

Understanding and Applying Leadership Skills



Leadership Characteristics Leader Emergence

- Traits
 - Intelligence
 - Openness to experience
 - Extraversion
 - Conscientiousness
 - Emotional stability
 - High self-monitoring
- Leadership emergence seems to be stable across the life-span



Leadership Characteristics Leader Emergence

- Motivation to Lead
 - Affective identity motivation
 - Noncalculative motivation
 - Social normative motivation



Leadership Characteristics Leader Performance

- Traits
- Needs
- Task- versus person-orientation
- Unsuccessful leaders



Traits

- Intelligence
- Charisma
- Dominance
- Energy
- Extraversion
- Openness to experience
- Agreeableness
- Emotional stability
- Self-monitoring



Needs

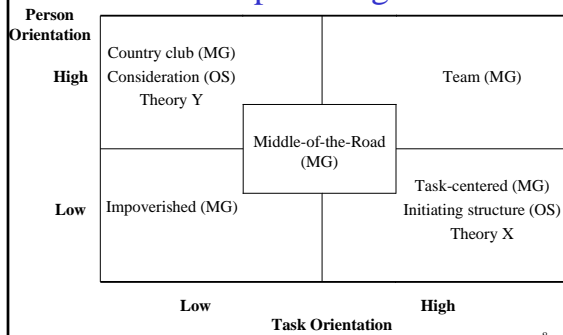
- **Types of Needs**
 - Power
 - Achievement
 - Affiliation
- **Leadership Motive Pattern**
 - High need for power
 - Low need for affiliation



Task Versus Person Orientation

- **Person-Oriented Leaders**
 - act in a warm, supportive manner and show concern for the employees
 - believe employees are intrinsically motivated
- **Task-Oriented Leaders**
 - set goals and give orders
 - believe employees are lazy and extrinsically motivated

Relationship Among Theories



Consequences of Leader Orientation

High Person Orientation	Low performance Low turnover Few grievances	High performance Low turnover Few grievances
Low Person Orientation	Low performance High turnover Many grievances	High performance High turnover Many grievances
	Low Task Orientation	High Task Orientation

Unsuccessful Leaders (Hogan, 1989)

- Lack of training
- Cognitive deficiencies
- Personality problems
 - paranoid/passive-aggressive
 - high likeability floater
 - narcissist



Interaction Between the Leader and the Situation

- Situational Favorability
- Organizational Climate
- Subordinate Ability
- Relationships with Subordinates



Situational Favorability Fiedler's Contingency Model

- Least-Preferred Coworker Scale
- Situation Favorability
 - high task structure
 - high position power
 - good leader-member relations
- High LPC leaders best with moderate favorability and Low LPC leaders best with low or high favorability

Relationship Between LPC Scores and Group Success

High LPC Score	Low Performance	High Performance	Low Performance
	High Performance	Low Performance	High Performance
Low LPC Score	High Performance	Low Performance	High Performance

Low Moderate High
Situation Favorability

Organizational Climate IMPACT Theory

- Leadership Style
 - Information
 - Magnetic
 - Position
 - Affiliation
 - Coercive
 - Tactical
- Ideal Climate
 - Ignorance
 - Despair
 - Instability
 - Anxiety
 - Crisis
 - Disorganization

IMPACT Leadership Strategies

- Find a climate consistent with your leadership style
- Change your leadership style to better fit the existing climate
- Change your followers' perception of the climate
- Change the actual climate

Subordinate Ability Path-Goal Theory

- Instrumental style
 - plans, organizes, controls
- Supportive style
 - shows concern for employees
- Participative style
 - shares information and lets employees participate
- Achievement-oriented style
 - sets challenging goals and rewards increases in performance



Subordinate Ability Situational Leadership Theory

Employee is Unable Employee is Able

Employee is Unwilling

Directing (R1)

Supporting (R3)

Employee is Willing

Coaching (R2)

Delegating (R4)

Relationships with Subordinates Leader-Member Exchange (LMX) Theory

- Concentrates on the interactions between leaders and subordinates
- Subordinates fall into either the:
 - in-group
 - out-group
- In-group employees
 - More satisfied
 - Higher performance
 - Less likely to leave



Leadership Through Decision Making

- Vroom-Yetton Model





Leadership Through Contact

- Management by walking around



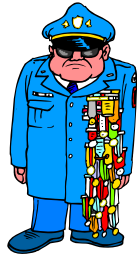
Leadership Through Power

- Expert Power
- Legitimate Power
- Reward Power
- Coercive Power
- Referent Power



Leadership Through Vision Transformational Leadership

- Visionary
- Charismatic
- Inspirational
- Challenge the status-quo
- Carefully analyze problems
- Confident and optimistic

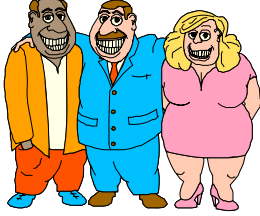


Understanding Group Interaction



What is a Group?

- Multiple members
 - 2 or more people
 - perceive themselves as a group
- Group rewards
- Corresponding effects
- Common goals



Why People Join Groups

- Psychological Needs
 - Affiliation
 - Identification
- Survival Needs
 - Emotional support
 - Assistance or help
- Commonality
 - Common interests
 - Common goals
- Situational Reasons
 - Physical proximity
 - Assignment

Factors Affecting Group Performance

- Group Cohesiveness
- Communication Structure
- Group Roles
- Presence of Others
- Type of Task
- Individual Dominance
- Groupthink



Factors Affecting Group Cohesiveness

- Group Homogeneity
 - Homogeneous
 - Heterogeneous
 - Slightly heterogeneous
- Stability of Membership
- Isolation
- Outside Pressure
- Group Size
- Group Status



Group Size

- Smaller is best for cohesiveness
- Performance depends on task type
 - additive tasks
 - conjunctive tasks
 - disjunctive tasks



Examples of Task Types

Task Type	Group Activity
Additive	Typing pool Relay race Bowling team Car washing
Disjunctive	Problem solving Brain storming Golf tournament
Conjunctive	Assembly line Hiking

Group Roles

- **Task Oriented**
 - offering new ideas
 - coordinating activities
- **Social Oriented**
 - encouraging cohesiveness
 - encouraging participation
- **Individual**
 - blocking group activities
 - calling attention to oneself



Presence of Others

- **Social Facilitation and Inhibition**
 - mere presence of others
 - comparison of performance
 - evaluation apprehension
- **Social Loafing**
 - effort won't be noticed
 - free-rider theory
 - sucker-effect theory



Individual Dominance

- By the group leader
- By a group member



Groupthink

Can occur when the group:

- is cohesive
- is insulated from outsiders
- believes it is infallible
- it is morally superior
- is under pressure to conform
- has a leader who promotes a favorite solution
- has gatekeepers who keep information from members



Group versus Individual Performance

- **Interacting Groups**
 - Have higher quality decisions
 - Are more risky
- **Individuals (nominal groups)**
 - Are more creative
 - Make a decision more quickly



Teams



What is a Team?

Donnellon (1996)

- Identification
- Interdependence
- Power differentiation
- Social distance
- Conflict management tactics
- Negotiation process



Types of Teams

- Work Teams
- Parallel Teams
- Project Teams
- Management Teams



How Teams Develop

- Forming
 - Team members get to know one another
 - Everyone is on their good behavior
 - Group clarifies its mission
- Storming
 - Disagreement and frustration set in
- Norming
 - Group members work at easing tension
 - Acceptance of team leader
- Performing
 - Goals get accomplished

Why Teams Don't Always Work

- The team is not a team
- Excessive meeting requirements
- Lack of empowerment
- Lack of skill
- Distrust to the team process
- Unclear objectives



Group Conflict



Conflict Defined

- Psychological and behavioral reaction to a perception that another person is
 - Keeping you from reaching a goal
 - Taking away your right to behave a certain way
 - Violating the expectancies of a relationship
- Types of Conflict
 - Functional
 - Dysfunctional



Consequences of Dysfunctional Conflict

- Decreased productivity
- Low morale
- Absenteeism
- Stress
- Turnover
- Law suits
- Violence



Types of Conflict

- Interpersonal
- Individual - Group
- Group - Group



Causes of Conflict

- Task interdependence
- Competition for resources
- Jurisdictional ambiguity
- Communication barriers
 - Physical
 - Cultural
 - Psychological
- Personality

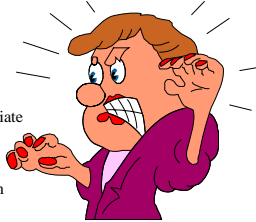


Types of Difficult People

Type	Need	Description
Tank	Control	Pushes, yells, intimidates
Sniper	Control	Uses sarcasm, criticizes
Know-it-all	Control	Dominates conversations
Whiner	Perfection	Constantly complains
No person	Perfection	Disagrees with everything
Nothing person	Perfection	Doesn't do anything
Yes person	Approval	Agrees to everything
Maybe person	Approval	Won't commit or make a decision
Grenade	Attention	Throws tantrums
Friendly sniper	Attention	Uses jokes to pick on others
Think-they-know-it-all	Attention	Exaggerates, lies, gives advice

Dealing with Difficult People

- **Direct Intervention**
 - address behavior
 - explain impact of behavior on others
- **Indirect Intervention**
 - positive feedback when appropriate behavior is used
- **Direct Coping**
 - separate difficult employee from others
- **Indirect Coping**
 - provide training to others on dealing with difficult personality



Preventing Workplace Conflict

- Well-written job descriptions
- Unambiguous policies
- Clarification of roles and expectations
- Training on new policies
- Conflict management training
- For teams, clarification of levels of authority



Conflict Styles

- Avoiding style
 - Withdrawal
 - Triangling
- Accommodating style
- Forcing style
- Collaborating style
- Compromising style

Conflict Response Styles The Sage

- Problem-solver
- Win/Win orientation
- Cooperative problem solving
- Emphasis on preserving relationship and meeting own goals as well as that of others

The Diplomat

- Goal-oriented
- Compromising orientation
 - provide evidence
 - persuasion
- Emphases on relationship and each other's goals



The Ostrich

- Avoidance
- Withdrawal orientation
 - quit
 - complain to others
- Over-emphasis is on preserving relationship



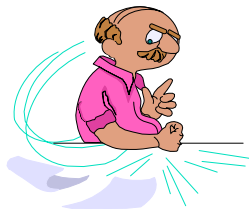
The Philanthropist

- Accommodating
 - smoothing and conciliation
- High concern for satisfying needs of others



The Warrior

- Win/Lose orientation
 - winning at all costs
- Potential problem creator
- Focus on own goals



Resolving Conflict

- Prior to Conflict Occurring
 - Formal policies
 - Employee training
- When Conflict Occurs
 - Employees should try to solve conflict
 - Third-party intervention

Third Party Intervention

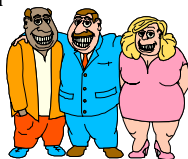
- Dictation
- Arbitration
- Mediation
- Negotiation



Third Party Intervention

Dictation

- Supervisor dictates the solution
- Dictation is best when:
 - parties are irrational
 - no trust exists
 - too angry to be realistic
 - have mental health issues
 - alcohol or drugs are involved
 - when violent behavior is potential
 - parties have poor communication skills
 - there are time constraints



Third Party Intervention

- **Mediation and negotiation are best when:**
 - parties are rational
 - parties want to work out a solution together
 - some trust still exists
 - there are no time constraints
- **Arbitration**
 - same as mediation but use when parties get stuck during mediation
 - Types
 - Binding
 - Nonbinding
