LEADERSHIP:

Theory, Application, Skill Development

4th Edition

Robert N. Lussier
and Christopher F. Achua

This presentation updated and enhanced by:
Rhonda S. Palladi, Ph.D.
Georgia State University
J. Mack Robinson College of Business
Managerial Sciences Department
Atlanta, GA 30302
rpalladi@gsu.edu

Chapter 1

Who Is a Leader?

PowerPoint Presentation by Rhonda S. Palladi
Georgia State University

Chapter 1
Learning Outcomes

- Briefly describe the five key elements of leadership.
- List the ten managerial roles based on their three categories.
- Explain the interrelationships among the levels of leadership analysis.
- Describe the major similarity and difference between the trait and behavioral leadership theories.
- Discuss the interrelationships between trait and behavioral leadership theories and contingency theories.
- Define the key terms listed at the end of the chapter.

Why Leadership is Important

□ For individual career success and organizational performance: the success of individual careers and the fate of organizations are determined by the effectiveness of leaders' behavior.

□ For employee recruitment and retention: the organization's leaders must foster a leadership mentality throughout the organization.

□ The past few years well-publicized corporate failures have pointed to the critical role that leadership plays in the success or failure of organizations.

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Defining Leadership

- No universal definition
- Leadership is complex and thus hard to define
- Many different definitions

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Defining Leadership (cont.)

□ Leadership is the influencing process of leaders and followers to achieve organizational objectives through change

Key Elements of Leadership

Influence

Leaders–Followers

Leadership

Organizational Objectives

Change

People
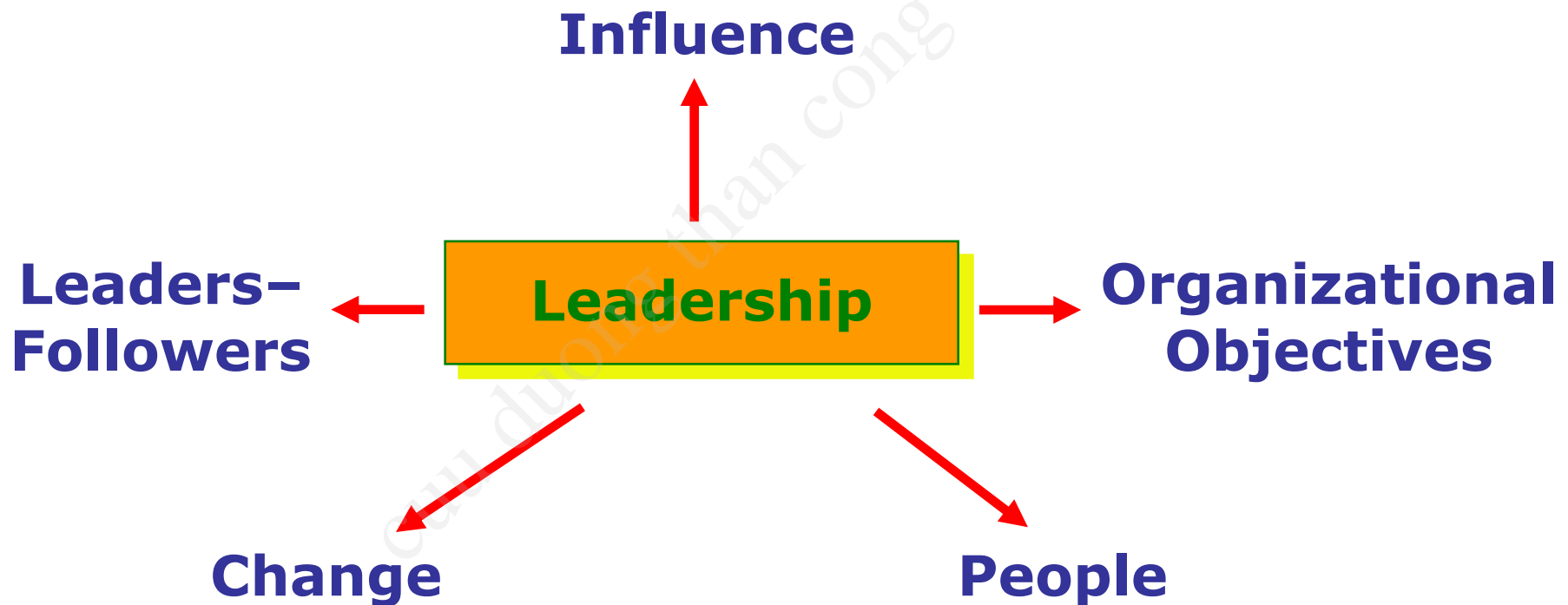
Discussion Question #1

Should leadership be the manager's job, or should leadership be a shared process?

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Discussion Question #2

Are you interested in sharing leadership, or do you prefer to be a follower?

Functions Performed by Managers

All managers perform four major functions:

- ☐ Planning
- ☐ Organizing
- ☐ *Leading*
  - ◼ Thus, leadership is a part of every manager's job
- ☐ Controlling

Are All Leaders Managers?

- Manager = formal title and authority
- Leader = person (manager or nonmanager) with influence
- Follower = person influenced by a leader

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Influence

- ☐ Is the process of a leader communicating ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through change
- ☐ It is the essence of leadership
- ☐ Managers may influence through coercion
- ☐ Leaders influence by gaining followers' commitment and enthusiasm

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Effective Leaders

- Know when to lead and when to follow
- Influence followers to support organizational interests
- Provide direction
- Set challenging objectives and lead the charge to achieve them
- Influence change for continual improvement
- Enjoy working with people

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Discussion Question #3

Are leaders born or made?

Are Leaders Born or Made?

- Most researchers say the answer is both
- Some are born with natural ability and develop it
- Some are developed through effort and hard work
- All people have potential leadership skills
- Organizations spend millions of dollars every year to develop leadership skills of their employees

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Leadership Managerial Roles

Interpersonal →
1. Figurehead
2. Leader
3. Liaison

Informational →
4. Monitor
5. Disseminator
6. Spokesperson

Decisional →
7. Entrepreneur
8. Disturbance-handler
9. Resource-allocator
10. Negotiator

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Interpersonal: Figurehead Role

- Represent the organization or department in legal, social, ceremonial, or symbolic activities
- Generally considered a top management function
- However, leaders throughout the organization can perform this role
- Includes:
  - Signing official documents
  - Entertaining clients and official visitors
  - Speaking engagements (formal and informal)
  - Presiding at meetings and ceremonies

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Interpersonal: Leader Role

- Pervades all managerial behavior
- Influences how leaders perform other roles
- Includes:
  - Hiring and training
  - Giving instructions and coaching
  - Evaluating performance

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Interpersonal: Liaison Role

- Interacting with people outside the organizational unit
- Includes:
  - Networking
  - Developing relationships
  - Gaining information and favors
  - Serving on committees
  - Attending professional meetings
  - Keeping in touch with other people and organizations

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Informational: Monitor Role

- Gathers information
- Analyzes the information to discover problems and opportunities
- Includes:
  - Reading memos, reports, and publications
  - Talking to others
  - Attending meetings
  - Observing competitors

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Informational: Disseminator Role

- Sends information to others
- Information passed via:
  - Oral means
    - Telephone or voice mail
    - One-on-one discussions
    - Meetings
  - Written media
    - E-mail
    - Printed documents
    - Handwritten notes

Informational: Spokesperson Role

- Provides information to people outside the organizational unit
- Examples:
  - Meeting with the boss to discuss performance
  - Meeting with the budget officer to discuss the unit budget
  - Answering letters
  - Reporting information to the government

Decisional: Entrepreneur Role

- ☐ Innovative
- ☐ Initiation of improvements
- ☐ Examples:
  - ■ Developing new or improved products and services
  - ■ Developing new ways to process products and services
  - ■ Purchasing new equipment

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Decisional: Disturbance-Handler Role

- ❑ Takes corrective action during crisis or conflict situations
- ❑ Involves reactions to unexpected events
- ❑ Leaders typically give this role priority
- ❑ Examples:
  - ■ A union strike
  - ■ Equipment breakdown
  - ■ Needed material not arriving on time
  - ■ Tight schedules

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Decisional: Resource-Allocator Role

□ Involves scheduling, requesting authorization, and performing budgeting activities

□ Examples:

- Deciding what is done now, later, or not at all
- Setting priorities and time management
- Allocating raises, overtime, and bonuses
- Scheduling employee, equipment, and material use

Decisional: Negotiator Role

- ☐ Represents their organizational unit in transactions without set boundaries
- ☐ Examples:
  - ■ Setting pay and benefits for a new professional employee or manager
  - ■ Reaching agreement on a labor union contract
  - ■ Contracting with customers or suppliers

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Levels of Analysis of Leadership Theory

Individual Level

- ☐ Focuses on the individual leader and the relationship with individual followers
- ☐ Called the "dyadic process"
- ☐ Reciprocal influence

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Group Level

- ❑ Focuses on the relationship between the individual leader and the collective group of followers
- ❑ Called the "group process"
- ❑ How the leader contributes to group effectiveness
- ❑ An important part is meetings

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Organizational Level

- ☐ Focuses on how top management influences organizational performance
- ☐ Called the "organizational process"
- ☐ Deals with organizational adaptability and transformation

Interrelationships among the Levels of Analysis

- Group and organizational performance are based on individual performance
    - If individual performance is low, then group and organizational performance will be low as well
- Organizational performance is also based on group performance
    - If groups are not effective, organizational performance will be low
- Both group and organizational performance also affect the performance of the individual
    - If both the group members and the group are highly motivated and productive, chances are the individual will be productive as well

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Leadership Theories

- Are explanations of some aspects of leadership
- Have practical value because they are used to better understand, predict, and control successful leadership

Leadership Paradigm

□ Is a shared mindset that represents a fundamental way of thinking about, perceiving, studying, researching, and understanding leadership

□ Has changed over the last 60 years during which it has been studied

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Leadership Theory Classifications

The four leadership theory classifications include:

Trait

Contingency

Behavioral

Integrative

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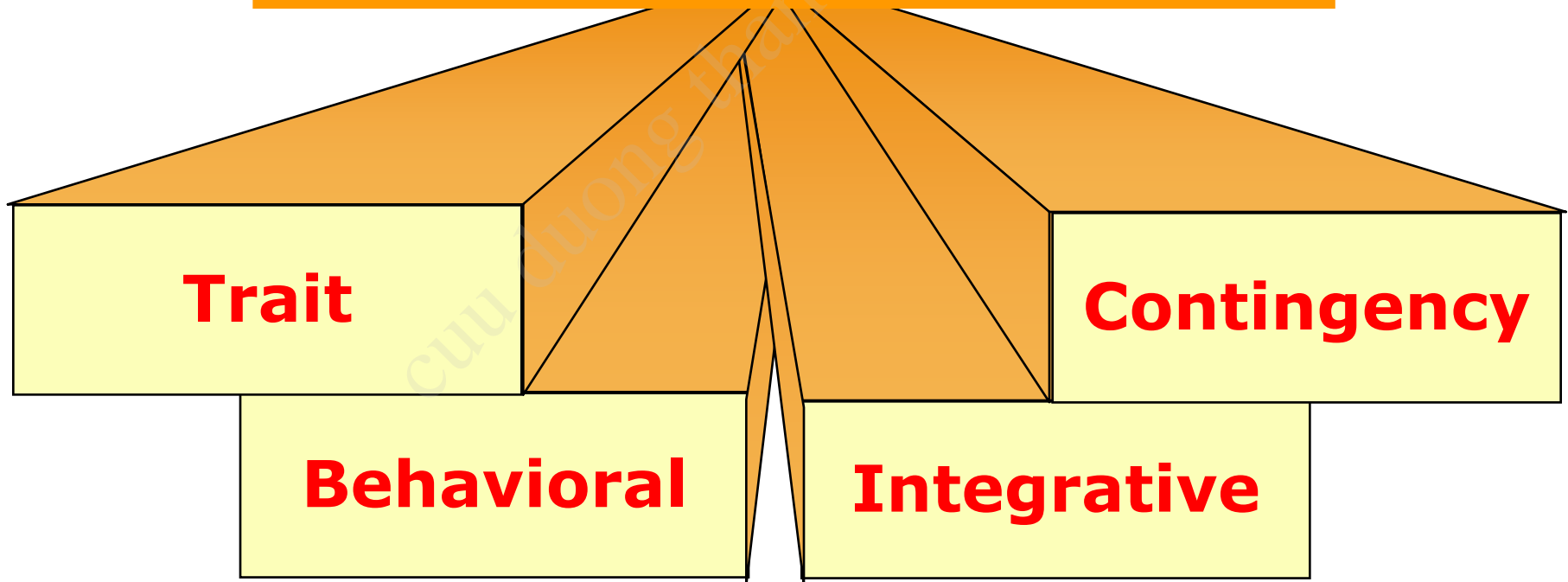
Leadership Trait Theories

□ Attempt to explain distinctive characteristics accounting for leadership effectiveness to identify a set of physical and psychological traits that all successful leaders possess

□ Examples:
  ■ High energy level
  ■ Appearance
  ■ Aggressiveness
  ■ Persuasiveness
  ■ Dominance
  ■ Self-reliance

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Behavioral Leadership Theories

- Attempt to explain distinctive styles used by effective leaders, or to define the nature of their work
- What the leader actually does on the job (behavior)

Contingency Leadership Theories

- Attempt to explain the appropriate leadership style based on the leader, followers, and situation
- Are called "universal theories"
- Try to predict which traits and/or behaviors will result in leadership success given the situational variables

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Integrative Leadership Theories

□ Attempt to combine the trait, behavioral, and contingency theories to explain successful, influencing leader–follower relationships

Discussion Question #4

Some people say the hard skills (finance, quantitative analysis) are more important for managers than soft skills (developing relationships, leadership), and some say the opposite is true. What do you think?

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From the Management to the Leadership Theory Paradigm

□ Is a shift from the older autocratic management style to the newer participative leadership style of management

The Old Management Paradigm

Managers:

- ☐ Were autocratic
- ☐ Made all decisions
- ☐ Maintained tight controls over employees

The New Leadership Paradigm

Managers:

- ☐ Are primarily participative
- ☐ Focus on leadership
- ☐ Share management functions with employees
- ☐ Have good relationships with followers
- ☐ Realize that people are the most important asset

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Leaders vs. Managers

- ☐ Successful leaders are also good managers
- ☐ Successful managers are also good leaders
- ☐ The leadership and management paradigms overlap

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Discussion Question #5

Is leadership ability universal, or is a good leader in one environment also effective in another? For example, can a leader in one industry (e.g., a hospital) be successful in another industry (e.g., a bank)?

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