Leadership

- ## 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
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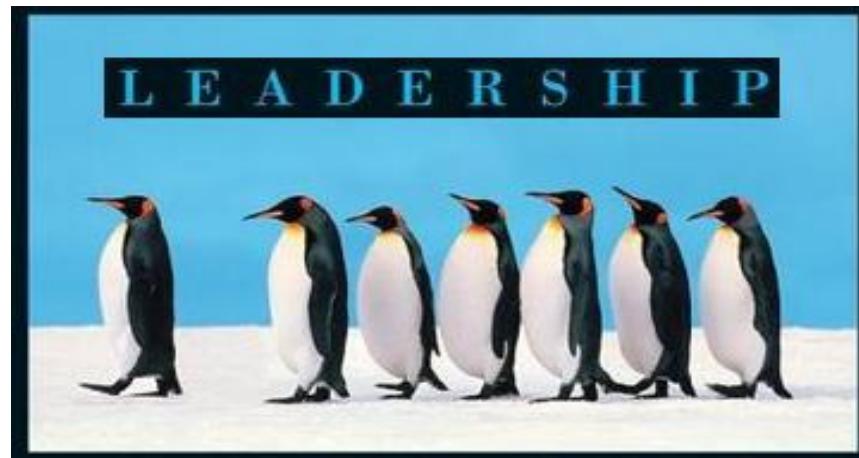
Part Four: Focus on the Situation

- ## Chapter Thirteen: Contingency Theories of Leadership

  - Contingency Theories maintain that leadership effectiveness is maximized when leaders correctly make their behaviors contingent on certain situational and follower characteristics.
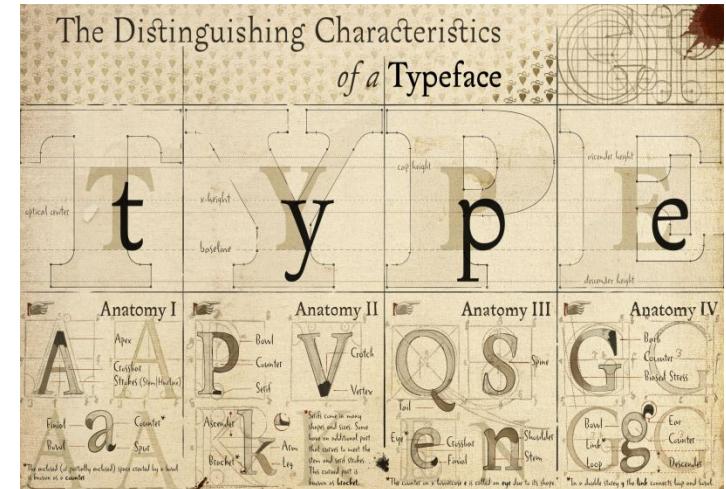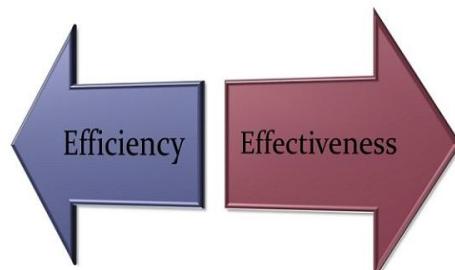
Leader-Member Exchange (LMX) Theory

- **<u>LMX argues that leaders do not treat all followers as if they were a uniform group of equals. Rather, the leader forms specific and unique linkages with each subordinate, thus creating a series of dyadic relationships</u>**.

  - In general, the linkages tend to be differentiated into two groups.

    - In the <u>out-group</u>, or low-quality exchange relationships, interpersonal interaction is largely restricted to fulfilling contractual obligations.

    - With the <u>in-group</u>, or high-quality exchange relationships, leaders may empower, mentor, and support subordinates beyond the confines of what the job requires.

LMX

Leader-Member Exchange (LMX) Theory

- **Stages of development as the relationship develops overtime.**

  - Role-Taking
    - Happens early in a follower's work experience. Here the leader offers opportunities and evaluates the follower's performance/potential.

  - Role-Making
    - The next phase where a role is created based on a process of trust building. Any perceived betrayals can lead to the follower being dropped from the developing in-group and assigned to the out-group.

  - Routinization
    - It is in this phase that similarities (for the in-group) and differences (often accentuated for the out-group) become cemented.

Relationship Status:
it's complicated
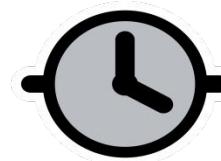
Leader-Member Exchange (LMX) Theory

- **<u>LMX suggests behaviors that the leader should engage in to actively develop relationships and build more in-group relations across the follower pool, include</u>:**

  - Enhancing overall organizational effectiveness by developing more in-groups and reducing the number of out-groups.

    - Developing relationships with all followers, offering each an opportunity for new roles, responsibilities, and challenges, nurturing high-quality exchanges, and focusing on ways to build trust and respect with all subordinates – resulting in the entire team becoming an in-group rather than accentuating the differences between in-groups and out-groups.

Normative Decision Model

- <u>Vroom and Yetton maintain that leaders can often improve group performance by using an optimal amount of participation in the decision-making process</u>.

  - Thus, the Normative Decision Model is directed solely at determining how much input subordinates should have in the decision-making process.
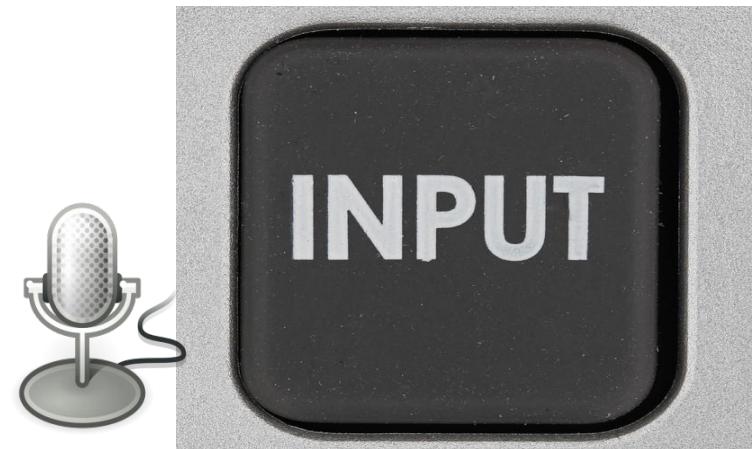
Normative Decision Model

- **<u>The Normative Decision Model was designed to improve some aspects of leadership effectiveness</u>.**

  - Researchers explored how various leader, follower, and situational factors affect the degree of subordinates' participation in the decision-making process and, in turn, group performance.

    - They discovered a continuum of decision-making processes ranging from completely autocratic to completely democratic, where all members of the group have equal participation.
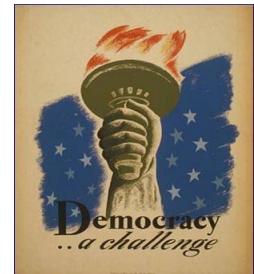
- ## Autocratic Processes

  - The leader solves the problem or makes the decision him or herself using the information available at the time.

    - The leader obtains any necessary information from followers, then decides on a solution to the problem.

      - He may or may not tell followers the purpose of his questions or give info about the problem or decision he is working on.

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● <u>Consultative Processes</u>

○ The leader shares the problem with the relevant followers individually, getting their ideas and suggestions without bringing them together as a group.

▪ Then he makes a decision.

▪ The decision may or may not reflect the follower's influence.

- <u>Group Process</u>

  - The leader shares the problem with his followers as a group. Together they generate and evaluate alternatives and attempt to reach agreement (consensus) on a solution.

    - The leader's role is much like that of a chairman, coordinating the discussion, keeping it focused on the problem, and making sure the critical issues are discussed.

      - He can provide the group with information or ideas that he has, but he does not try to press them to adopt "his" solution.
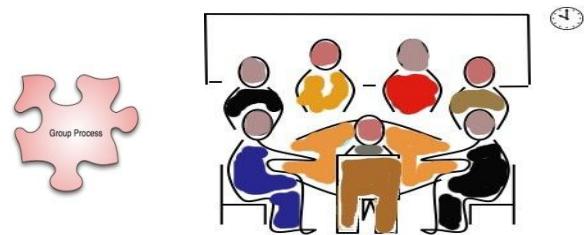
Decision Quality and Acceptance

- <u>Vroom and Yetton believed decision quality and decision acceptance were the two most important criteria for judging the adequacy of a decision</u>.

  1. Decision Quality means simply that if the decision has a rational or objectively determinable "better or worse" alternative, the leader should select a better alternative.

  2. Decision Acceptance implies that followers accept the decision as if it were their own and do not merely comply with the decision.

     - Acceptance of the decision is critical, because followers will bear responsibility for implementing it.

Acceptance is having the faith, despite the circumstances, that all is well.

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Decision Quality and Acceptance

- <u>Leaders sometimes assume that they do not need to worry about acceptance because they have so much power over their followers that overt rejection of a decision is not likely to occur</u>.

  - Because followers generally do not openly object to the decisions made by leaders with this much power, these leaders often mistakenly assume that their decisions have been accepted and will be fully implemented.

    - This is a naïve view of what really goes on in organizations.

The Decision Tree

- <u>Having settled on quality and acceptance as the two principal criteria for effective decisions, A Normative Decision Model was developed to reflect what ought to happen rather than describing what does happen</u>.

  - Researchers developed a set of questions to protect quality and acceptance by eliminating decision processes that would be wrong or inappropriate.

    - Generally, these questions concern the problem itself, the amount of pertinent information possessed by the leader and followers, and various situational factors.

Leadership Decision Tree
Figure 13.1 Page 530

- <u>**The following questions incorporated in a decision tree**</u>:

  o Does the problem possess a quality requirement?

  o Do I have sufficient information to make a high-quality decision?

  o Is the problem structured?

  o Is acceptance by subordinates important for effective implementation?

  o If I were to make a decision myself, is it reasonably certain it would be accepted by subordinates?

  o Do subordinates share the organizational goals to be attained in solving this problem?

  o Is conflict among subordinates over preferred solutions likely?

How Much Time Do I Have?

● <u>A key lesson of "Artful Procrastination" is never to make a decision today that can reasonably be put off to tomorrow</u>.

  ○ With respect to timing, almost all great leaders have understood that making quick decisions is typically counterproductive.

    ▯ Delaying a decision as long as reasonably possible generally leads to the best decision being made.

Delayed gratification is a sweet lesson whose teacher knows the best is not right now, it is yet to be

- Maximillian Degenerez

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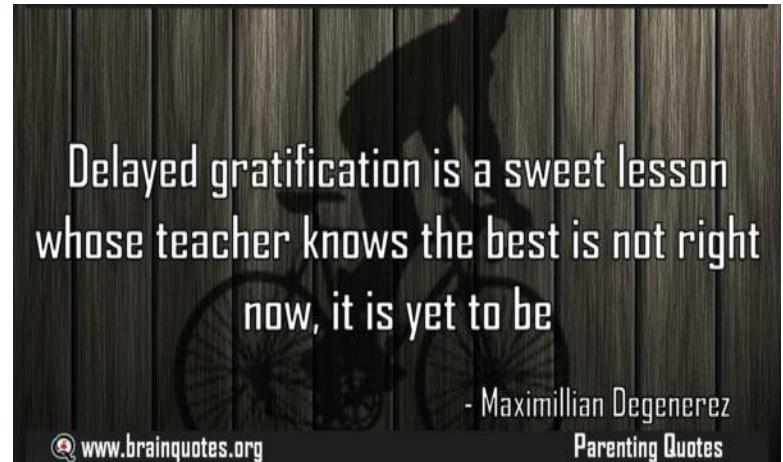
Situational Leadership Model

- <u>Although leaders often have different interactional styles when dealing with individual followers, is there an optimum way for leaders to adjust their behavior with different followers and thereby increase their likelihood of success</u>?

  - And, if there is, what factors should the leader base his behavior on – the follower's intelligence? Personality traits? Values? Preferences? Technical Competence?

    - The Situational Leadership Model offers some answers.

Situational Leadership Model

● <u>As Situational Leadership evolved, so did the labels, but not the content, for the two leadership behavior categories</u>.

○ <u>Task Behaviors</u>

  ▯ The extent to which a leader spells out the responsibilities of an individual or group. Task Behaviors include telling people what to do, how to do it, when to do it, and who is to do it.

○ <u>Relationship Behaviors</u>

  ▯ The extent to which a leader engages in two-way communication. Relationship Behaviors include listening, encouraging, facilitating, clarifying, explaining why a task is important, and giving support.

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Situational Leadership Model

- **<u>The relative effectiveness of these two behavior dimensions often depend on the situation</u>.**

  - Certain combinations of task and relationship behaviors may be more effective in some situations than others.

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Follower Readiness

- <u>The key contingency factor: Follower Readiness, refers to a follower's ability and willingness to accomplish a task</u>.

  - Readiness is not an assessment of an individual's personality, traits, values, age, and so on. It's not a personal characteristic, but rather how ready an individual is to perform a particular task.

    - Any given follower could be low on readiness to perform one task but high on readiness to perform a different task.

Follower Readiness

- <u>When leaders would like to see followers increase their level of readiness for particular tasks, they can implement a series of Developmental Interventions to help boost follower readiness levels</u>.

  - The process would begin by first assessing a follower's current level of readiness and then determining the leader behavior that best suits that follower in that task.

Situational Leadership Model

- <u>The only situational consideration is knowledge of the task, and the only follow factor is readiness</u>.

  - Situational Leadership is a useful way to get leaders to think about how leadership effectiveness may depend somewhat on being flexible with different subordinates, and not acting the same way toward them all.

The Contingency Model

- <u>Although leaders may be able to change their behaviors toward individual subordinates, leaders also have dominant behavioral tendencies</u>.

  - Some leaders may be generally more supportive and relationship-oriented, whereas others may be more concerned with task or goal accomplishment.

    - The Contingency Model recognizes that leaders have these general behavioral tendencies and specifies situations where certain leaders, or behavioral dispositions, may be more effective than others.