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

Situation

- <u>Chapter Twelve: The Situation</u>

  - No factor in the interactional framework is as complex as the situation. Not only do a variety of task, organizational, and environmental factors affect behavior, but the relative salience or strength of these factors varies dramatically across people.

    - What one person perceives to be the key situational factor affecting his or her behavior may be relatively unimportant to another person. Moreover, the relative unimportance of the situational factors also varies over time.

      - It is virtually impossible to understand leadership without taking the situation into consideration.

The Situation

- <u>It is difficult to predict anyone's behavior unless you take the situation into account</u>.

  - Situation is one of the most powerful variables in the leadership equation.

    - It is important to understand how the situation influences leaders and followers and, furthermore, that the situation is not just a "given" that leaders and followers must adapt to; sometimes, leaders and followers can change the situation and thereby enhance the likelihood of desired outcomes.

Social Engineering

4

- **All too often, leaders and followers overlook how changing the situation can help them to change their behavior. This is called Social Engineering.**

  - The situation we are in often explains far more about what is going on and what kinds of leadership behaviors will be best than any other single variable we have discussed so far.

Illustration by Chris Gash

The Situation

- <u>The appropriateness of a leader's behavior with a group of followers often makes sense only when you look at the situational context in which the behavior occurs</u>.

  - Researchers have maintained that the situation, not someone's traits or abilities, plays the most important role in determining who emerges as a leader.

Role Theory

- <u>In Role Theory a leader's behavior is said to depend on a leader's perceptions of several critical aspects of the situation: rules and regulations governing the job; role expectations of subordinates, peers, and superiors; the nature of the task; and feedback about subordinates' performance</u>.

    - Role Theory clarified how these situational demands and constraints could cause role conflict and role ambiguity.

   - A leader's ability to successfully resolve such conflicts may well determine leadership effectiveness.

Multiple-Influence Model (MIM)

- In the Multiple-Influence Model researchers determined that micro-variables (such as task characteristics) and macro-variables (such as the external environment) had pervasive influence on leadership behaviors.

  o Both Role Theory and MIM confirm that situations can vary in countless ways.

Situational Levels
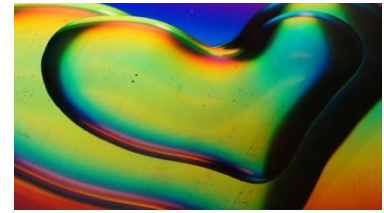
- <u>Because situations can vary in so many ways, it is helpful for leaders to have an abstract scheme for conceptualizing situations. And, one of the most basic abstractions is Situational Levels</u>.

  - The idea behind situational levels is best be conveyed by an example:

    - Suppose someone asked you, "How are things going at work?" You might respond by commenting on (1) specific tasks you perform, (2) aspects of the overall organization, or (3) factors affecting the organization itself.

      - Each response deals with the situation, but each refers to a different level of abstraction: the task level, the organization level, and the environmental level. Each of these three levels provides a different perspective with which to examine the leadership process.

Situational Levels

● <u>These three levels certainly do not exhaust all the ways in which situations vary. Situations also differ in terms of physical variables like noise and temperature levels, workload demands, and the extent to which work groups interact with other groups</u>.

○ Organizations also have unique "corporate cultures," which define a context for leadership. And, there are even broader economic, social, legal, and technological aspects of situations within which the leadership process occurs.

⬚ What amid all this situational complexity, should leaders pay attention to?

Think different.

The Task

- <u>The most fundamental level of the situation involves the tasks to be performed by individuals or teams within the organization. Several ways in which tasks vary are particularly relevant to the leadership</u>.

  - Industrial and organizational psychologists researched, classified, and categorized tasks to better understand how to enhance worker satisfaction and productivity.

    - Some of this research has great relevance to leadership, particularly the concepts of (1) task autonomy, (2) feedback, (3) structure, and (4) interdependence.

1. Task Autonomy

- **<u>Task Autonomy is the degree to which a job provides an individual with some control over what he does and how he does it.</u>**

  - Responsibility and job satisfaction often increase when autonomy increases.

2. Task Feedback

● <u>Task Feedback refers to the degree to which a person accomplishing a task receives information about performance from performing the task itself</u>.

  ○ Leaders should understand that followers may eventually become dissatisfied if leaders provide high levels of feedback for tasks that already provide intrinsic feedback.

PERFORMANCE

☑ EXCELLENT
☐ GOOD
☐ AVERAGE
☐ POOR

3. Task Structure

- <u>A structured task is when there is a known procedure for accomplishing the task; there are rules governing how one goes about accomplishing it; and if people follow the rules, there is one result (i.e. solve for X)</u>.

  - <u>An unstructured task is one where there are many different ways, perhaps none of which is obvious or necessarily the best for approaching a solution (i.e. solving a morale problem)</u>.

    - People vary in their preferences for, or ability to handle, structured versus unstructured tasks.

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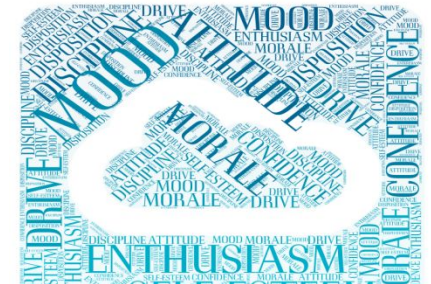
Task Structure

- <u>Once a subordinate knows or understands a task, a supervisor's continuing instruction may provide superfluous information and eventually become irritating</u>.

  - Subordinates need help when a task is unstructured, when they do not know what the desired outcome looks like, and when they do not know how to achieve it. Anything a supervisor can do to increase a subordinates' ability to perform unstructured tasks is likely to increase their performance and job satisfaction.

TO BE OR NOT TO BE
A TEACHING BY 119 MINISTRIES
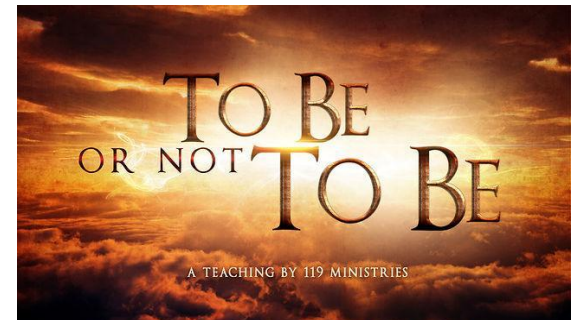
4. Task Interdependence

- <u>Task Interdependence concerns the degree to which tasks require coordination and synchronization for work groups or teams to accomplish desired goals</u>.

  - Task interdependence differs from autonomy in that workers or team members may be able to accomplish their tasks in an autonomous fashion, but the products of their efforts must be coordinated for the group or team to succeed.

    - Tasks with high levels of interdependence place a premium on leaders' organizing, planning, directing, and communication skills.

COORDINATION

SYNCHRONIZED EFFORTS

Problems and Challenges

- <u>Task dimensions just described (and many others) represent ways to systematically and objectively describe relatively enduring aspects of routine work or jobs</u>.

  - Ronald Heifetz says that we often face problems or challenges for which the problem-solving resources already exist (i.e. Technical Problems).

    - In general, you can think of these resources as having two aspects: (1) specialized methods and (2) specialized expertise.
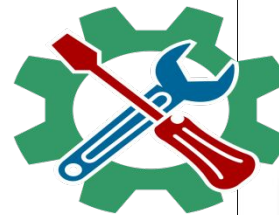
Problems and Challenges

- <u>Some problems, however, cannot be solved using currently existing resources and ways of thinking. In fact, it's the nature of such problems that it can be quite difficult even reaching a common definition of what the problem really is.</u>

  - Solving such problems requires that the systems facing them make fundamental changes of some kind (i.e. Adaptive Problems).

Problems and Challenges

- <u>At work, the most important issue in addressing technical problems is making sure they get to someone with the authority to manage the solution</u>.

  ○ However, most social problems turn out to be adaptive in nature. Almost by definition, then, significant organizational change is at least in part an adaptive challenge.

Adaptive and Technical Challenges

- <u>How do you know when a challenge is mostly a technical challenge or mostly an adaptive challenge</u>?

  - <u>It's an adaptive challenge either wholly or mostly</u>:

    - When people's hearts and minds need to change, not just their standard or habitual behaviors.
    - By a process of elimination – if every technical solution you can think of has failed to improve the situation, it is more likely to be an adaptive challenge.
    - If there is continuing conflict among people struggling with the challenge.
    - In a crisis, which may reflect an underlying or unrecognized adaptive problem.

Adaptive and Technical Challenges

- **<u>Different leadership approaches are required to solve adaptive problems than are required to solve technical problems</u>.**

  - That's because adaptive problems involve people's values, and finding solutions to problems that involve others' values requires the active engagement of their hearts and minds – not just the leader's.
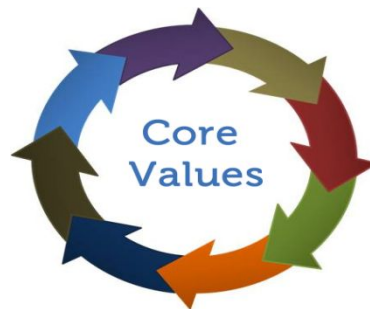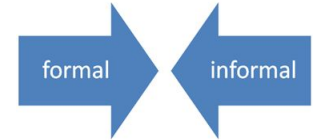
The Organization

- **In a real sense, the pace of change today is like trying to navigate whitewater rapids; things are changing so rapidly it can be difficult to get one's bearings.**

  - To understand how organizations cope with change, it will be helpful to look at two different facets of organizations:

    1. The formal organization
    2. The informal organization, or organizational culture.

WINDS OF CHANGE

Change can bring exciting new opportunities; however, it can also destroy all you hold dear.
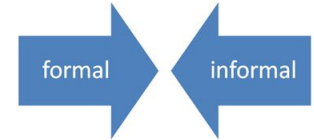
The Formal Organization

- <u>The study of the Formal Organization is most associated with the disciplines of management, organizational behavior, and organizational theory</u>.

  ○ Many aspects of the formal organization have a profound impact on leadership.

    ▫ <u>Level of Authority</u> – The types of behaviors most critical to leadership effectiveness can change substantially as we move up hierarchical levels or the organizational ladder.

    ▫ <u>Organizational Structure</u> – refers to the way an organizations' activities are coordinated and controlled, and represents another level of the situation in which the leader must operate.

      ▫ Organizational structures vary in terms of their complexity, formalization, and decision-making.

- **<u>The word that sums up the Informal Organization better than any other is its culture</u>.**

  - Organizational Culture has been defined as a system of shared backgrounds, norms, values, or beliefs among members of a group.
  - Organizational Climate concerns members' subjective reactions to the organization.

    - These two concepts are distinct in that organizational climate is partly a function of, or reaction to, organizational culture; our feelings or emotional reactions about an organization are probably affected by the degree to which we share the prevailing values, beliefs, and backgrounds of organizational members.

      - In short, climate and (indirectly) culture are related to how well organizational members get along with one another.

Organizational Culture

- <u>Just as there are many cultures across the world, there are a great number of different cultures across organizations</u>.

  - One of the more fascinating aspects of organizational culture is that it often takes an outsider to recognize it; organizational culture becomes so second nature to many organizational members that they are unaware of how it affects their behaviors and perceptions.
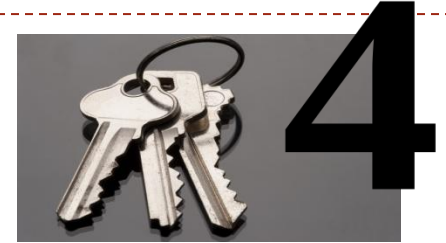
Organizational Culture

- <u>Some questions that define Organizational Culture</u>:

  - What can be talked about or not talked about?
  - How do people wield power?
  - How does a person get ahead or stay out of trouble?
  - What are the unwritten rules of the game?
  - What are the organization's morality and ethics?
  - What stories are told about the organization?

?

DEFINE

Organizational Culture

- Four Key Organizational Culture Factors:

  - Myths and Stories
    - The tales about the organization that are passed down over time and communicate a story of the organization's underlying values.

  - Symbols and Artifacts
    - Objects that can be seen and noticed and that describe various aspects of the culture.

  - Rituals
    - Recurring events or activities that reflect important aspects of the underlying culture.

  - Language
    - The jargon, or idiosyncratic terms, of an organization and can serve several different purposes relevant to culture.

Organizational Culture

● <u>Leaders must realize that they can play an active role in changing an organization's culture, not just be influenced by it</u>.

   o Leaders can change culture by attending to or ignoring particular issues, problems, or projects.

   o They can modify culture through their reactions to crisis, by rewarding new or different kinds of behavior, or by eliminating previous punishments or negative consequences for behaviors.

   o Their general personnel policies send messages about the value of employees to the organization, and they can use role-modeling and self-sacrifice as a way to inspire or motivate others to work more vigorously or interact with each other differently.

   o Finally, leaders can also change culture by the criteria they use to select or dismiss followers.

Stages of Leadership Culture Development

- <u>Researchers at the Center for Creative Leadership have been studying different kinds of leadership cultures, which they define as the values, beliefs, and often taken-for-granted assumptions of how people work together in an organization, reflecting its collective approach to achieving direction, alignment, and commitment</u>.

  - While virtually all large organizations include aspects of all three types, often one of these cultures will be most dominant.

    - Dependent Leadership Cultures
    - Independent Leadership Cultures
    - Interdependent Leadership Cultures

RESEARCH

Dependent Leadership Cultures

- <u>Dependent Leadership Cultures are characterized by widespread beliefs and practices that it's primarily people in positions of authority who are responsible for leadership</u>.

  - This assumption may lead to organizations that emphasize top-down control and deference to authority.

    - In general, you can think of dependent culture as "conforming" cultures. Other characteristics often associated with dependent cultures include:

      - There may be a command and control mind-set.
      - Seniority and position levels are less important bases of respect.
      - There's great emphasis on keeping things running smoothly.
      - People operate with the philosophy that it's usually safest to check things out with one's boss before taking a new direction.

Independent Leadership Cultures

- <u>Independent Leadership Cultures are characterized by widespread beliefs and practices that leadership emerges as needed from a variety of individuals, based on knowledge and expertise</u>.

  - There is great emphasis on individual responsibility; decentralized decision making; and the promotion of experts, professionals, and individual contributors into positions of authority.

    - In general, you can think of independent cultures as "achievement-oriented" cultures. Other characteristics include:

      - The results that leaders achieve are an important basis of respect.
      - Even during times of stress, there is great pressure not to let performance numbers go down.
      - Bold and independent action that gets results is highly prized.
      - The organization is successful because of its large number of highly competent and ambitious individuals.

Interdependent Leadership Cultures

- <u>Interdependent Leadership Cultures are characterized by widespread beliefs and practices that leadership is a collective activity requiring mutual inquiry and learning</u>.

  - There's widespread use of dialogue, collaboration, horizontal networks, valuing of differences, and a focus on learning.

    - In general, you can think of interdependent culture as "collaborative" cultures. Other characteristics include:

      - Many people wear several hats at once, and roles change frequently as the organization continually adapts to changing circumstances.
      - People believe its' important to let everyone learn from your experience, even your mistakes.
      - There's a widely shared commitment to doing what it takes to make the entire organization be successful, not just one's group.
      - Openness, candor, and building trust across departments are valued.

Organizational Culture

- <u>Truly significant organizational change or transformation is unlikely to be successful without addressing organizational culture, as well as, the formal organization</u>.

  - Furthermore, a change effort is more likely to be successful if it is based on an established theory of organizational culture, and not merely subjective preferences about what needs to change.

    - Absent a guiding theory, misguided and superficial targets of change may be selected that miss the point and usually create problems rather than produce desired results.

A Theory of Organizational Culture

- <u>The Competing Values Framework derives its name from the fact that the values depicted on opposite ends of each axis are inherently in tension with each other</u>.

  - They represent competing assumptions about the desired state of affairs in the organization.

    - Thus, it's impossible that an organization could be both (A) extremely flexible and extremely stable all the time, or both (b) internally focused and integrated and externally focused and differentiated all the time.

      - An organization's culture represents a balance or trade-off between these competing values that tends to work.

Competing Values Framework

- The Competing Values Framework is designed to help organizations be more deliberate in identifying a culture more likely to be successful given their respective situations, and in transitioning to it.

  - The intersection of competing values creates four different combinations of values, and the distinctive sets of values define the following unique organizational cultures:

    1. Hierarchy Culture
    2. Clan Cultures
    3. Adhocracy Cultures
    4. Market Cultures.
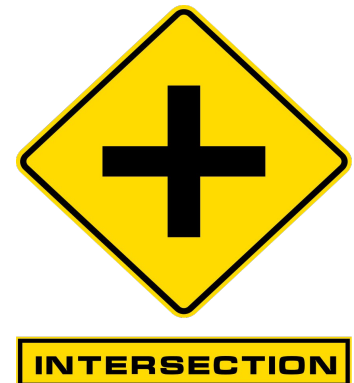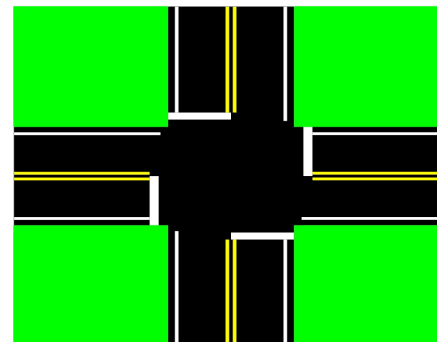
1. Hierarchy Culture

- <u>Organizations that emphasize stability and control, and also focus their attention inward (on how people within the organization interact with each other, or whether internal operating procedures are followed, and so forth), have a Hierarchy Culture</u>.

  - Organizations with a Hierarchy Culture tend to have formalized rules and procedures; they tend to be highly structured places to work.
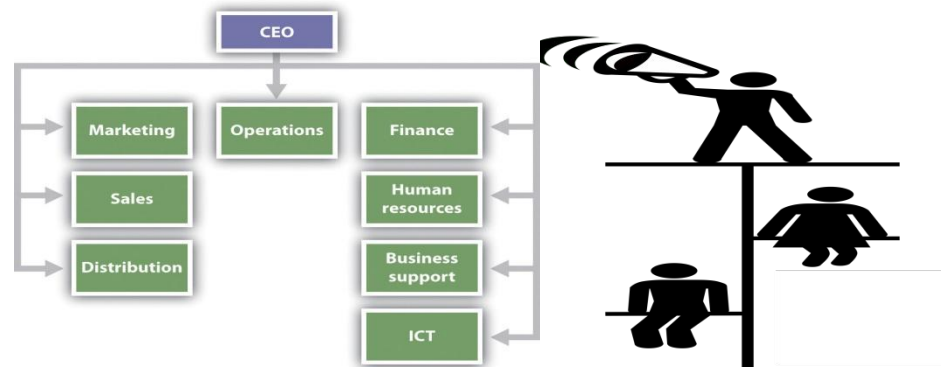
2. Clan Culture

- <u>Organizations that emphasize having a high degree of flexibility and discretion, and also focus primarily inward rather than outward, are known as Clan Cultures, because in many ways they are thought of as extended family</u>.

  - A strong sense of cohesiveness characterizes Clan Cultures along with shared values and a high degree of participation and consensus building.

    - Clan Cultures believe their path to success is rooted in teamwork, loyalty, and taking care of people within the organization.

clan

3. Adhocracy Culture

- <u>Organizations that emphasize having a high degree of flexibility and discretion, and focus primarily on the environment outside the organization, are called Adhocracy Cultures</u>.

  - In many ways Adhocracy Cultures represent an adaptation to the transition from the industrial age to the information age.

    - This form of organizational culture is most responsive to the turbulent and rapidly changing conditions of the present age.
    - They are by nature dynamic and changing so as to best foster creativity, entrepreneurship, and staying on the cutting edge.

DYNAMIC STRUCTURES

4. Market Culture

- <u>Organizations that, like Hierarchy Cultures, emphasize stability and control but focus their attention primarily on the external environment (outside the organization itself) are called Market Cultures</u>.

  - Their interest is more on interactions with external constituencies like customers and suppliers.

  - Market Cultures are competitive and results-oriented, and the results that count the most are typically financial measures of success, such as profit.

  - They achieve measurable goals and targets.
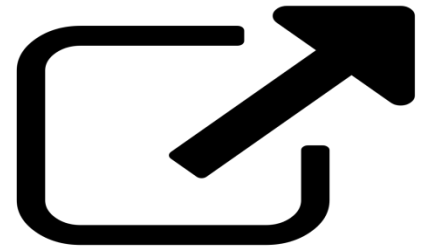
Organizational Cultures

- <u>The complexities and necessities of organizational life and survival inevitably require that all cultures include elements from all four cultures previously defined</u>.

  - Is should be apparent that quite different approaches to leadership are called for based on which of these four distinctive cultures dominates any organization at any time.

Organizational Cultures

- ## Leadership in…

1. <u>Hierarchy Cultures</u> emphasizes careful management of information, monitoring detailed aspects of organizations, and assuring operational dependability and reliability.

2. <u>Clan Cultures</u> focuses on process more than output, especially as it pertains to minimizing conflict and maximizing consensus.
A premium is placed on leadership that is empathetic and caring and that builds trust.

3. <u>Adhocracy Cultures</u> requires vision, creativity, and future-thinking.

4. <u>Market Cultures</u> places a premium on aggressiveness, decisiveness, productivity, and outperforming competitors.

The Environment

- **<u>The environmental level of the situation refers to factors outside the task or organization that still affect the leadership process</u>.**

  - Two interrelated aspects of these extra-organizational aspects of the situation, include:

    1. Ways in which leaders increasingly confront situations that are unexpected, unfamiliar, complex, and rapidly changing; and
    2. Growing importance of leadership across different cultures.
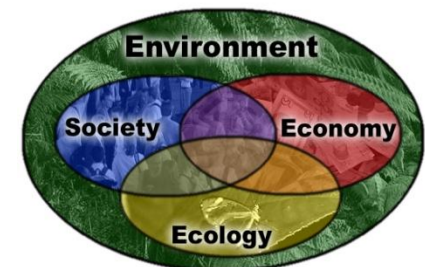
Degree of Change in Leadership

- <u>One general aspect of the situation that affects leadership is the degree of change that's occurring</u>.

  - The nature of challenges facing leaders is changing as never before. Rondald Heifetz argues that leaders not only are facing more crises than ever before, but a new mode of leadership is needed because we are in a permanent state of crisis.

    - Leadership is inherently more than an individual leader or his behavior or skills. Certain kinds of established relationships with followers are vital, and distinctive skill sets on their parts are needed, as is a certain kind of organizational culture.

Workplace Trends

- **<u>In response to increasing competitiveness, uncertainty, globalization, and the pace of change, a # of leadership trends have been identified in how organizations can face the future</u>:**

  - Recognize that complex challenges are on the rise, and new approaches to leadership and development are required.
  - Embrace innovation as a driver of organizational success.
  - Prepare for the need for virtual leadership.
  - Collaboration across organizational boundaries will be essential to organizational success.
  - Because trust and respect will be vital, leaders will need to be more authentic in their roles than ever before.
  - The next generation of leaders will place new kinds of leadership demands on their organizations.
  - A crisis of talent in organizations is coming – need development.
  - Ensuring the health and fitness of all employees must be a priority.

Societal Culture

- <u>Societal Culture refers to those learned behaviors characterizing the total way of life of members within any given society</u>.

  - Cultures differ from one another just as individuals differ.

    - To outsiders, the most salient aspect of any culture typically involves behavior – the distinctive actions, mannerisms, and gestures characteristic of that culture.

Societal Culture

- <u>A clear implication for business leaders in the global context, therefore, is the need to become aware and respectful of cultural differences and cultural perspectives</u>.

  - Barnum pointed out the importance of being able to look at one's own culture through the eyes of another:

    - Consciously or unconsciously they will be using their own beliefs as the yardsticks for judging you, so know how you compare to those yardsticks by ferreting out their values and noting where they differ the least and most from yours.

"Could a greater miracle take place
than for us to look through each other's eyes
for an instant?"

– Henry David Thoreau

Empathy Quotes
Empathy is seeing with the eyes of another, listening with the ears of another, and feeling with the heart of another

Alfred Adler

Implicit Leadership Theory

- <u>The Implicit Leadership Theory holds that individuals have implicit beliefs and assumptions about attributes and behaviors that distinguish leaders from followers, effective leaders from ineffective, and moral leaders from immoral</u>.

  - The research further posits that relatively distinctive implicit theories of leadership characterize different societal cultures from each other as well as organizational cultures within those societal cultures – culturally endorsed implicit theories of leadership (CLT).
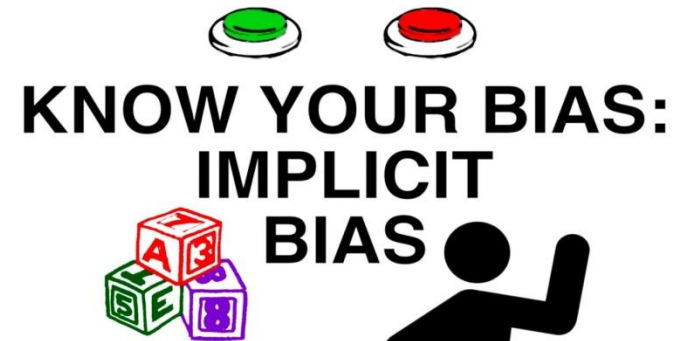
KNOW YOUR BIAS:
IMPLICIT
BIAS

Dimensions of Leadership

- <u>Researchers identified six dimensions of leadership applicable across all global cultures</u>.

  - <u>Charismatic/Value-Based Leadership</u>
    - Reflects the ability to inspire, motivate, and expect high performance from others on the basis of shared core values.
  - <u>Team-Oriented Leadership</u>
    - Emphasizes effective team building and implementation of a common purpose or goal among team members.
  - <u>Participative Leadership</u>
    - Reflects the degree to which managers involve others in making and implementing decisions.

Dimensions of Leadership

- <u>Researchers identified six dimensions of leadership applicable across all global cultures</u>.

  - <u>Human-Oriented Leadership</u>
    - Reflects supportive and considerate leadership as well as compassion and generosity.

  - <u>Autonomous Leadership</u>
    - Refers to independent and individualistic leadership.

  - <u>Self-Protective Leadership</u>
    - Focuses on ensuring the safety and security of the individual or group member.

Universal Leadership Attributes

- **(Positive) Universal Leadership Attributes**

  - Trustworthy – Just – Honest – Foresighted – Plans Ahead – Encouraging – Informed – Excellence Oriented – Positive – Dynamic – Motive Arouser – Confidence Builder – Motivational – Dependable – Coordinator – Intelligent – Decisive – Effective Bargainer – Win-Win Problem Solver – Administratively Skilled – Communicative – Team Builder

- **(Negative) Universal Leadership Attributes**
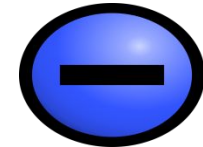
  - Loner – Asocial – Non-Cooperative – Irritable – Non-Explicit – Egocentric – Ruthless – Dictatorial

Implications for Leaders

- **<u>Leaders should expect to face a variety of challenges to their own systems of ethics, values, or attitudes during their careers</u>.**

  - Additionally, values often are a source of interpersonal conflict.

    - Although we sometimes say two people don't get along because of a personality conflict, often these conflicts are due to differences in value systems, not personality traits.