people for the future
Underlying emotional intelligence competencies	Achievement Initiative Self-control	Conscientiousness Achievement Initiative	Collaboration Team leadership Communication	Empathy Building relationships Communication	Self-confidence Empathy Change catalyst	Developing others Empathy Self-awareness
When the style works best	In a crisis To start a new project With problem employees	To get quick results from a highly motivated competent team	To gain acceptance or consensus To get input from valued team members	To manage splits in a team Motivation during stressful circumstances	When changes require a new vision When clear direction is needed	To help someone improve performance To develop long term strategies
Overall impact on climate	Negative	Positive	Positive	Positive	Strongly Positive	Strongly Positive

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GROUP ACTIVITY

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For next lecture…

- Find a piece literature on strategic leadership (must be a peer reviewed journal article) but can be in any context

  - Summarise the key findings, your thoughts and any aspect of the paper of the paper you agreed or disagreed with and we'll discuss them at the beginning of the lecture.

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- Definition of Leadership
- The difference between Leadership and Management
- The various Leadership Approaches
- Leadership Styles

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