Objectives

- Introduce Leadership
- Review types of power required for leadership
- Integrating the various forms of power
- Environmental leadership

Hero/Heroine versus Leader

- Hero: person of great courage, to be admired for exploits
- Leader: the ability to influence, inspire, motivate and organize people to do something in common

- Is a hero necessarily a leader?
- Is a leader necessarily a hero?

Focus on Proactive Behavior (versus Reactive)

- Internal Locus of Control
  - Perceive your actions are important to goals of organization
  - high self-esteem, confidence
  - need for achievement and accomplishment
  - capable of affiliation (don’t necessarily need it)
    - Remember: must be independent before inter-dependent
  - Don’t let outside forces (physical, economic, social) control behavior
  - Need to transcend “suffering”, continue to build character

Increase your Circle of Influence

- Proactive Focus

  ![Circle of Influence Diagram]

  - Circle of Concern
  - Circle of Influence

Reactive Focus: Easy Way Out

- External Locus of Control
- Circle of influence shrinks
- Characterized by:
  - victimization
  - blame game
  - buck never stops with you
  - cover-up or rationalize mistakes
  - “Outside in”
- Outlook often promoted in large bureaucracies

Qualities of a Leader
Sources of Managerial Power

Power: The Key to Leadership

Legitimate Power
- The authority that a manager has by virtue of his or her position in the organization.
  - Example: the power to hire or fire employees
  - Veto power / over-ride authority
- Often formalized in organizational hierarchy
  - Military organizations
  - Foreman
  - CEO
  - President of school activity club

Reward Power
- The ability of a manager to give or withhold tangible and intangible rewards.
  - Examples: pay, bonus, vacation, comp-time, stock options, promotions
- Effective managers use reward power to signal to employees that they are doing a good job.

Coercive Power
- The ability of a manager to punish others.
  - Long hours, pay cuts
  - Withholding benefits
  - Verbal or physical abuse (sweat shops, military)
  - Poor working conditions
- Limited in effectiveness and application; can have serious negative side effects.
- Often used in highly non-democratic environments

Transactional Leadership
(legitimate, reward, coercive)

• Reward high performance
• Reprimand low performance
• Focus on rewarding desired behavior

Expert Power
- Power that is based on special knowledge, skills, and expertise
  - First-line and middle managers have the most expert power
  - technical ability, conceptual skills
    - Outdoor guide
    - Gifted athletes and performers
- Need to combine with other types of power
Power: The Key to Leadership

- Referent Power
  - Power from subordinates’, coworkers’ and colleagues’ respect, admiration and loyalty
  - personal characteristics of leader
  - interpersonal/communication skills
  - empathizes and empowers employees

"Leadership is not just giving directions - it’s liberating people to do what is needed in the best possible way."
  – John Graham

Empowerment

- The process of decentralizing power, authority and responsibility to subordinate workers
- Empowerment helps managers:
  - Get workers involved in the decisions.
  - Increase worker commitment and motivation.
  - Have time to focus on other issues, rather than micromanaging outcomes.

Transformational Leadership

- Focus on importance of each person to the organization and meeting goals
- care about employee personal growth, development and accomplishment
- empower subordinates
- Develop:
  - “esprit de corps”
  - commitment to ideals and goals
  - commitment to mission

Transformational vs. Transactional Leadership

- Transactional Leaders
  - Use their reward and coercive powers to encourage high performance—they exchange rewards for performance and punish failure.
- Transformational Leaders
  - Take a more holistic approach – use all forms of power to get the most from subordinates

Another Perspective

- Transactional vs. Transformational

- Abundance Mentality vs. Scarcity Mentality
  - managers allocate scarce resources
  - managers expand resources

Scarcity Mentality

- Managers based in scarcity mentality:
  - competitive, never enough pieces of the pie
  - difficult time sharing recognition and credit
  - trouble being happy for others’ success
  - usually surround themselves with “YES” people who won’t challenge decisions
  - Always looking over their shoulder
### Abundance Mentality

- Managers based in abundance mentality:
  - cooperative
  - high self-esteem
  - share prestige, recognition, profits
  - share in decision making
  - “a rising tide lifts all boats”

### Emotional Intelligence

- Traditional intelligence linked to logic, problem solving, analytical skills
- Managers also need intelligence linked to identifying and understanding
  - Desires
  - Motivations
  - Social & antisocial behaviors
  - Feelings and fears

### The Role of Empathetic Listening

- Central to using emotional intelligence
- Listening responses:
  - evaluate, probe, advise, interpret based on our frame of reference
- Seek first to understand
  - rephrase content and reflect the feeling
  - opens avenue of trust

### Leadership – Environmental Context

Four key characteristics of environmental management issues (social issues):
1. require long-term solutions
2. systems are complex
3. issues are emotionally charged and polarized
4. science deals in probabilities not absolutes

### Leadership – Environmental Context

“long-term solutions”

Need long-term vision to assess organizations purpose to best serve clients and society
- ability to see beyond quarterly and annual reports
- not clairvoyance, but using available data to test predictions and insights
- where is the organization going to be in 10 - 20 years
Leadership – Environmental Context  
“emotionally charged and polarized”

- Less confrontation
  - not always slaying dragons or the competition
  - more consensus building, negotiation and cooperation
- Character ethic
- Emotional intelligence
  - Motivation of employees and volunteers

Leadership – Environmental Context  
“systems are complex”

- Quality control
- Accountability and credibility
- How do you know you are meeting your goals and objectives?

Leadership Models

- Trait model
- Behavioral model
- Contingency models
  - Fiedler’s Model
  - House’s Path-Goal Theory

Leadership Models

- Trait Model
  - Identify personal characteristics at the root of effective leadership
  - certain personal “traits” do appear to be connected to effective leadership.
  - effective leaders do not necessarily possess all of these traits.
  - Emulate effective leadership traits
  - Enough said!

Leadership Models (cont’d)

- Behavioral Model
  - Focuses on two behaviors:
    - Consideration: employee-centered leadership behavior indicating that a manager trusts, respects, and cares about subordinates (transformational)
    - Initiating structure: job-oriented leadership behavior that managers engage in to ensure that work gets done, subordinates perform their jobs acceptably, and the organization is efficient and effective.
      - Theoretical bureaucracy
      - Do not go overboard and start micro-managing

Right Traits, Right Behaviors

Will not guarantee effective leadership.
Contingency Models of Leadership

• Fiedler’s Model
  – Effective leadership is contingent on both the characteristics of the leader and of the situation/context.
  – Leader style is the enduring, characteristic approach to leadership that a manager uses and does not readily change.
    • Relationship-oriented style – quality interpersonal relationships
    • Task-oriented style

Leadership across Genders

• Stereotypes suggest women are supportive and concerned with interpersonal relations, higher emotional intelligence.
  • Conversely, men are stereotyped as task-focused, with weak emotional intelligence.

• Research indicates:
  – no gender-based difference in leadership effectiveness, however:
    – Women are more participative
    – Women often adopt the participative approach to overcome subordinate resistance
    – Women have better interpersonal skills

House’s Path-Goal Theory

• Contingency model of leadership
• Effective leaders can motivate subordinates by:
  1. Clearly identifying the outcomes workers are trying to obtain from their jobs.
  2. Rewarding workers for high-performance and goal attainment with the outcomes they desire
  3. Clarifying the paths to the attainment of the goals, remove obstacles to performance, and express confidence in worker’s ability

Fiedler’s Model

• Situation Characteristics
  – How favorable a situation is for leading to occur.
    1. Leader-member relations
      • Followers trust, like and loyal to leader
    2. Task structure
      • Work is clear-cut
    3. Power structure (“Position power” – amount of legitimate, reward and coercive power)

Motivating with Path-Goal

• Path-Goal identifies four leadership behaviors:
  – Supportive behavior: look out for the worker’s interests
  – Participative behavior: give subordinates a say in matters that affect them.
  – Achievement-oriented behavior: Setting very challenging goals, believing in worker’s abilities.
• Which behavior to be used depends on the nature of the subordinates and the tasks.