

Skills Approach

Mumford worked on his project from 1992 till 2002. He picked about 2000 officers in the military with different ranks and he came up with his skills-based model.

- Beginning in the 1990s Mumford and colleagues research has resulted in a **comprehensive skills-based model of leadership** and contend that a leader's effectiveness depends on the leader's ability to solve complex organizational problems.

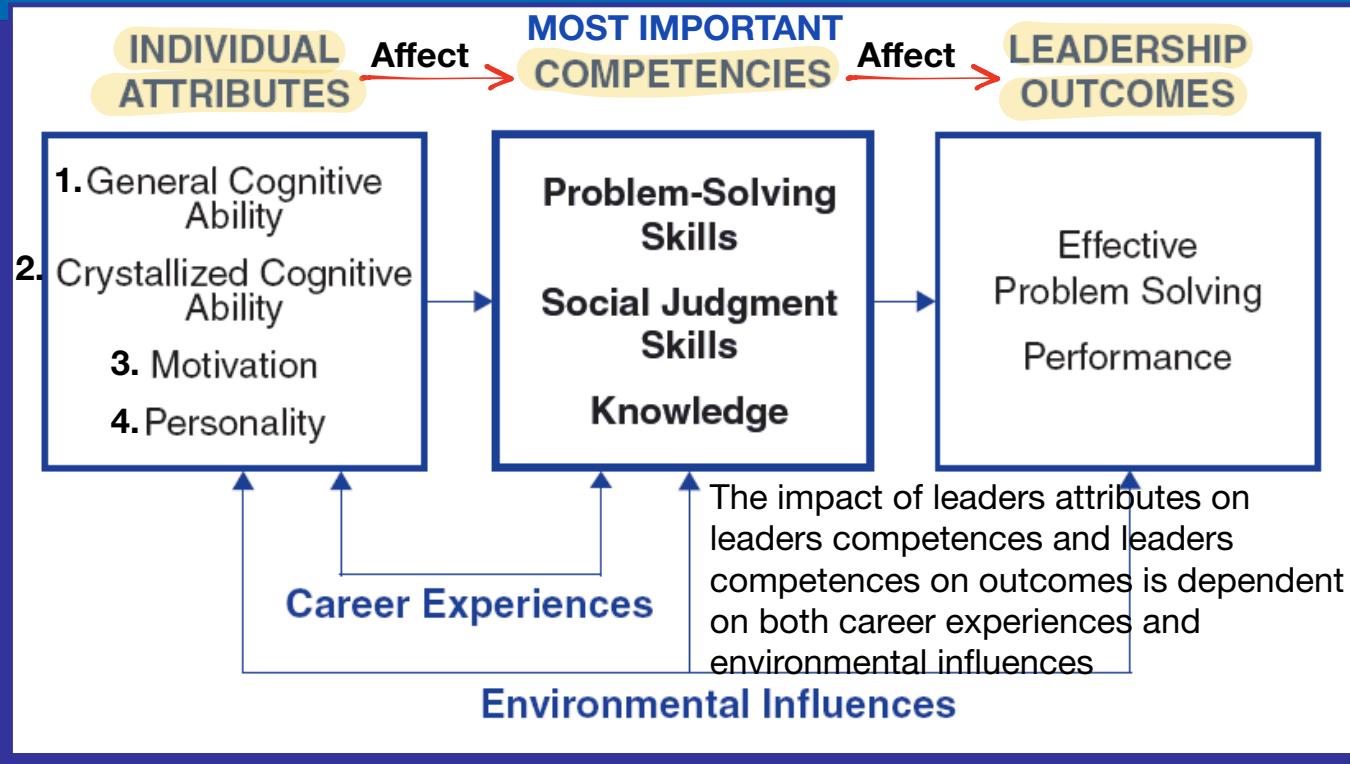
5 elements for a **skilled leader**:

1. Individual attributes
2. Competencies **MOST IMPORTANT**
3. Leadership outcomes
4. Career experiences
5. Environmental influences

Skills Model / Leadership skills theory

This model focuses on capabilities that make leaders effective

4 attributes/traits extracted
from great man theory



General Cognitive Ability

Affects knowledge and problem solving skills

- It can be thought of as a person's intelligence.
- It includes perceptual processing, information processing, general reasoning skills, creative divergent thinking capacities, and memory skills.
- It is linked to biology and not to experience. You were born with it
- Sometimes described a fluid intelligence, it is a type of intelligence that usually grows and expands up through early adulthood and then begins to decline with age.

Crystallized Cognitive Ability

- Refers to intellectual ability that is learned or acquired over time.
- It is the store of knowledge we get through **experience.** Or through education

Note: You should be able to discriminate between crystallized and general cognitive ability

Motivation

3 ways in which motivation helps in development of leadership competencies:

- Leaders must be willing and motivated to tackle complex problems.
- Leaders must be willing to express dominance. **Must be willing to exert influence**
- Leaders must be committed to the social good of the organization.

Most important

Competencies

Most important skill

- Problem-solving skills.
- Social-Judgment skills.
- Knowledge.

Those 3 work together and
separately to affect outcomes.
(Result in effective leadership)

Least important skill

Social Judgment Skills

4 elements important to social judgment skills:-

1. ➤ Perspective taking. Means understanding the attitudes that others have toward a particular problem or a solution. **Associated with others' attitudes**
2. ➤ Social perceptiveness. Refers to having insight and awareness into how others within the organization function. **Knowing what others will do when they face changes in the organization**
3. ➤ Behavioral flexibility. Is the capability to change and adapt one's behavior.
4. ➤ Social performance. Includes a wide range of leadership competencies.

Behavioral Theories of Leadership

- Two complementary theories
 - University of Michigan Studies
 - Ohio State University Leadership Studies
- Major dimensions of leader behavior
 - Task-centered behavior
 - People-centered behavior

Who studied the behavioral leadership styles

Styles Approach

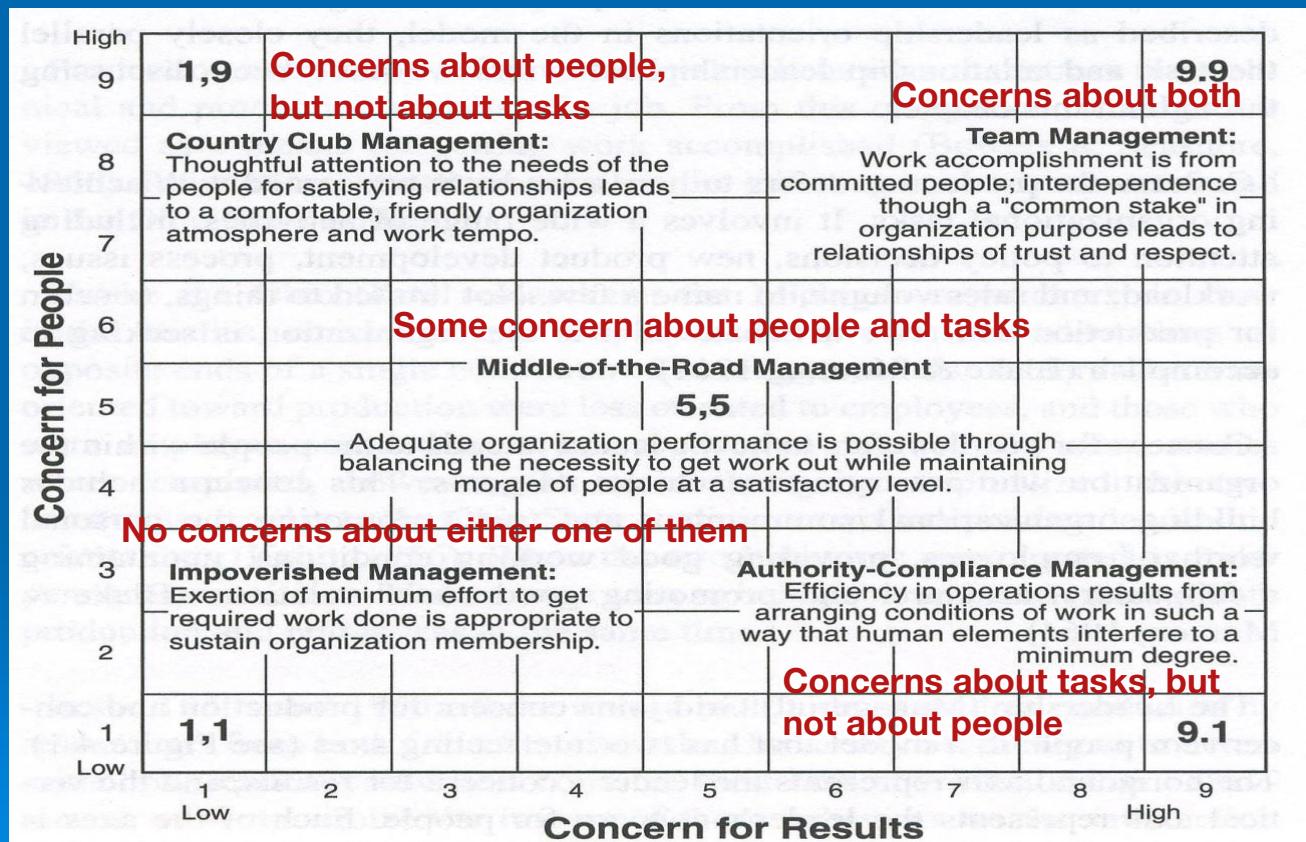
It's the action of leaders toward subordinates in various contexts. It emphasizes the behavior of the leader.

The leader may have more than one style and he shifts from one to another depending on the situation

5 styles depending on how much the leader cares about both the results/tasks and people working in the organization

Style Approach

HIGHLY EXPECTED MCQ!



Situational Leadership II (SLII) model

- The situational approach is illustrated in the model developed by Blanchard (1985) and Blanchard et al.(1985) called the situational Leadership II (SLII) model.

The model is an extension and refinement

Of the original situational leadership model developed by Hersey and Blanchard(1969).

This theory/model states that instead of using just one cycle, successful leaders should change their leadership styles based on the maturity of the people they're leading and the details of the task.

According to Hershey and Blanchard, there are 4 main leadership styles:

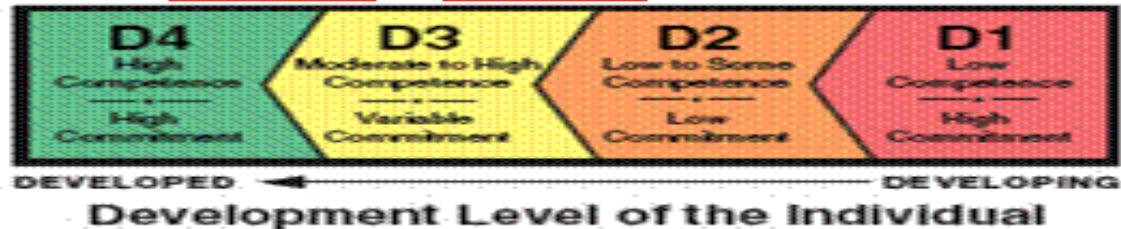
1. **Directing (S1):** leaders tell their followers exactly what to do and how to do it.
2. **Coaching (S2):** leaders still provide information and direction, but there's more communication with followers.
3. **Supporting (S3):** leaders focus more on the behavior/relationship & less on direction.
4. **Delegating (S4):** leaders pass most of the responsibility onto the followers.

S1 and S2 styles are focused on getting the task done, while S3 and S4 styles are more concerned with developing team members abilities to work independently.

Situational Leadership II Model (Blanchard)

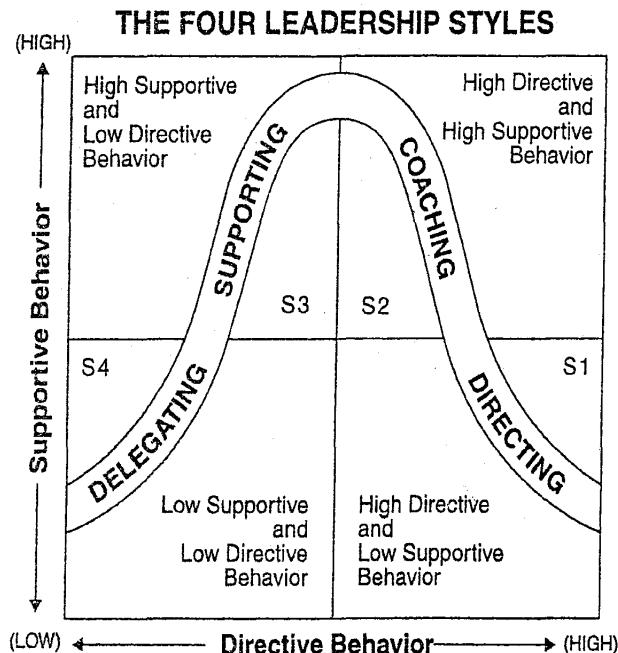


Two dimensions were used to derive the 4 development levels of followers, which are COMPETENCY and COMMITMENT.



Notice the reduction of commitment level between D2 and D1.
This theory doesn't explain why this happen.

Figure 5.1 Situational Leadership II



HIGH	MODERATE	LOW
D4	D3	D2

DEVELOPED ← → DEVELOPING

DEVELOPMENT LEVEL OF FOLLOWERS

Which style should the leader choose depends on the development level of the followers

- S1 with D1
- S2 with D2
- S3 with D3
- S4 with D4

MCQ: which of the following statements best describes the 1st development level (D1)?

D1 describes a newly assigned employee who has **HIGH COMMITMENT** but **LOW COMPETENCE** (e.g., new graduate)

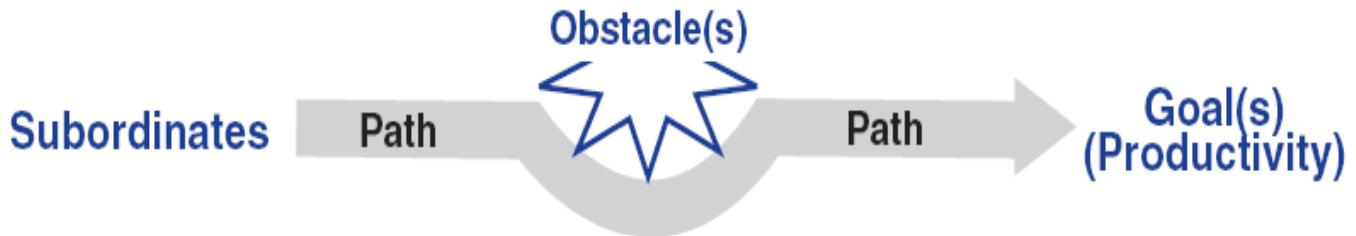
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Path-goal theory is a theory which describes how leaders can motivate their subordinates to achieve group and organizational goals and the kinds of behaviors leaders can engage in to motivate employees.

The doctor skipped some slides and shifted to slide 72, which summarizes the whole theory.



The Basic Idea Behind Path–Goal Theory



Path–Goal Leadership

- Defines goals
- Clarifies path
- Removes obstacles
- Provides support

Major components of Path-Goal Theory



Path-Goal Theory

Major Components of Path–Goal Theory

4 leadership styles in the path-goal theory

Leader Behaviors

- Directive
- Supportive
- Participative
- Achievement oriented

Subordinate Characteristics

Task Characteristics

The leader has to match his style according to subordinate characteristics and task characteristics

Subordinates

Motivation

Goal(s)
(Productivity)

Path-Goal Theory Leadership Behavior

**Instrumental behavior
(task-oriented)**

**Supportive behavior
(employee-oriented)**

**Participative behavior
(employee-oriented)**

**Achievement-oriented behavior
(employee-oriented)**

Path-Goal Theory: How It Works

The leader has to match his style according to subordinate characteristics and task characteristics

Leader style LEADER BEHAVIOR	Subordinate characteristics GROUP MEMBERS	TASK CHARACTERISTICS
DIRECTIVE LEADERSHIP <i>Provides guidance and psychological structure</i>	Dogmatic Authoritarian Highly constricted to rules	Ambiguous Unclear rules Complex
SUPPORTIVE LEADERSHIP <i>Provides nurturance</i>	Unsatisfied Need affiliation Need human touch	Repetitive Unchallenging Mundane & mechanical
PARTICIPATIVE <i>Provides involvement</i>	Autonomous Need for control Need for clarity	Ambiguous Unclear Unstructured
ACHIEVEMENT ORIENTED <i>Provides challenges</i>	High expectations Need to excel	Ambiguous Challenging Complex

Contingency Theory

- This is a leader match theory because it tries to match leaders to appropriate situations
- A leader's effectiveness depends on how well the leader's style fits the context
- The theory was developed by studying the styles of leaders in situations and whether they were effective (primarily in military organizations)
- Concerned with styles and situations

Contingency Theory

- **Leadership styles** are either task motivated or relationship motivated
- **Situations** have three factors: leader-member relations, task structure and position power

LPC Scale

The best and worst employees evaluate the leader

- Used to measure a person's leadership style
- For example, it measures your style by having you describe a coworker with whom you had difficulty completing a job. (not necessarily someone you dislike, but someone with whom you least like to work with)
- After you choose this person, the LPC instrument asks you to describe your coworker on 18 sets of adjectives

Least Preferred Coworker (LPC) Scale

Pleasant	8 7 6 5 4 3 2 1	Unpleasant
Friendly	8 7 6 5 4 3 2 1	Unfriendly
Rejecting	8 7 6 5 4 3 2 1	Accepting
Tense	8 7 6 5 4 3 2 1	Relaxed
Cold	8 7 6 5 4 3 2 1	Warm
Supportive	8 7 6 5 4 3 2 1	Hostile
Boring	8 7 6 5 4 3 2 1	Interesting
Quarrelsome	8 7 6 5 4 3 2 1	Harmonious
Gloomy	8 7 6 5 4 3 2 1	Cheerful
Open	8 7 6 5 4 3 2 1	Closed
Backbiting	8 7 6 5 4 3 2 1	Loyal
Untrustworthy	8 7 6 5 4 3 2 1	Trustworthy
Considerate	8 7 6 5 4 3 2 1	Inconsiderate
Nasty	8 7 6 5 4 3 2 1	Nice
Agreeable	8 7 6 5 4 3 2 1	Disagreeable
Insincere	8 7 6 5 4 3 2 1	Sincere
Kind	8 7 6 5 4 3 2 1	Unkind

Scoring

- Your final score is the total of the numbers you circled on the 18 scales

57 or less = Low LPC (task motivated)

58-63 = Middle LPC (socio-independent leaders, self directed and not overly concerned with the task or with how others view them)

64 or above = High LPC (motivated by relationships)

Contingency Model

Leader–Member Relations
Good → *Poor*

Task Structure
High → *Low*

Position Power
Strong → *Weak*

Preferred Leadership Style

GOOD				POOR			
High Structure		Low Structure		High Structure		Low Structure	
Strong Power	Weak Power	Strong Power	Weak Power	Strong Power	Weak Power	Strong Power	Weak Power
1	2	3	4	5	6	7	8
Low LPCs Middle LPCs				High LPCs			

Contingency Theory

➤ How it works

By measuring a leader's LPC score and three situational variables, one can predict whether the leader is going to be successful in a particular setting.

It is important to note that contingency theory stresses that leaders are NOT successful in all situations.

Transformational Leadership

Description

- > **Process** - TL is a process that changes and transforms individuals
- > **Influence** - TL involves an exceptional form of influence that moves followers to accomplish more than what is usually expected
- > **Core elements** - TL is concerned with emotions, values, ethics, standards, and long-term goals
- > **Encompassing approach** – TL describes a wide range of leadership influence where followers and leaders are bound together in the transformation process

Types of Leadership Defined (Burns, 1978)

TRANSACTIONAL

Focuses on the exchanges that occur between leaders and their followers

*Example: Health care management.
The relationship between leaders and the hospital is **TRANSACTIONAL***

TRANSFORMATIONAL

Process of engaging with others to create a connection that increases motivation and morality in both the leader and the follower

PSEUDO-TRANSFORMATIONAL

*Non-leadership theory
Or Laissez-Faire theory*

Focuses on the leader's own interests rather than the interests of his or her followers

No interest in task, productivity or followers

Burns theory depends on house theory

Transformational Leadership & Charisma

Definition

- ***Charisma*** - A special personality characteristic that gives a person superhuman or exceptional powers and is reserved for a few, is of divine origin, and results in the person being treated as a leader (Weber, 1947)
- ***Charismatic Leadership Theory (House, 1976)***
 - Charismatic leaders act in unique ways that have specific charismatic effects on their followers

This theory defined leadership in a trait perspective

Doctor skipped this slide

Theory of Charismatic Leadership

Table 8.1 Personality Characteristics, Behaviors, and Effects on Followers of Charismatic Leadership

Personality Characteristics	Behaviors	Effects on Followers
Dominant	Sets strong role model	Trust in leader's ideology
Desire to influence	Shows competence	Belief similarity between leader and follower
Self-confident	Articulates goals	Unquestioning acceptance
Strong moral values	Communicates high expectations	Affection toward leader
	Expresses confidence	Obedience
	Arouses motives	Identification with leader
		Emotional involvement
		Heightened goals
		Increased confidence

Figure 8.1 Leadership Continuum From Transformational to Laissez-Faire Leadership



TL motivates followers beyond the expected by

- raising consciousness about the value and importance of specific and idealized goals
- transcending self-interest for the good of the team or organization
- addressing higher-level needs

4 factors for transformational
2 factors for transactional
1 factor for Laissez_Faire leadership

Transformational Leadership Factors

Table 8.2 Leadership Factors

Transformational Leadership 4 Is <i>Explained in the next slides</i>	Transactional Leadership <i>Factor 5 is about giving rewards/incentives to hardworking employees</i>	Laissez-Faire Leadership
Factor 1 Idealized influence Charisma Factor 2 Inspirational motivation Factor 3 Intellectual stimulation Factor 4 Individualized consideration	Factor 5 POSITIVE Contingent reward <i>Extra payoff</i> Constructive transactions Factor 6 NEGATIVE Management-by-exception Active and passive Corrective transactions <i>Factor 6 is either Active/passive</i> <i>Active leaders: Warning employees if they made mistakes IMMEDIATELY and take corrective action before the behavior creates serious problems.</i> <i>Passive leaders: Take action only after the behavior creates serious problems</i>	Factor 7 Laissez-faire Nontransactional <i>This factor (7th factor) is about the concern of leader about his own interests</i>

Transformational Leadership Factors: The 4 Is

> **Idealized Influence** *Charisma affects others to follow the leader
(From house theory 1976)*

- Acting as strong role models
- High standards of moral and ethical conduct
- Making others want to follow the leader's vision

> **Inspirational Motivation** *Motivate followers/workers in
order to achieve specific goals*

- Communicating high expectations
- Inspiring followers to commitment and engagement in shared vision
- Using symbols & emotional appeals to focus group members to achieve more than self-interest

Transformational Leadership Factors: The 4 Is

> Intellectual Stimulation *The cognitive ability is considered within the leaders and the followers*

- Stimulating followers to be creative and innovative
- Challenging their own beliefs and valuing those of leader and organization
- Supporting followers to
- Try new approaches
- Develop innovative ways of dealing with organization issues

> Individualized Consideration *The leader has to consider each separate employee, one by one*

- Listening carefully to the needs of followers
- Acting as coaches to assist followers in becoming fully actualized
- Helping followers grow through personal challenges
- Ex. Showing optimism helps employees become more engaged in their work (Tims et al., 2011)

Considered as a disadvantage of the theory

Transactional Leadership Factors

Contingent Reward

The exchange process between leaders and followers in which effort by followers is exchanged for specified rewards

Management-by-Exception

Leadership that involves corrective criticism, negative feedback, and negative reinforcement

- ◆ Two forms
 - *Active* - Watches follower closely to identify mistakes/rule violations
 - *Passive* - Intervenes only after standards have not been met or problems have arisen

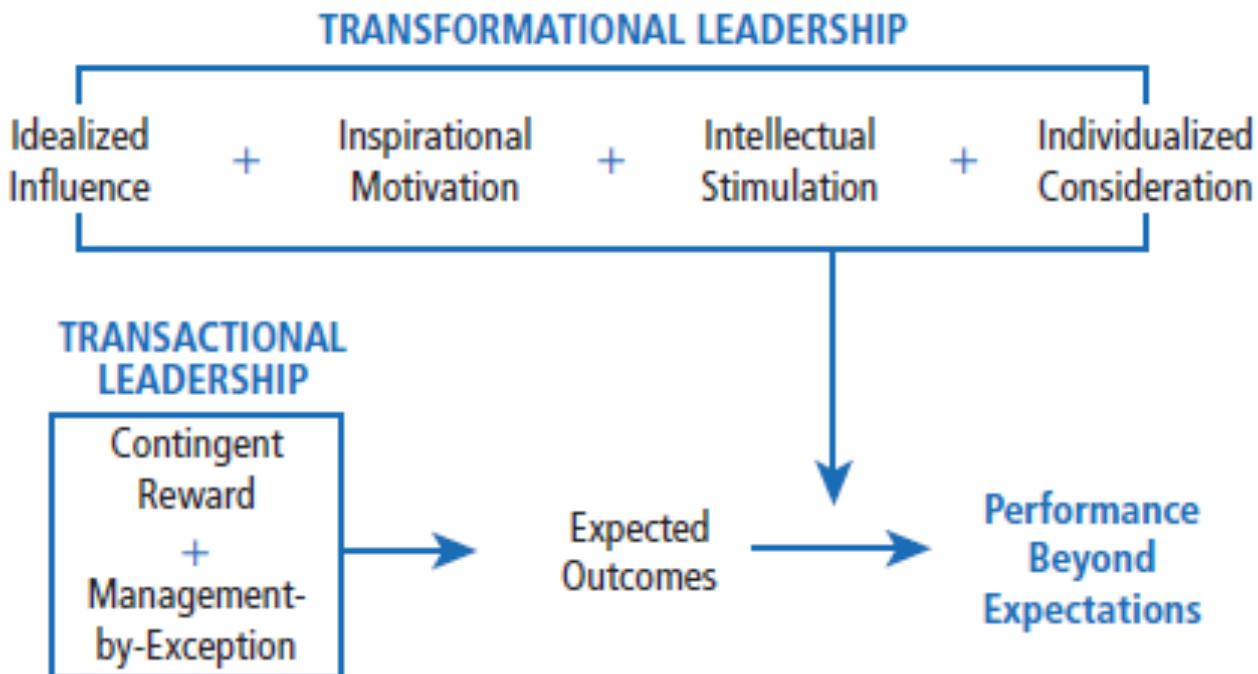
Nonleadership Factor

Laissez-Faire

The Absence of Leadership

- A hands-off, let-things-ride approach
- Refers to a leader who
 - ◆ abdicates responsibility
 - ◆ delays decisions
 - ◆ gives no feedback, and
 - ◆ makes little effort to help followers satisfy their needs

Figure 8.3 The Additive Effect of Transformational Leadership



SOURCE: Adapted from "The Implications of Transactional and Transformational Leadership for Individual, Team, and Organizational Development," by B. M. Bass and B. J. Avolio, 1990a, *Research in Organizational Change and Development*, 4, 231–272.