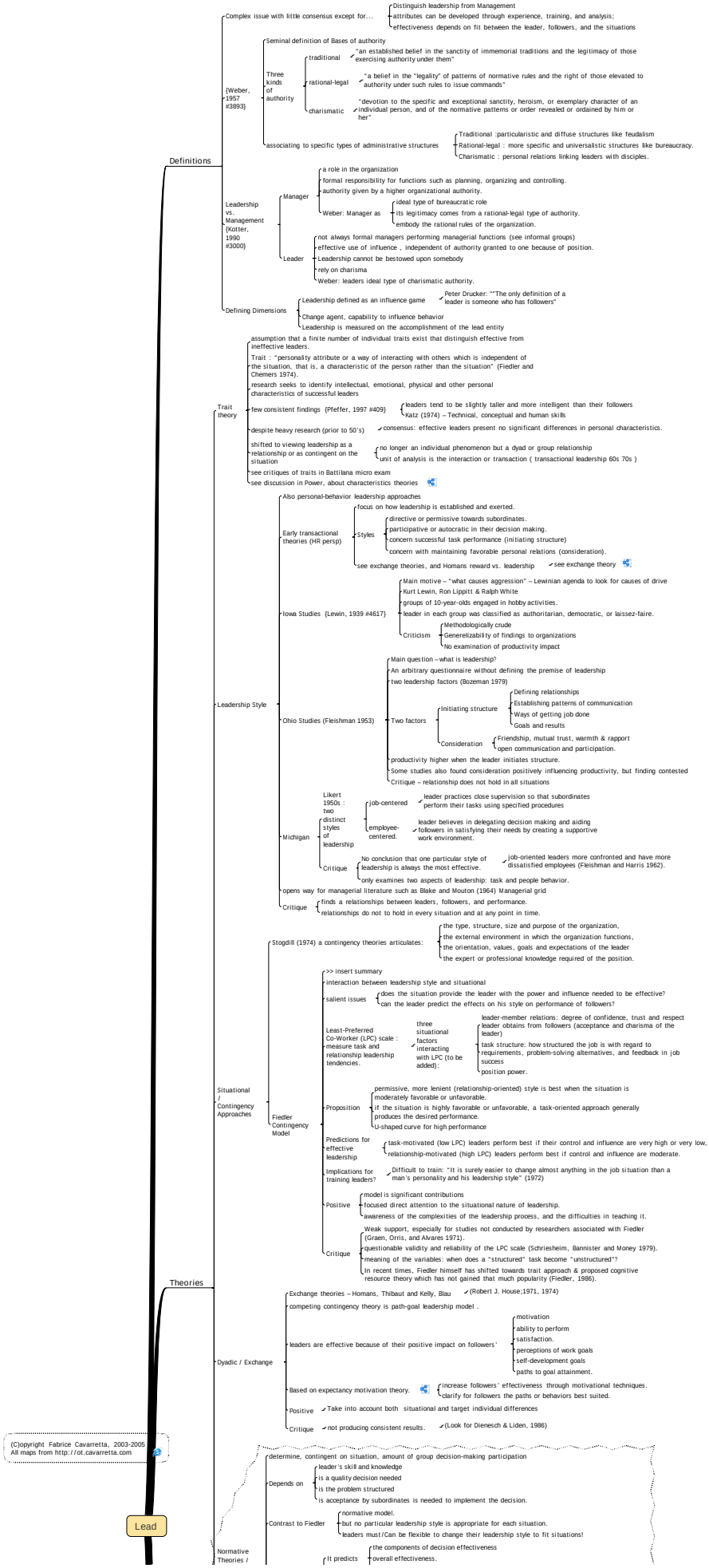
Lead
Definitions
Complex issue with little consensus except for...
Distinguish leadership from Management
attributes can be developed through experience, training, and analysis;
effectiveness depends on fit between the leader, followers, and the situations
{Weber, 1957 #3893}
Seminal definition of Bases of authority
Three kinds of authority
traditional
"an established belief in the sanctity of immemorial traditions and the legitimacy of those exercising authority under them"
rational-legal
"a belief in the "legality" of patterns of normative rules and the right of those elevated to authority under such rules to issue commands"
charismatic
"devotion to the specific and exceptional sanctity, heroism, or exemplary character of an individual person, and of the normative patterns or order revealed or ordained by him or her"
associating to specific types of administrative structures
Traditional :particularistic and diffuse structures like feudalism
Rational-legal : more specific and universalistic structures like bureaucracy.
Charismatic : personal relations linking leaders with disciples.
Leadership vs. Management {Kotter, 1990 #3000}
Manager
a role in the organization
formal responsibility for functions such as planning, organizing and controlling.
authority given by a higher organizational authority.
Weber: Manager as
ideal type of bureaucratic role
its legitimacy comes from a rational-legal type of authority.
embody the rational rules of the organization.
Leader
not always formal managers performing managerial functions (see informal groups)
effective use of influence , independent of authority granted to one because of position.
Leadership cannot be bestowed upon somebody
rely on charisma
Weber: leaders ideal type of charismatic authority.
Defining Dimensions
Leadership defined as an influence game
Peter Drucker: ""The only definition of a leader is someone who has followers"
Change agent, capability to influence behavior
Leadership is measured on the accomplishment of the lead entity
Theories
Trait theory
assumption that a finite number of individual traits exist that distinguish effective from ineffective leaders.
Trait : "personality attribute or a way of interacting with others which is independent of the situation, that is, a characteristic of the person rather than the situation" (Fiedler and Chemers 1974).
research seeks to identify intellectual, emotional, physical and other personal characteristics of successful leaders
few consistent findings {Pfeffer, 1997 #409}
leaders tend to be slightly taller and more intelligent than their followers
Katz (1974) – Technical, conceptual and human skills
despite heavy research (prior to 50's)
consensus: effective leaders present no significant differences in personal characteristics.
shifted to viewing leadership as a relationship or as contingent on the situation
no longer an individual phenomenon but a dyad or group relationship
unit of analysis is the interaction or transaction (transactional leadership 60s 70s)
see critiques of traits in Battilana micro exam
see discussion in Power, about characteristics theories
Leadership Style
Also personal-behavior leadership approaches
Early transactional theories (HR persp)
focus on how leadership is established and exerted.
Styles
directive or permissive towards subordinates.
participative or autocratic in their decision making.
concern successful task performance (initiating structure)
concern with maintaining favorable personal relations (consideration).
see exchange theories, and Homans reward vs. leadership
see exchange theory
Iowa Studies {Lewin, 1939 #4617}
Main motive – "what causes aggression" – Lewinian agenda to look for causes of drive
Kurt Lewin, Ron Lippitt & Ralph White
groups of 10-year-olds engaged in hobby activities.
leader in each group was classified as authoritarian, democratic, or laissez-faire.
Criticism
Methodologically crude
Generelizability of findings to organizations
No examination of productivity impact
Ohio Studies (Fleishman 1953)
Main question – what is leadership?
An arbitrary questionnaire without defining the premise of leadership
two leadership factors (Bozeman 1979)
Two factors
Initiating structure
Defining relationships
Establishing patterns of communication
Ways of getting job done
Goals and results
Consideration
Friendship, mutual trust, warmth & rapport
open communication and participation.
productivity higher when the leader initiates structure.
Some studies also found consideration positively influencing productivity, but finding contested
Critique – relationship does not hold in all situations
Michigan
Likert 1950s : two distinct styles of leadership
job-centered
leader practices close supervision so that subordinates perform their tasks using specified procedures
employee-centered.
leader believes in delegating decision making and aiding followers in satisfying their needs by creating a supportive work environment.
Critique
No conclusion that one particular style of leadership is always the most effective.
job-oriented leaders more confronted and have more dissatisfied employees (Fleishman and Harris 1962).
only examines two aspects of leadership: task and people behavior.
opens way for managerial literature such as Blake and Mouton (1964) Managerial grid
Critique
finds a relationships between leaders, followers, and performance.
relationships do not to hold in every situation and at any point in time.
Situational / Contingency Approaches
Stogdill (1974) a contingency theories articulates:
the type, structure, size and purpose of the organization,
the external environment in which the organization functions,
the orientation, values, goals and expectations of the leader
the expert or professional knowledge required of the position.
Fiedler Contingency Model
>> insert summary
interaction between leadership style and situational
salient issues
does the situation provide the leader with the power and influence needed to be effective?
can the leader predict the effects on his style on performance of followers?
Least-Preferred Co-Worker (LPC) scale : measure task and relationship leadership tendencies.
three situational factors interacting with LPC (to be added):
leader-member relations: degree of confidence, trust and respect leader obtains from followers (acceptance and charisma of the leader)
task structure: how structured the job is with regard to requirements, problem-solving alternatives, and feedback in job success
position power.
Proposition
permissive, more lenient (relationship-oriented) style is best when the situation is moderately favorable or unfavorable.
if the situation is highly favorable or unfavorable, a task-oriented approach generally produces the desired performance.
U-shaped curve for high performance
Predictions for effective leadership
task-motivated (low LPC) leaders perform best if their control and influence are very high or very low,
relationship-motivated (high LPC) leaders perform best if control and influence are moderate.
Implications for training leaders?
Difficult to train: "It is surely easier to change almost anything in the job situation than a man's personality and his leadership style" (1972)
Positive
model is significant contributions
focused direct attention to the situational nature of leadership.
awareness of the complexities of the leadership process, and the difficulties in teaching it.
Critique
Weak support, especially for studies not conducted by researchers associated with Fiedler (Graen, Orris, and Alvares 1971).
questionable validity and reliability of the LPC scale (Schriesheim, Bannister and Money 1979).
meaning of the variables: when does a "structured" task become "unstructured"?
In recent times, Fiedler himself has shifted towards trait approach & proposed cognitive resource theory which has not gained that much popularity (Fiedler, 1986).
Dyadic / Exchange
Exchange theories – Homans, Thibaut and Kelly, Blau
(Robert J. House;1971, 1974)
competing contingency theory is path-goal leadership model .
leaders are effective because of their positive impact on followers'
motivation
ability to perform
satisfaction.
perceptions of work goals
self-development goals
paths to goal attainment.
Based on expectancy motivation theory.
increase followers' effectiveness through motivational techniques.
clarify for followers the paths or behaviors best suited.
Positive
Take into account both situational and target individual differences
Critique
not producing consistent results.
(Look for Dienesch & Liden, 1986)
Normative Theories /
determine, contingent on situation, amount of group decision-making participation
Depends on
leader's skill and knowledge
is a quality decision needed
is the problem structured
is acceptance by subordinates is needed to implement the decision.
Contrast to Fiedler
normative model.
but no particular leadership style is appropriate for each situation.
leaders must/Can be flexible to change their leadership style to fit situations!
It predicts
the components of decision effectiveness
overall effectiveness.
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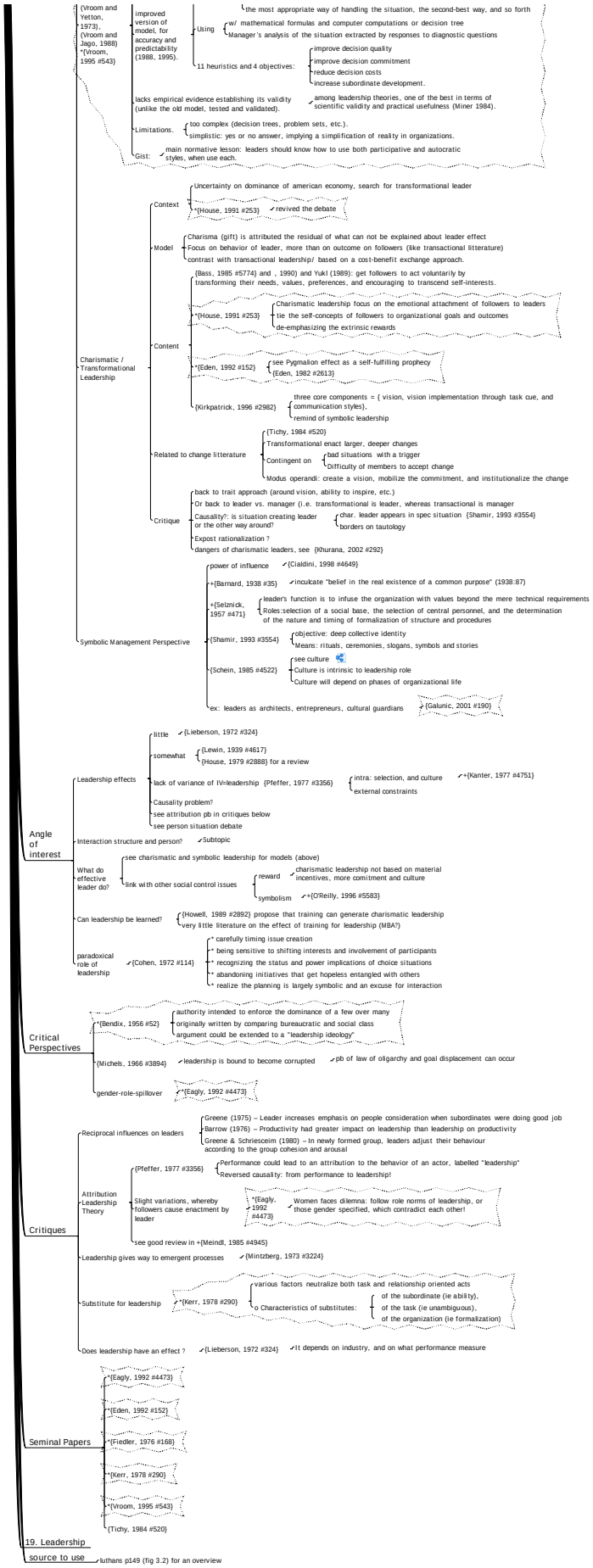
(Vroom and Yetton, 1973), (Vroom and Jago, 1988) *{Vroom, 1995 #543}
improved version of model, for accuracy and predictability (1988, 1995).
Using
the most appropriate way of handling the situation, the second-best way, and so forth
w/ mathematical formulas and computer computations or decision tree
Manager's analysis of the situation extracted by responses to diagnostic questions
11 heuristics and 4 objectives:
improve decision quality
improve decision commitment
reduce decision costs
increase subordinate development.
lacks empirical evidence establishing its validity (unlike the old model, tested and validated).
among leadership theories, one of the best in terms of scientific validity and practical usefulness (Miner 1984).
Limitations.
too complex (decision trees, problem sets, etc.).
simplistic: yes or no answer, implying a simplification of reality in organizations.
Gist:
main normative lesson: leaders should know how to use both participative and autocratic styles, when use each.
Charismatic / Transformational Leadership
Context
Uncertainty on dominance of american economy, search for transformational leader
*{House, 1991 #253}
revived the debate
Model
Charisma (gift) is attributed the residual of what can not be explained about leader effect
Focus on behavior of leader, more than on outcome on followers (like transactional litterature)
contrast with transactional leadership/ based on a cost-benefit exchange approach.
Content
{Bass, 1985 #5774} and , 1990) and Yukl (1989): get followers to act voluntarily by transforming their needs, values, preferences, and encouraging to transcend self-interests.
*{House, 1991 #253}
Charismatic leadership focus on the emotional attachment of followers to leaders
ie the self-concepts of followers to organizational goals and outcomes
de-emphasizing the extrinsic rewards
*{Eden, 1992 #152}
see Pygmalion effect as a self-fulfilling prophecy
{Eden, 1982 #2613}
{Kirkpatrick, 1996 #2982}
three core components = { vision, vision implementation through task cue, and communication styles},
remind of symbolic leadership
Related to change litterature
{Tichy, 1984 #520}
Transformational enact larger, deeper changes
Contingent on
bad situations with a trigger
Difficulty of members to accept change
Modus operandi: create a vision, mobilize the commitment, and institutionalize the change
Critique
back to trait approach (around vision, ability to inspire, etc.)
Or back to leader vs. manager (i.e. transformational is leader, whereas transactional is manager
Causality?: is situation creating leader or the other way around?
char. leader appears in spec situation {Shamir, 1993 #3554}
borders on tautology
Expost rationalization ?
dangers of charismatic leaders, see {Khurana, 2002 #292}
Symbolic Management Perspective
power of influence
{Cialdini, 1998 #4649}
+{Barnard, 1938 #35}
inculcate "belief in the real existence of a common purpose" (1938:87)
+{Selznick, 1957 #471}
leader's function is to infuse the organization with values beyond the mere technical requirements
Roles:selection of a social base, the selection of central personnel, and the determination of the nature and timing of formalization of structure and procedures
{Shamir, 1993 #3554}
objective: deep collective identity
Means: rituals, ceremonies, slogans, symbols and stories
{Schein, 1985 #4522}
see culture
Culture is intrinsic to leadership role
Culture will depend on phases of organizational life
ex: leaders as architects, entrepreneurs, cultural guardians
{Galunic, 2001 #190}
Angle of interest
Leadership effects
little
{Lieberson, 1972 #324}
somewhat
{Lewin, 1939 #4617}
{House, 1979 #2888} for a review
lack of variance of IV=leadership {Pfeffer, 1977 #3356}
intra: selection, and culture
external constraints
+{Kanter, 1977 #4751}
Causality problem?
see attribution pb in critiques below
see person situation debate
Interaction structure and person?
Subtopic
What do effective leader do?
see charismatic and symbolic leadership for models (above)
link with other social control issues
reward
charismatic leadership not based on material incentives, more comitment and culture
symbolism
+{O'Reilly, 1996 #5583}
Can leadership be learned?
{Howell, 1989 #2892} propose that training can generate charismatic leadership
very little literature on the effect of training for leadership (MBA?)
paradoxical role of leadership
{Cohen, 1972 #114}
carefully timing issue creation
being sensitive to shifting interests and involvement of participants
recognizing the status and power implications of choice situations
abandoning initiatives that get hopeless entangled with others
realize the planning is largely symbolic and an excuse for interaction
Critical Perspectives
*{Bendix, 1956 #52}
authority intended to enforce the dominance of a few over many
originally written by comparing bureaucratic and social class
argument could be extended to a "leadership ideology"
{Michels, 1966 #3894}
leadership is bound to become corrupted
pb of law of oligarchy and goal displacement can occur
gender-role-spillover
*{Eagly, 1992 #4473}
Critiques
Reciprocal influences on leaders
Greene (1975) – Leader increases emphasis on people consideration when subordinates were doing good job
Barrow (1976) – Productivity had greater impact on leadership than leadership on productivity
Greene & Schriesceim (1980) – In newly formed group, leaders adjust their behaviour according to the group cohesion and arousal
Attribution Leadership Theory
{Pfeffer, 1977 #3356}
Performance could lead to an attribution to the behavior of an actor, labelled "leadership"
Reversed causality: from performance to leadership!
Slight variations, whereby followers cause enactment by leader
*{Eagly, 1992 #4473}
Women faces dilemna: follow role norms of leadership, or those gender specified, which contradict each other!
see good review in +{Meindl, 1985 #4945}
Leadership gives way to emergent processes
{Mintzberg, 1973 #3224}
Substitute for leadership
*{Kerr, 1978 #290}
various factors neutralize both task and relationship oriented acts
o Characteristics of substitutes:
of the subordinate (ie ability),
of the task (ie unambiguous),
of the organization (ie formalization)
Does leadership have an effect ?
{Lieberson, 1972 #324}
It depends on industry, and on what performance measure
Seminal Papers
*{Eagly, 1992 #4473}
*{Eden, 1992 #152}
*{Fiedler, 1976 #168}
*{Kerr, 1978 #290}
*{Vroom, 1995 #543}
{Tichy, 1984 #520}
19. Leadership
source to use
luthans p149 (fig 3.2) for an overview
fdgd