**LEADERSHIP – FILL-IN-THE BLANK: SESSION 4**

**Leadership: Enhancing the Lessons of Experience 8th Edition**

**Richard L. Hughes, Robert C. Ginnett, and Gordy J. Curphy, McGraw Hill Education, New York, NY 2015 – (ISBN: 978-0-07-786240-4)**

**Chapter Nine: Motivation, Satisfaction, and Performance**

The ability to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ others is a fundamental leadership skill and has strong connections to building cohesive, goal-oriented teams and getting results through others.

Leadership behaviors, such as building relationships or \_\_\_\_\_\_\_\_\_\_\_\_\_ result in more satisfied followers.

Other leadership behaviors, such as setting goals, planning, providing feedback, and rewarding good performance – \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ – influence followers to exert higher levels of effort toward the accomplishment of group goals.

A leader’s ability to motivate followers is vitally important to both the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of the work group.

Motivation is defined as anything that provides direction, intensity, and persistence to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ concerns behaviors directed toward the organization’s mission or goals or the products and services resulting from those behaviors.

Job \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ deals with one’s attitudes or feelings about the job itself, pay, promotion, or educational opportunities, supervision, co-workers, workload, and so on.

Organizational \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ behaviors create a more supportive workplace environment.

The best leaders are those who can motivate workers to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ at a high level while maintaining an equally high level of job satisfaction.

Leaders can use many different theories and approaches to motivate followers, such as: (1) \_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_, (5) \_\_\_\_\_\_\_\_\_\_\_\_.

One way to get followers to engage in and persist with the behaviors needed to accomplish their goals is to appeal to their needs.

According to Maslow, people are motivated by the following five basic types of needs: (1) \_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_, (5) \_\_\_\_\_\_\_\_\_\_\_\_.

According to Maslow, any person’s behavior can be \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ primarily as the effort directed to satisfy a particular level of need in the hierarchy.

Leaders can motivate follower behavior only by taking into account a follower’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ on the needs hierarchy and ensuring that all lower-level needs are satisfied before trying to appeal to their follower’s self-esteem or self-actualization needs.

To improve group performance, leaders should select followers who have the right skills and a higher level of personality trait referred to as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ orientation.

Leaders can hire a group of highly \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ followers, but they also need to set clear expectations, provide opportunities for followers to set and achieve goals, and provide feedback on progress toward goals.

In regards to Goal Setting, research shows:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

A leader’s \_\_\_\_\_\_\_\_\_\_ for a follower or team have a good chance of becoming a self-fulfilling prophecy.

One popular way to change the direction, intensity, or persistence of behavior is through \_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Research shows rewards work better than punishments, particularly if administered in a \_\_\_\_\_\_\_\_\_\_\_\_\_\_ manner.

Using operant principles properly to improve followers’ motivation & performance requires several steps:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Empowerment has two key components:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Empowerment has both \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ components.

Empowered employees have \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to make decisions, are comfortable making these decisions, believe what they do is important, and are seen as influential members of the team.

Empowerment and Operant Approach make an important point that is often overlooked by theories of\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: by changing the situation, leaders can enhance followers’ motivation, performance, and satisfaction.

However, leaders are likely to encounter some \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ whenever they change the processes, procedures, and rewards for work, even if these changes are for the better.

Just as our personal needs, thoughts, personality traits, and rewards can motivate us to do something different, so can our \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ drive us to engage in and persist with particular activities.

Research has shown that \_\_\_\_\_\_\_\_\_\_\_\_ workers are more likely to continue working for an organization.

A recent study by the Society of Human Resources Management indicated that the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to use skills and abilities, compensation, job security, communication, and relationships with immediate supervisors were the biggest drivers of overall job satisfaction.

People who are happier with their jobs also tend to have higher \_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_ ratings.

**Chapter Ten: Groups, Teams, and Their Leadership**

Leaders need to understand some things about themselves. Their skills, abilities, values, motives, and desires are important considerations in determining leadership \_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The Group \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ looks at how different group characteristics can affect relationships both with the leader and among the followers.

Groups are distinguished from teams in four ways:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Concepts important to group perspective, include: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (5) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The size of a group has \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ for leaders & followers.

Social \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ refers to the reduced effort by people when they are not individually accountable for their work.

Sometimes working in the presence of others may actually increase effort or productivity through a phenomenon called Social \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Groups go through four distinct stages of development: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Being able to recognize stages of group development may enhance the likelihood that one will emerge as a leader, as well as, increase the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of the group being led.

Group \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are the sets of expected behaviors associated with particular jobs or positions.

Leader behavior within groups is characterized initially in terms of two broad functions:

(1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Group Roles – Task Oriented: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (5) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (6) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Group Roles – Relationship Oriented: (1) \_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_.

One type of role problem concerns Dysfunctional Roles. The common denominator among these roles is how the person’s behavior serves \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ purposes.

Role Conflict involves receiving \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ messages about expected behavior, which can in turn adversely affect a person’s emotional well-being and performance.

Role Ambiguity is the lack of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ about exactly what the expectations are.

It is important for leaders to be able to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ the degree to which dysfunctional roles, role conflict, and role ambiguity occur in their groups.

Norms are informal \_\_\_\_\_\_\_\_\_\_\_\_\_\_ groups adopt to regulate and regularize group members’ behaviors.

Norms do not govern all behaviors they apply to just those behaviors that a group feels are \_\_\_\_\_\_\_\_\_\_\_.

Group \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the glue that keeps a group together. It is the sum of the forces that attract members to a group, provide resistance to leaving it, and motivate them to be highly active in it.

Groupthink occurs when people in a highly cohesive group become more concerned with striving for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ than objectively appraising different courses of action.

If a team is to work effectively, the following four variables need to be in place: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Leadership is a group or team function, and one measure of leadership effectiveness is whether or not the team achieves its \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

At the most basic level the Team Leadership Model resembles a systems theory approach, with:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

It is often helpful to think of these components as parts of a metaphorical \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

While almost everyone can see the outputs of the team (the portion of the iceberg above the waterline), and some can see the processes, most of the inputs are in the organizational background (or underwater in the iceberg metaphor). Much of the leadership work is done in the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A group is effective, if:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If a team is to perform effectively, it must:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If leaders discover a problem with one of the four process measures, they should discover the underlying problem, look beyond the symptoms of the problem (i.e. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_), and ensure there are no design problems (at input level).

The leader’s job is to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ the conditions needed for the team to be successful.

Based on a broader version of the Team Leadership Model, the leader should begin at base with a dream, proceed through all of the design variables, and then pay attention to the development needs of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

In this way, the leader can implement three critical functions for team leadership:

(1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Ten effective principles in Leading Teams:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_