Leadership

Leadership Theories

• Trait Approach
  – high effort
  – power need
  – honesty/integrity
  – cognitive ability
  – task-related knowledge
Leadership Theories
(continued)

• Behavioral Approach
• Ohio State
  – Consideration - leader behavior oriented toward developing mutual trust, two-way communication, respect for subordinates ideas, and concern for their feelings.
  – Initiating Structure - leader behavior oriented toward structuring subordinate activities for the purpose of goal attainment.

Effective Leader Behavior

• Consideration
  – Employee satisfaction with leader depends on degree of consideration shown by leader.
  – Leader consideration affects employee satisfaction more when jobs are unpleasant and stressful than when they are pleasant and unstressful.
  – Leader high in consideration can exercise more initiating structure without a decline in employee satisfaction.
  – Consideration given in response to good performance will increase the likelihood of future good performance.
Effective Leader Behavior

• Initiating Structure
  – Initiating structure that adds to role clarity will increase satisfaction.
  – Initiating structure will decrease employee satisfaction when structure is already adequate.
  – Initiating structure will increase performance when a task is unclear.
  – Initiating structure will not affect performance when a task is clear.

Situational Approach

• Fiedler’s LPC scale
  – Task-oriented - people who rate their least preferred co-worker in a relatively unfavorable manner - derive satisfaction from successfully completing a task and give interpersonal relations a much lower priority.
  – Relationship-oriented - people who rate their least preferred co-worker in a relatively favorable manner - see good interpersonal relations as a requirement for task accomplishment and derive satisfaction from establishing close personal relations with co-workers.
Situational Favorableness

- Leader-member relations - quality of relations between a leader and group members.
- Task structure - degree to which a groups’ assignment can be programmed and spelled out in a step-by-step fashion.
- Leader position power - right to reward and punish, hire or fire, with organization backing

Fiedler’s Contingency Model
House’s Path-Goal Theory

**Employee Characteristics**
- Locus of control
- Task ability
- Need for achievement
- Experience
- Need for clarity

**Leadership Styles**
- Directive
- Supportive
- Participative
- Achievement oriented

**Environmental Factors**
- Employee’s task
- Authority system
- Work group

**Employee Attitudes and Behavior**
- Job satisfaction
- Acceptance of leader
- Motivation

**Transactional Leader**
- Contingent rewards
- Management by exception (active)
- Management by exception (passive)
- Laissez-faire
Transformational Leader

- Charisma
- Individual attention
- Intellectual stimulation
- Contingent reward
- Management by exception

Charismatic Leader

- High self-confidence
- Ability to articulate a vision
- Willingness to assume high personal risks to pursue the vision
- Use of unconventional strategies
- Perception of leader as change agent
Substitutes for Leadership

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