

PSYCHOLOGY 305 / 305G
Social Psychology



Leadership

Lecturer: James Neill

Leaders Vs. Managers

Leaders

- Innovate
- Develop
- Inspire
- Long-term view
- Ask what and why
- Originate
- Challenge the status quo
- Do the right thing

Managers

- Administer
- Maintain
- Control
- Short-term view
- Ask how and when
- Initiate
- Accept the status quo
- Do things right

Social Psychology of Leadership?

Leadership is...

- A relationship
- A group phenomenon
- A form of social influence



What is Leadership?

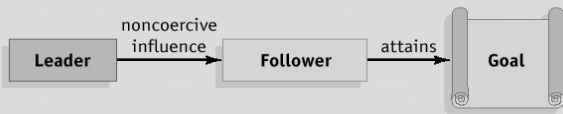
Leadership is...
*the process of getting
the cooperation of
others in accomplishing
a desired goal.*



Leadership is...
*the ability to influence a
group toward the
achievement of goals.*

Leadership Characteristics

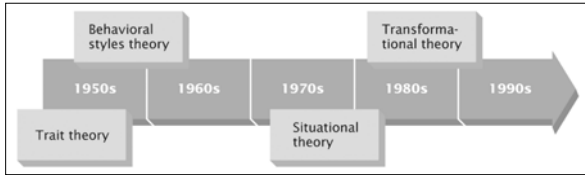
- Involves noncoercive influence
- Is goal directed
- Requires followers



Formal vs. Informal Leadership

- Formal Leadership
 - The process of influencing relevant others to pursue official organizational objectives.
- Informal Leadership
 - The process of influencing other to pursue unofficial objectives that may or may not serve the organization's interests.

Evolution of Leadership Theory



Overview of Traditional Leadership Theories

- Dispositional theories: there are certain attributes which make a great leader
- Behavior theories: great leadership is based on what someone does
- Situational (contingency) theories: interaction between leader and situation is important

Leadership Theory

- Leadership as a Person (Traits)
- Leadership as Role (Contingency Theories)
 - A person may be an effective leader in one circumstance but perform poorly in a different circumstance.
- Leadership as a Person x Role
- Leadership as power & influence
- New perspectives

Modern Thought on Leadership

- The end of WW1 brought the demise of hereditary leadership
- First theories on personal qualities or traits
- After WW2, shift to observable behaviours
- 1960's - Situational leadership
- Recently - transactional to transformational leadership

Leadership: Person and Role:

what personality goes with style?

- *Personality traits*: introversion, optimism, need for power, flamboyance
- *Role attributes*: Theory X, expressive, participative
- *Situational characteristics*: stability, uncertainty, complexity (remember "contingency")

Trait Theories

trait theories of leadership

Theories that consider personality, social, physical, or intellectual traits to differentiate leaders from nonleaders.

Leadership Traits:

- **Ambition and energy**
- **The desire to lead**
- **Honesty and integrity**
- **Self-confidence**
- **Intelligence**
- **Job-relevant knowledge**

The Trait Approach



Great Person Theory

The view that leaders possess special traits that set them apart from others and that these traits are responsible for their assuming positions of power and authority.

Trait Theories

People tend to perceive that someone is a leader when he or she exhibits certain:

- Physical qualities
- Character attributes
- Intellectual qualities
- Personal qualities

Attribution Theory of Leadership

Traits of a Leader

- | | |
|------------------------|----------------------|
| •Drive and Ambition | •Self-Confidence |
| •Desire to Lead | •Intelligence |
| •Honesty and Integrity | •Technical Expertise |

Traits and skills found most frequently to be characteristic of successful leader*

TRAITS

Adaptable to situations
 Alert to social environment
 Ambitious and achievement oriented
 Assertive
 Cooperative
 Decisive
 Dependable
 Dominant (desire to influence others)
 Energetic (high activity level)
 Persistent
 Self-confident
 Tolerant of stress
 Willing to assume responsibility

SKILLS

Clever (intelligent)
 Conceptually skilled
 Creative
 Diplomatic and tactful
 Fluent in speaking
 Knowledgeable about group talk
 Organized (administrative ability)
 Persuasive
 Socially skilled

Big 5 Personality Predictors of Leadership Ability

- **Extroversion**
- **Agreeableness**
- **Conscientiousness**
- **Lack of Neuroticism**
- **Openness to experience**

Motivation and Leadership

- **Leader Motive Pattern**
 - High need for power
 - High need for achievement
 - Low need for affiliation

Negative leadership traits that prevent individuals from being leaders

- Uninformed
- Non-participative
- Rigid
- Authoritarian
- Offensive

Criticisms – Trait Theories

- No universal traits predict leadership in all situations
- Unclear evidence of the cause and effect of relationship of leadership and traits.
(Which comes first, trait or leadership position?)
- Traits predict behavior better in “weak” than “strong” situations.
- Provides little guidance concerning what advice or training to give current or soon-to-be leaders
- Better predictor of the appearance of leadership than distinguishing effective and ineffective leaders.
- Overlooks needs of followers
- Fails to clarify trait's relative importance.

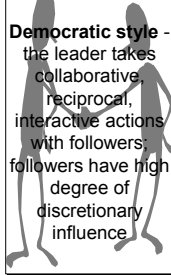
Style Approach

- Emphasizes the behavior of leader
- Two kinds of behavior: task behaviors (help group members to achieve their goals) and relationship behaviors (help subordinates feel comfortable with themselves, with each other, and with the situation)
- Style studies since late 1940's

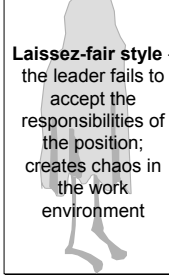
Leadership Style & Emotional Climate



Autocratic style - the leader uses strong, directive controlling actions to enforce the rules, regulations, activities, & relationships in the work environment; followers have little discretionary influence



Democratic style - the leader takes collaborative, reciprocal, interactive actions with followers; followers have high degree of discretionary influence



Laissez-fair style - the leader fails to accept the responsibilities of the position; creates chaos in the work environment

Leadership

• Leadership Styles

– Manz and Sims (2001) reported:

1. The quality of group output was better under democratic leadership.
2. Democratic leadership took more time than autocratic.
3. Member satisfaction was higher under democratic leadership.
4. The democratic group had the lowest absenteeism.
5. The democratic group fostered more independence.

Contemporary Approaches to Leadership

- Attribution theory
- Charismatic leadership
- Visionary leadership
- Transactional leadership
- Transformational leadership
- Emotional Intelligence

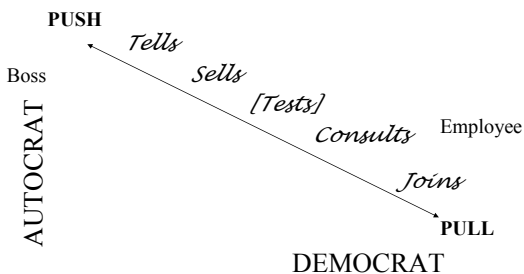
TASK-ORIENTED V PEOPLE-ORIENTED LEADERSHIP (Blake and Mouton, 1964)

- TASK-ORIENTED
 - task is uppermost;
 - employee needs close supervision;
 - supervisor upset when tasks not accomplished;
 - human aspect neglected;
 - regular checks on work progress;
 - perceived as “tough”;
- PEOPLE-ORIENTED
 - concern for subordinates’ needs;
 - climate building;
 - inquiries about problems;
 - can be counterproductive if “overdone”.

Contingency Leadership Theory

- Given the right context, every leadership theory or model is the correct one.
- There is no one best style of leadership
- Leadership style must match the situation

The Continuum of Leadership Behavior (Tannenbaum, 1974)

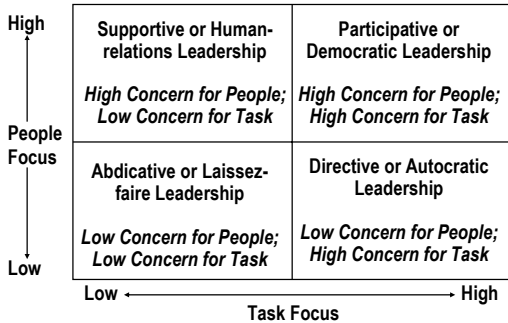


Autocratic or Democratic?

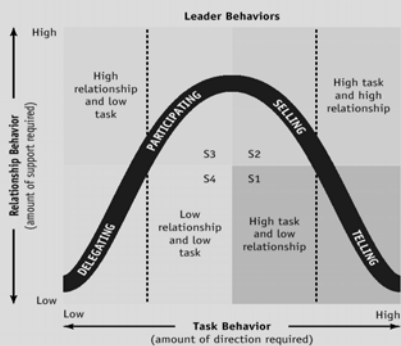
Reasons for a more participative or democratic style:

- Information or expertise exists among subordinates
- Greater understanding, acceptance and support of decision by subordinates

LEADERSHIP STYLE MATRIX



Situational Leadership Theory



Situational Leadership

- Strengths
 - Practical: easy to understand and apply
 - Prescriptive: tells what to do or what to do not in various situations
 - Leader's flexibility: employees and leading styles differ from situation to situation
- Criticisms
 - Leader's styles and employee's development level do not always match, there exist other factors too

Leadership Continuum

"A continuum of leadership style extending from complete retention of power by the manager to complete freedom for subordinates"

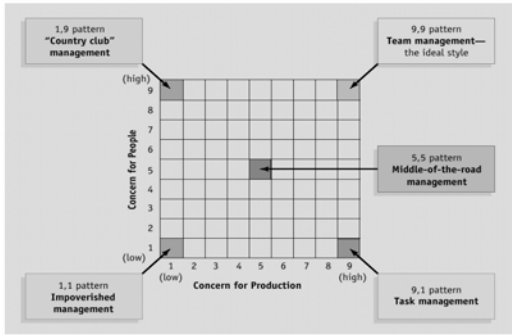
- Autocratic ("Telling")
- Diplomatic ("Selling")
- Consultative ("Consulting")
- Participative ("Joining")

Task vs. Relationship

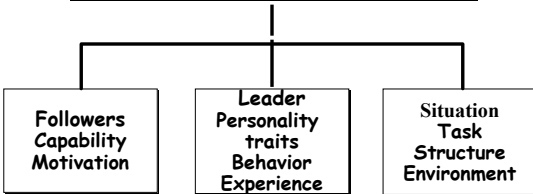
Task-oriented Leadership → Is best under situations of high or low control

Relationship-oriented Leadership → Is best under situations of moderate control

The Managerial Grid



Contingency Leadership Framework Variables



What are the situational or contingency leadership approaches?

- Leader traits and behaviors can act in conjunction with situational contingencies.
- The effects of leader traits are enhanced by their relevance to situational contingencies.
- Major situational contingency theories.
 - Fiedler's leadership contingency theory.
 - House's path-goal theory of leadership.
 - Hersey and Blanchard's situational leadership model.

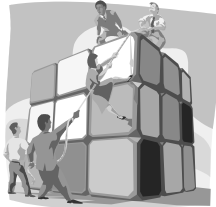
Contingency Leadership Theories

- The appropriate style of leadership is contingent on the requirements of the particular situation and the situational variables mediating the interaction between leadership behavior and situations resulting in effectiveness or "situational favorableness"
- Only the leader possessing particular qualities will arise due to the specific situational circumstances requiring specific leadership abilities
- Least Preferred Coworker (LPC)
 - Fiedler (1964, 1967, 1971)
- Path-Goal Theory
 - House (1971)
 - House and Mitchell (1974)
- Normative Decision-Making Model
 - Vroom and Yetton (1973)
 - Vroom and Jago (1988)

Path-Goal Theory

path-goal theory

The theory that it is the leader's job to assist followers in attaining their goals and to provide the necessary direction and/or support to ensure that their goals are compatible with the overall objectives of the group or organization.



Path-Goal Theory

- ❖ A theory of leadership suggesting that subordinates will be motivated by a leader only to the extent they perceive this individual as helping them to attain valued goals.
- Used to select the *leadership style* that is appropriate to the situation to maximize performance and job satisfaction.

4 Basic Path-Goal Leadership Types

Instrumental (directive): An approach focused on providing specific guidance and establishing work schedules and rules.

Supportive: A style focused on establishing good relations with subordinates and satisfying their needs.

Participative: A pattern in which the leader consults with subordinates, permitting them to participate in decisions.

Achievement Oriented: An approach in which the leader sets challenging goals and seeks improvements in performance.

Path-Goal Guidelines to Be Effective Leader

- Determine the outcomes subordinates want
 - e.g., good pay, job security, interesting work, and autonomy to do one's job, etc.
- Reward individuals with their desired outcomes when they perform well
- Be clear with expectations
 - Let individuals know what they need to do to receive rewards (the path to the goal)
 - Remove barriers that prevent high performance
 - Express confidence that individuals have the ability to perform well

Path-Goal Leadership Styles

- Directive
 - Informs subordinates of expectations, gives guidance, shows how to do tasks
- Supportive
 - Friendly and approachable, shows concern for status, well-being and needs of subordinates

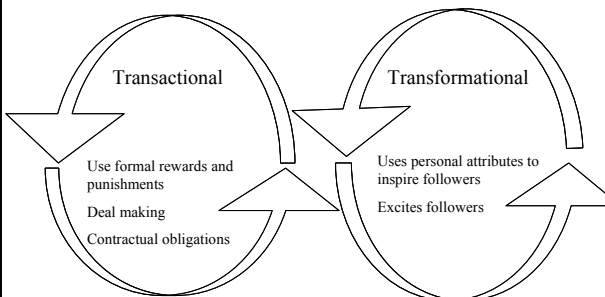
Path-Goal Leadership Styles

- Participative
 - Consults with subordinates, solicits suggestions, takes suggestions into consideration
- Achievement oriented
 - Sets challenging goals, expects subordinates to perform at highest level, continuously seeks improvement in performance, has confidence in highest motivations of employees

Transformational Leadership

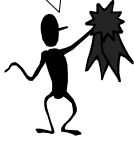
- Since late 1970's
- Part of the 'New leadership' paradigm
- Attention to the charismatic and affective elements of leadership
- A process that changes and transforms individuals
- Emotions, values, ethics, standards, long-term goals
- Incorporates charismatic and visionary leadership

Transactional and Transformational Leaders

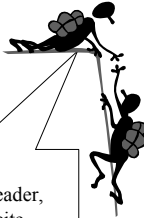


Transactional & Transformational Leadership

As a transactional leader, I use formal rewards & punishments.



As a transformational leader, I inspire and excite followers to high levels of performance.



Understanding Transformational Leadership

- Transactional leaders – pursue an economic exchange with the employee in return for contracted services rendered
- Transformational leaders – support employee's needs to move to higher levels of achievement while simultaneously encouraging them to transcend their own self-interest for the sake of the team or organization

Chris Argyris: Personality and Organization

- Traditional management principles produce conflict between people and organizations.
 - Task specialization produces narrow, boring jobs that require few skills.
 - Directive leadership makes workers dependent and treats them like children.
- Workers adapt to frustration in several ways:
 - Withdraw—absenteeism or quitting
 - Become passive, apathetic
 - Resist top-down control through deception, featherbedding, or sabotage
 - Climb the hierarchy
 - Form groups (such as labor unions)
 - Train children to believe work is unrewarding

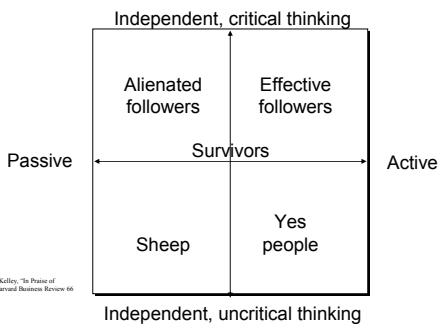
What is a Follower?

- A follower is an individual who follows the ideas, goals, or tasks of a leader.
- Followers are developed by working together to identify goals and strategies for achieving the goals.

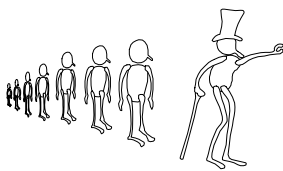
Follower Characteristics

- Identification with the leader and the vision
- Heightened emotional levels
- Willing subordination to the leader
- Feelings of empowerment

Five Types of Followers



Dynamic Follower



- Responsible steward of his or her job
- Effective in managing the relationship with the boss
- Practices self-management

Motivation

McGregor's Theory of Motivation

THEORY Y

- Work is necessary to man's psychological growth
- Man wants to be interested in his work and, under the right conditions he can enjoy it
- Man will direct himself towards an accepted target
- Man will seek, and accept responsibility under the right conditions
- The discipline a man imposes on himself is more effective, and can be more severe, than any imposed on him
- Under the right conditions man is motivated by the desire to realise his own potential
- Creativity and ingenuity are widely distributed and grossly underused.

THEORY X

- Man dislikes work and will avoid it if he can.
- Man must be forced or bribed to put out the right effort.
- Man would rather be directed than accept responsibility, which he avoids.
- Man is motivated mainly by money.
- Man is motivated by anxiety about his security.
- Most men have little creativity - except when it comes to getting round management rules!

Servant Leadership



Servant Leaders focus on providing increased service to others—meeting the goals of both the followers and the organization—rather than themselves

Ten Characteristics of the Servant Leader

1. Focus on listening
2. Ability to empathize with others' feelings
3. Focus on healing suffering
4. Self-awareness of strengths and weaknesses
5. Use of persuasion rather than positional authority to influence others

Ten Characteristics of the Servant Leader

6. Broad-based conceptual thinking
7. Ability to foresee future outcomes
8. Belief that they are stewards of their employees and resources
9. Commitment to the growth of people
10. Drive to build community within and outside the organization

Benefits of Leading Without Authority

- Latitude for creative deviance
 - Easier to raise questions
- Issue focus
 - Freedom to focus on single issue, rather than many issues
- Frontline information
 - Often closer to the people who have the information

Substitutes for Leadership

- In some situations, leader may not be necessary
 - Other factors may substitute for or neutralize leader's influence
- Potential substitutes:
 - Individual characteristics
 - Job structure
 - Organizational characteristics

Implicit Leadership Theory

- We have a subjective mental prototype of what leaders are like
 - Attribute typical set of traits to leaders
 - People who fit the prototype more likely to be judged as effective leaders
- Prototypes and gender

What is power?

- Power is the ability to ...
 - Get someone to do something you want done.
 - Make things happen in the way you want.
- Influence is ...
 - What you have when you exercise power.
 - Expressed by others' behavioral response to your exercise of power.

Five Sources of Power

1. **Legitimate Power** all managers have; results from managers' formal positions within the organization
2. **Reward Power** all managers have; results from manager's authority to reward their subordinates
3. **Coercive Power** all managers have; results from the manager's authority to punish subordinates
4. **Expert Power** is power resulting from one's specialized information or expertise
5. **Referent Power** power derived from one's personal attraction

Outcomes of Power Use

- Commitment
 - Influence target agrees with and internalizes request
 - Referent & expert power
- Compliance
 - Influence target is apathetic about request but agrees to carry it out
 - Legitimate & reward power
- Resistance
 - Influence target opposes request and avoids carrying it out
 - Coercive power

Men's and Women's Leadership Styles

- In general, women fall back on a democratic leadership style
 - Encourage participation
 - Share power and information
 - Attempt to enhance followers' self-worth
 - Prefer to lead through inclusion
- Men feel more comfortable with a directive command-and-control style
 - Rely on formal authority

Cultural Issues in Leadership

- Societal cultural values and practices affect leaders:
 - Shape the leader's values and norms
 - Influence decisions and actions
- Some features of leadership are universal, others differ across cultures
 - “Charismatic visionary” seems to be universal
 - Participative leadership works better in some cultures than others

Conclusions

- Leadership plays a central part in understanding group behavior.
- Our understanding of leadership and the dynamics continues to grow.
- Theories offer incomplete explanations.
- A lot of research has been done, illustrating the complexity of leadership
- Leadership as person, role, & situation.
- Leader as an active, flexible pursuer of vision who influences others towards achievement of vision.

Conclusions

- Male and female leadership styles tend to be more alike than different.
- No one style of leadership is always the preferred leadership style.
- Leadership is not value free and culturally-bound.
