

# Leadership

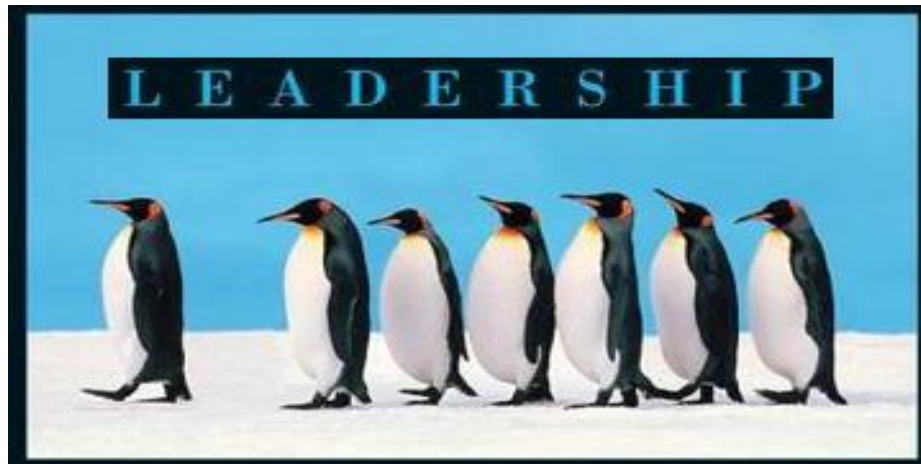
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- Leadership

- Enhancing the Lessons of Experience 8<sup>th</sup> Edition

- Richard L. Hughes, Robert C. Ginnett, and Gordy J. Curphy,  
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# Part One: Leadership is a Process, Not a Position

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- Chapter One: What Do We Mean by Leadership?
  - Leadership is a complex phenomenon involving:  
the (1) leader, the (2) followers, and the (3) situation.
    - Leadership researchers have focused solely on the personality, physical traits, or behaviors of the leader; others have studied the relationships between the leaders and followers, and some have studied how aspects of the situation affect how leaders act.



# Leadership

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- Research defines leadership in many different ways:
  - Process by which one induces another to behave in a desired manner.
  - Directing and coordinating the work of group members.
  - An interpersonal relation in which others comply because they want to, not because they have to.
  - Process of influencing an organized group toward accomplishing its goals.
  - Actions that focus resources to create desirable opportunities.
  - Creating conditions for a team to be effective.
  - The ability to get results and the ability to build teams; these represent the what and the how of leadership.
  - A complex form of social problem solving.



# Leadership

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- There is no single correct definition of Leadership.
  - However, defining leadership as “the process of influencing an organized group toward accomplishing its goals” is fairly comprehensive and helpful.

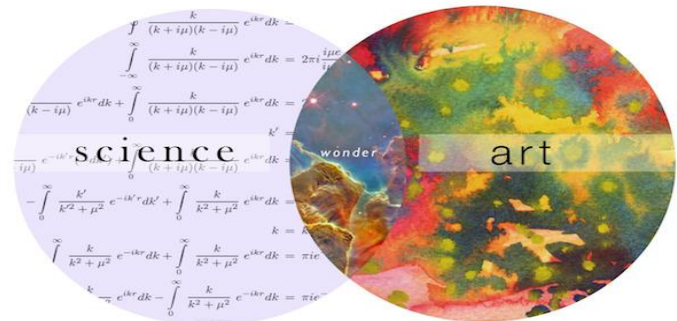
defining  
FABULOUS



# Leadership

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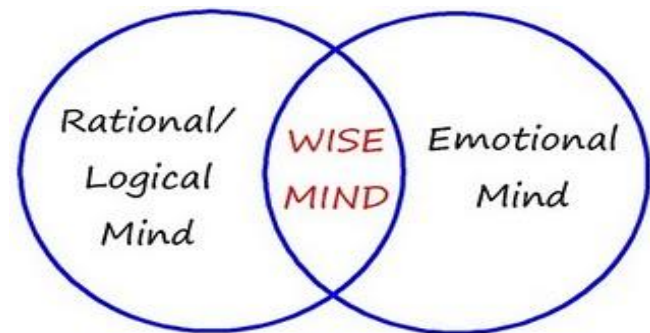
- Leadership is Both a Science and an Art.
  - Being an expert on leadership research is neither necessary or sufficient for being a good leader.
    - However, knowing something about leadership research is relevant to leadership effectiveness.
    - Knowledge of leadership research will help you better analyze situations using a variety of perspectives.



# Leadership

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- Leadership is Both Rational and Emotional.
  - Leadership includes actions and influences based on reason and logic as well as those based on inspiration and passion.
    - ▢ People are both rational and emotional, so leaders can use rational techniques and emotional appeals to influence followers.
    - ▢ But, they must also weigh the rational and emotional consequences of their actions.



# Leadership

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- A full appreciation of leadership involves looking at both these sides of human nature.
  - Good leadership is more than just calculation and planning, or following a checklist, even though rational analysis can enhance good leadership.
  - Good leadership also involves touching others' feelings; emotions play an important role in leadership, too.
    - ▣ Just one example of this is the civil rights movement of the 1960's, which was based on emotions, as well as, on principles.



I have a dream.

# Leadership

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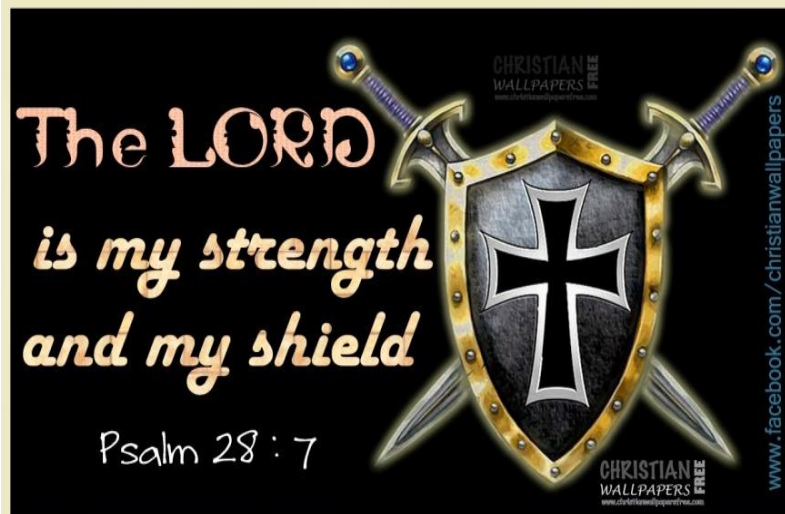
- Aroused feelings, however, can be used either positively or negatively, constructively or destructively.



# Leadership

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- Some leaders have been able to inspire others to deeds of great purpose and courage.



# Group Dynamics

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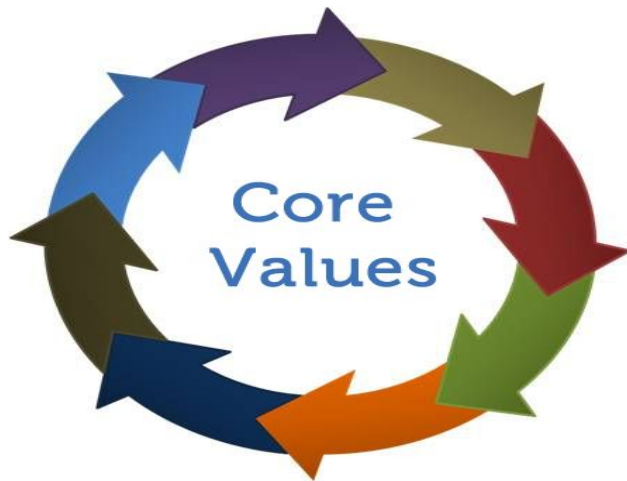
- Group dynamics can influence the behavior of group members even when emotional levels are not high.
  - The mere presence of a group can cause people to act differently than when they are alone.



# Leadership and Management

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- Some say leadership is fundamentally a value-choosing, and thus a value-laden activity, whereas management is not.
- Leaders are thought to do the right things, whereas managers are thought to do things right.

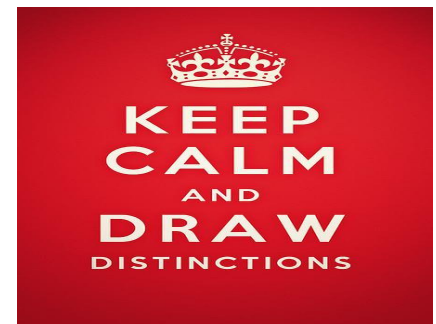


# Leadership and Management

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## ● Other distinctions between managers and Leaders:

- Managers administer; leaders innovate.
- Managers maintain; leaders develop.
- Managers control; leaders inspire.
- Managers have a short-term view; leaders, a long-term view.
- Managers ask how and when; leaders ask what and why.
- Managers imitate; leaders originate.
- Managers accept the status quo; leaders challenge it.



# Leadership and Management

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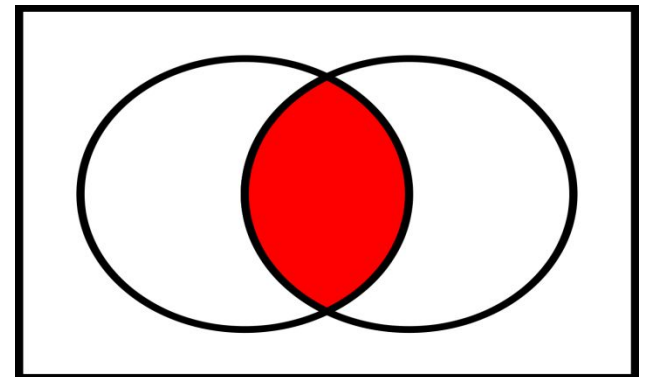
- Some argue that these differences reflect fundamentally different personality types: whereas leaders and managers are basically different kinds of people (Zaleznik).
  - In short, it is believed that some people are managers by nature; whereas other people are leaders by nature.
    - One is not better than the other; they are just different.
    - Their differences, in fact, can be useful because organizations typically need both functions performed well.



# Leadership and Management

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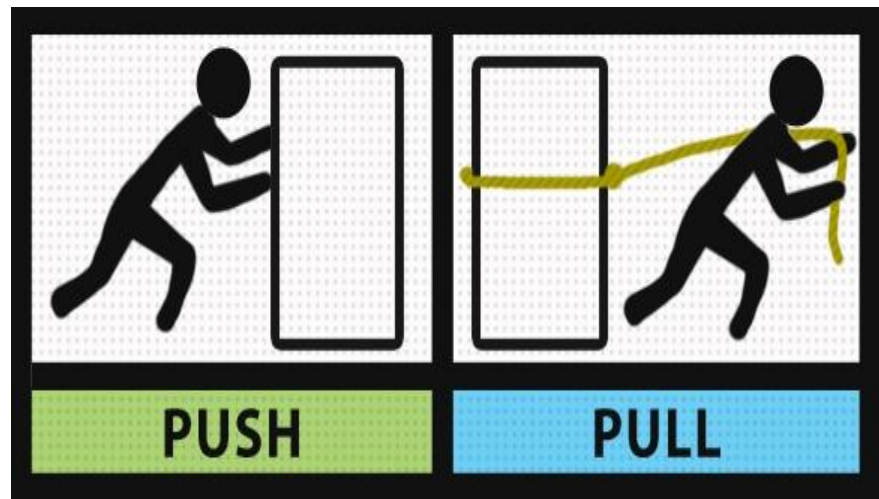
- We think of leadership and management as closely related, but distinguishable functions.
- Our view of the relationship shows leadership and management as two overlapping functions.
  - Although some functions performed by leaders and managers may be unique, there is also an area of overlap.



# Leadership and Management

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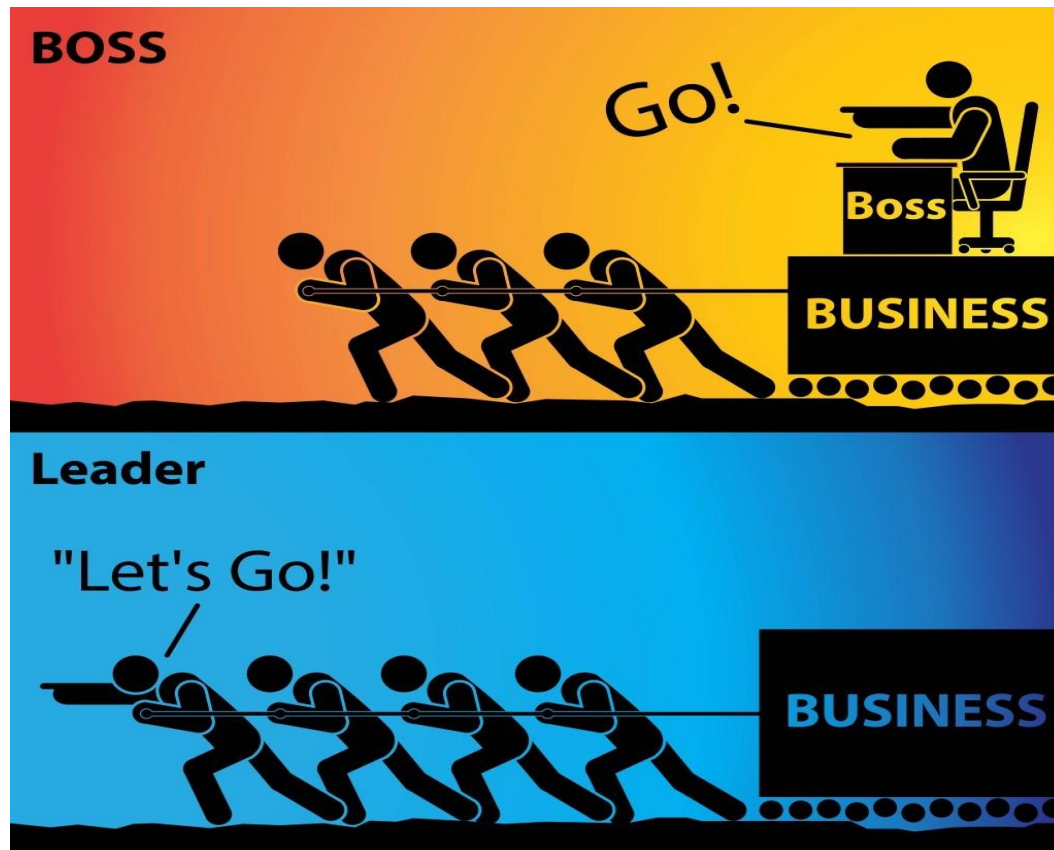
- Leadership and management complement each other, and both are vital to organizational success.



# Leadership and Management

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- Another view of Leadership and Management...



# Leadership Myths

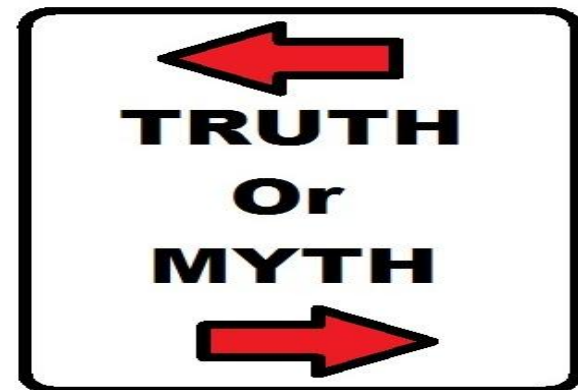
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- Myth: Good Leadership is All Common Sense

- At face value, this myth says one needs only common sense to be a good leader. It also implies, however, that most if not all the studies of leadership confirm what those with common sense already know.
  - The problem, of course, is with the ambiguous term “common sense.” It implies a common body of practical knowledge about life that virtually any reasonable person with moderate experience has acquired.



COMMON  
SENSE



# Leadership Myths

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- The problem with common sense:
  - A simple experiment may convince you that common sense may be less common than you think.
    - ▢ Ask a few friends or acquaintances whether the old folk wisdom, “Absence makes the heart grow fonder” is true or false.
      - Most will say it’s true.
    - ▢ After that, ask a different group whether the old folk wisdom, “Out of sight, out of mind” is true or false.
      - Most of that group will answer true as well, even though the two proverbs are contradictory.



# Leadership Myths

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- One challenge of understanding leadership may be to know when common sense applies and when it does not.
  - Do leaders need to act confidently? Yes. But they also need to be humble enough to recognize that others' views are useful too.
  - Do leaders need to persevere when times get tough? Yes. But, they also need to recognize when times change and a new direction is called for.
  - ▢ Effective leadership needs to be something more than just common sense.

**COMMON SENSE  
IS LIKE DEODORANT.  
THE PEOPLE WHO  
NEED IT MOST  
NEVER USE IT.**

# Leadership Myths

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- Myth: Leaders are Born, Not Made

- Some believe being a leader is either in one's genes or not; others believe that life experiences mold the individual and that no one is born a leader.
  - Both views are right in that innate factors as well as formative experiences influence many sorts of behavior, including leadership. Yet, both views are wrong to the extent they imply leadership is either innate or acquired.
  - What matters more is how these factors interact.



# Leadership Myths

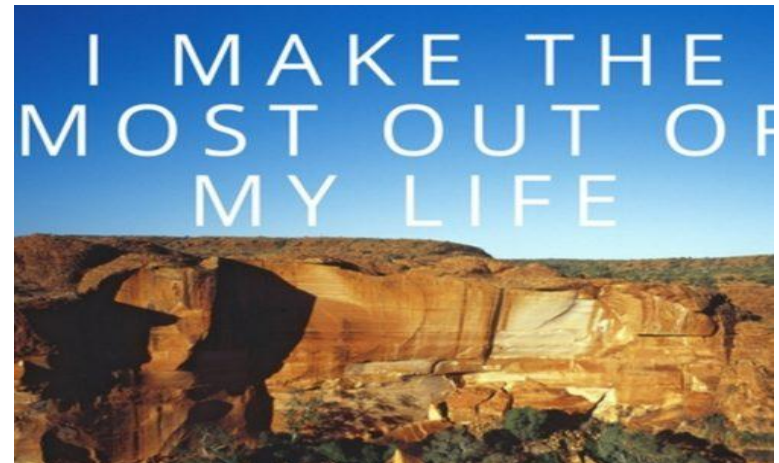
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- Research indicates that many cognitive abilities and personality traits are at least partly innate. Thus, natural talents or characteristics may offer certain advantages or disadvantages to a leader.
- Consider physical characteristics:
  - ▢ A man's above-average height may increase others' tendency to think of him as a leader; it may also boost his self confidence. But, it doesn't make him a leader.
- The same holds true for psychological characteristics that seem related to leadership.
  - ▢ The stability of certain characteristics over long periods may reinforce the impression that our basic natures are fixed, but different environments may nurture or suppress different leadership qualities.

# Leadership Myths

22

- It does not seem useful to think of the world as composed of two mutually exclusive types of people, leaders and non-leaders.
  - It is more useful to address how each person can make the most of leadership opportunities he or she faces.



# Leadership Myths

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- Myth: The Only School You Learn Leadership From is the School of Hard Knocks.
  - Some skeptics question whether leadership can develop through formal study, believing instead it can be acquired only through actual experience.
    - ▢ It is a mistake, however, to think of formal study and learning from experience as mutually exclusive or antagonistic.
    - ▢ In fact, they complement each other.

**THERE IS ONLY ONE ROAD  
TO HUMAN GREATNESS:  
THROUGH THE SCHOOL OF  
HARD KNOCKS.**

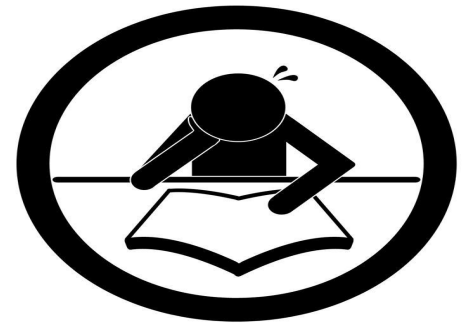
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# Leadership Myths

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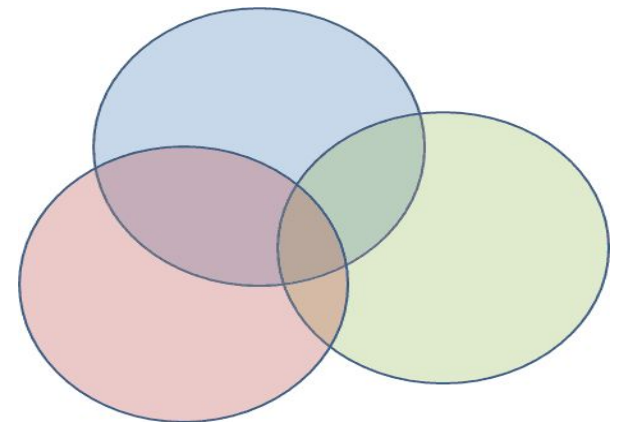
- Rather than ask whether leadership develops from formal study or from real-life experience, it is better to ask what kind of study will help students to discern critical lessons about leadership from their own experience.
- One advantage of formal study is that it provides students with a variety of ways of examining a particular leadership situation.
  - ▢ Students can use this information to better understand what is going on in any leadership situation.



# Interactional Framework

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- The Interactional Framework for Analyzing Leadership depicts leadership as a function of three (3) elements – the Leader, the Followers, and the Situation.
  - A particular leadership scenario can be examined using each level of analysis separately.
    - However, to better understand the process we should examine the interactions among the three elements.



# Interactional Framework

## The Leader

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- This element examines primarily what the leader brings as an individual to the leadership equation.
  - This can include unique personal history, interests, character traits, and motivation.
    - Research shows that leaders differ from their followers, and effective leaders from ineffective leaders, on various personality traits, cognitive abilities, skills, and values.



# Interactional Framework

## The Leader

27

- Another way personality can affect leadership is through temperament, by which we mean whether a leader is generally calm or is instead prone to emotional outbursts.
- Leaders who have calm dispositions and do not attack or belittle others for bringing bad news are more likely to get complete and timely information from subordinates than are bosses who have explosive personalities.

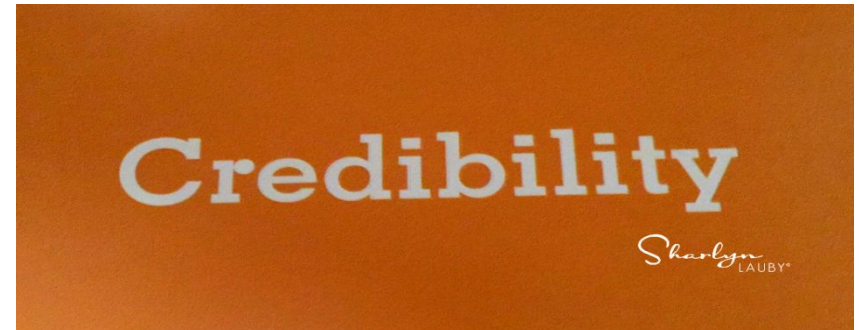


# Interactional Framework

## The Leader

28

- Another important aspect of the leader is how he or she achieved leader status. Leaders who are appointed by superiors may have less credibility with subordinates and get less loyalty from them than leaders who are elected or emerge by consensus from the ranks of followers.
- A leader's legitimacy is affected by the extent to which follower's participated in the leader's selection.



# Interactional Framework

## The Leader

29

- A leader's experience or history in a particular organization is usually important to his or her effectiveness.
  - Familiarity with its culture and policies.
  - Better known by others in the organization.
    - If respected will have more latitude.
    - However, newcomers also tend to get a fair chance to succeed, and they often take time to learn the organization's informal rules and norms before making any radical or controversial decisions.



# Interactional Framework

## The Followers

30

- Leadership is a social influence process shared among all members of a group. It is not restricted to the influence exerted by one person in a particular position or role.
- Followers are an important part of the leadership process. The follower's expectations, personality traits, maturity levels, levels of competence, and motivation affect the process.
  - Burns argues, “The idea of a “one-man leadership” is a contradiction in terms.

***GREAT LEADERS START  
OFF AS GREAT FOLLOWERS***



# Interactional Framework

## The Followers

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- Robert Kelley believes that followers are best viewed as collaborators with leaders in the work of organizations.
  - He identifies different types of followers as:
    - Independent – Critical Thinking
    - Dependent – Uncritical Thinking
      - He believes, the best followers think for themselves and offer constructive advice or even creative solutions.
      - The worst followers need to be told what to do.



# Interactional Framework

## The Followers

32

- Kelley's other dimension ranges from whether people are active followers or passive followers in the extent to which they are engaged in work.
  - The best followers are self-starters who take initiative for themselves, whereas the worst followers are passive, may even dodge responsibility, and need constant supervision.

Be Effective  
Take Initiative

# Interactional Framework

## The Followers

33

- Kelley Identifies Five Basic Types of Followers:



- 1. Alienated Followers

- ▢ Habitually point out all the negative aspects of the organization to others. While they may see themselves as mavericks who have a healthy skepticism of the organization, leaders often see them as cynical, negative, and adversarial.

- 2. Conformist Followers

- ▢ Are the “yes people” of organizations. While very active at doing the organization’s work, they can be dangerous if their orders contradict societal standards of behavior or organizational policy. Often this style is the result of either the demanding/authoritarian style of the leader or the overly rigid structure of the organization.

# Interactional Framework

## The Followers

34

- Kelley Identifies Five Basic Types of Followers:



- 3. Pragmatist Followers

- ▢ Are rarely committed to their group's work goals, but they have learned not to make waivers. Because they do not like to stick out, pragmatists tend to be mediocre performers who can clog the arteries of many organizations. Because it can be difficult to discern just where they stand on issues, they present an ambiguous image with both positive and negative characteristics. In organizational settings, they may become experts in mastering the bureaucratic rules which can be used to protect them.

# Interactional Framework

## The Followers

35

- Kelley Identifies Five Basic Types of Followers:



- 4. Passive Followers

- Display none of the characteristics of the exemplary follower. They rely on the leader to do all the thinking. Furthermore, their work lacks enthusiasm. Lacking initiative and a sense of responsibility, they require constant direction. Leaders may see them as lazy, incompetent, or even stupid. Sometimes, however, passive followers adopt this style to help them cope with a leader who expects followers to behave that way.

# Interactional Framework

## The Followers

36

- Kelley Identifies Five Basic Types of Followers:



- 5. Exemplary Followers

- Present a consistent picture to both leaders and co-workers of being independent, innovative, and willing to stand up to superiors. They apply their talents for the benefit of the organization even when confronted with bureaucratic stumbling blocks or passive or pragmatist co-workers. Effective leaders appreciate the value of exemplary followers.
- When one of the authors was serving in a follower role in a staff position, he was introduced by his leader to a conference as “my favorite subordinate because he is a loyal “no-man.”

# Interactional Framework

## The Followers

37

- Exemplary Followers – High on Both Critical Dimensions of Followership – Are Essential to Organizational Success.
  - Leaders would be well advised to select people who have these characteristics and, perhaps even more importantly, create the conditions that encourage these behaviors.



# Interactional Framework

## The Followers

38

- The nature of followers' motivation to do their work is also important.
  - Workers who share a leader's goals and values, and who feel intrinsically rewarded for performing a job well, might be more likely to work extra hours on a time-critical project than those whose motivation is solely monetary.
- Still other relevant variables include followers' trust in the leader and their degree in confidence that he or she is interested in their well-being.

nature

TRUST

# Interactional Framework

## The Leader and Followers

39

- Ideal Characteristics of Both Leaders and Followers:
  - Ideal leaders were characterized as honest, competent, forward-looking, and inspiring.
  - Ideal followers were described as honest, competent, independent, and cooperative.



# Interactional Framework

## The Leader and Followers

40

- As the complexity of the leadership process has become better understood, the importance placed on the leader-follower relationship itself has undergone dynamic change.
  - Limited resources and company downsizing have reduced the number of managers and increased their span of control, which in turn leaves followers to pick up many of the functions traditionally performed by leaders.
  - A trend toward greater power sharing and decentralized authority in organizations, creates greater interdependence among organizational subunits and increase the need for collaboration among them.



# Interactional Framework

## The Leader and Followers

41

- Furthermore, the nature of problems faced by many organizations is becoming so complex and the changes becoming so rapid that more and more people are required to solve them.
- Trends suggest several different ways in which followers can take on new leadership roles and responsibilities in the future.
  - Followers can become more proactive in their stance toward organizational problems.
    - Play an active role in collaborating w/ leaders on solving problems.
  - Followers can contribute to the leadership process by becoming skilled at “influencing upward.”
    - Provide relevant feedback so good solutions are implemented.
  - Followers can share a greater share of the leadership challenge in the future by staying flexible and open to opportunities.

# Interactional Framework

## The Situation

42

- Even if we knew all we could know about a given leader and a given set of followers, leadership often makes sense only in the context of how the leader and followers interact in a particular setting.
- The situation may be the most ambiguous aspect of the leadership framework; it can refer to anything from the specific task a group is engaged in to a broad situational context.



# Interactional Framework

## The Situation

43

- Decision making is a good example of how leaders need to behave differently in various situations.
- If the situation is Simple: predictable and orderly; and the right answers exist.
  - The leader's job is to ensure that proper processes are in place, follow best practices, and communicate in clear-direct ways.
- If the situation is Complex: flux, unpredictability, ambiguity, many competing ideas, lots of unknowns.
  - The leader's job is to create environments and experiments that allow patterns to emerge; increase levels of interaction and communication; use methods that generate new ideas and ways of thinking among everyone.

# Women in Leadership

44

- Women are taking on leadership roles in greater numbers than ever before.
  - A higher percentage of woman executives now receive on-the-job mentoring than men.
    - ▣ While such mentoring can still provide invaluable psychosocial support for personal and professional development, it does not seem sufficient to assure promotion to higher level jobs.
  - Woman's trust in each other tends to decrease when work situations become more professionally risky.



# Women in Leadership

45

- There is strong evidence of a tendency for leadership to be viewed as culturally masculine.
- A strong masculine stereotype of leadership continues to exist in the workplace and it will continue to challenge women for some time to come.
  - In contrast to the studies, however, women today see as much similarity between “female” and “manager” as between “male” and “manager.” To women, at least, being a woman and being a manager are not contradictory.



# Women in Leadership

46

- In examining women in leadership positions, there were no statistically significant differences between men's and women's leadership styles.
  - Women and men were equally analytical, people oriented, forceful, goal oriented, empathetic, and skilled at listening.
  - However, women had significantly lower well-being scores, their commitment to the organization was more guarded, and the women were much more willing to take career risks assoc. with going to new or unfamiliar areas of the company.



# Women in Leadership

47

- Women tend to be successful by drawing on their shared experience as women, rather than by adhering to the “rules of conduct” by which men typically subscribe.
- Men tend to describe themselves in somewhat transactional terms.
  - ▢ They view leadership as an exchange with subordinates for services rendered. They influence others primarily through their organizational position and authority.
- Women tend to describe themselves in transformational terms.
  - ▢ They help subordinates develop commitment to broader goals than their own self interest, and they describe their influence more in terms of personal characteristics like charisma and interpersonal skill than a mere organizational position.

# Women in Leadership

48

- According to Rosener, women leaders encouraged participation and shared power and information, but went beyond what is thought of as participative management.
  - She referred to it as: Interactive Leadership
    - ▢ Reflecting an approach based on enhancing others' self-worth, and believing that the best performance results when people are excited about their work and feel good about themselves.
    - ▢ This approach is based on women's experience in the workplace through socialization and developing career paths.



# Women in Leadership

49

- The social role expected of women emphasized that they be cooperative, supportive, understanding, gentle, and service oriented.
  - As women entered the business world, they found themselves in roles emphasizing these same behaviors.
  - They found themselves in positions and roles lacking formal authority over others, and they had to accomplish their work without reliance on formal power.
    - ▢ What they had to do, in other words, was employ their socially acceptable behavioral repertoire to survive organizationally.



# Women in Leadership

50

- The women's use of Interactive Leadership has its roots in socialization, and it is believed to benefit the organization.
- Women's success caused them to formulate their philosophies about what motivates people, how to make good decisions, and what it takes to maximize business performance.
  - As a result, Rosener has called for organizations to expand their definitions of effective leadership – to create a wider band of acceptable behavior so both men and women will be freer to lead in ways that take advantage of their true talents.



# Bias

## The Narrow Band of Acceptable Behavior

51

- One of the most important factors that seems to impede the advance of women and other minorities into leadership roles is bias - a bias that might be labeled “the narrow band of acceptable behavior.”
  - The more a person looks like, acts like, dresses like, and talks like other leaders in the organization, the wider the band of acceptable behavior.
  - The less one looks like, acts like, dresses like, and talks like other leaders in the organization - some aspects of which, such as gender and race, are beyond a person’s control – the narrower the band of acceptable behavior.
  - An individual who differs in obvious ways has less “wiggle room” – it’s like walking a tightrope.



# Women in Leadership

52

- A recent study sheds light on factors that affect the rise of women in leadership positions. It identifies four general factors.
  - Women themselves have changed.
    - ▢ Women's aspirations and attitudes have become more similar to those of men over time.
  - Leadership roles have changed.
    - ▢ Leadership roles are becoming less stereotypically masculine.



# Women in Leadership

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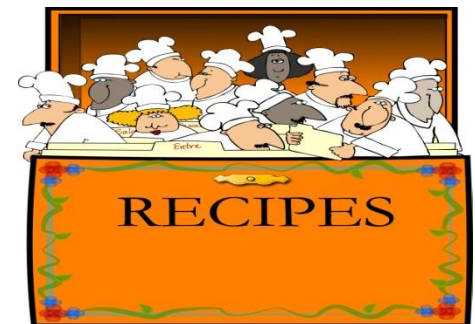
- A recent study sheds light on factors that affect the rise of women in leadership positions. It identifies four general factors.
  - Organizational practices have changed.
    - ▢ Legislation prohibiting gender-based discrimination at work has had influence, as well as, changes in organizational norms that put a higher priority on results than on an “old boy” network.
  - Culture has changed.
    - ▢ This is evident, for example, in the symbolic message often intended by appointment of women to important leadership positions, one representing a departure from past practices and signaling commitment to progressive change.

*Rise & Shine*

# Effective Leadership

54

- There is no simple recipe for effective leadership.
  - It is important to understand how the three domains of leadership interact – how the leader, the followers, and the situation are all part of the leadership process.
    - Understanding their interaction is necessary before you can draw valid conclusions from the leadership you observe around you.
    - The right behavior on one situation is not necessarily the right behavior in another situation. It does not follow, however, that any behavior is appropriate in any situation.



# Discussion

55

- How would you define leadership?
- Would you consider it a greater compliment for someone to call you a good manager or a good leader? Why? Do you believe you can be both?
- Do you believe leadership can be studied scientifically? Why or why not?
- To the extent that leadership is an art, what methods come to mind for improving one's “art of leadership”?



# Activities

56

- Describe the best leader you have personally known or a favorite leader from history, a novel, or a movie.
- Explore connotations of the words “leadership” and “management.”
  - Divide into small groups and have each group brainstorm different word associations.
  - In addition, discuss whether you prefer to work for a manager or for a leader, and why.
  - Then, discuss similarities and differences among the respective perceptions and feelings about the two concepts.



The image features a vintage film strip background. At the top, a clapperboard is visible with the word "TAKE" repeated vertically. The main text is centered on a textured, aged paper-like surface. Below the main text, a clapperboard is shown with black and white diagonal stripes. To the right, there is a large, ornate floral or scrollwork design. The overall aesthetic is that of a classic movie title card.

*The End*

...IS JUST A NEW  
BEGINNING