

### Leadership:

Traits, Styles & Behaviors

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### Learning Goals

- Trait approach (early 1900s)
- Behavioral approach (1940s – 1970s)
- Contingency approach (1960s-2000s)
- Relational approach (1970s-current)
- Full Range Leadership Theory (1970s-current)
- Emerging Leadership topics
- Substitutes for leadership

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### Leadership – a brief history

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## Trait approach (early 1900s)

- Sought to identify what characteristics made the great leaders of the day different from the rest of us mere mortals
- Popular in the early 1900s
- Often referred to as the "Great Man" theory, since they focused almost exclusive on male leaders

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## Examples of Leader Traits

- Examples-
  - Ambition
  - Energy
  - The desire to lead
  - Honesty/Integrity
  - Self-confidence
  - Intelligence
  - Job-relevant knowledge
  - Emotional Stability



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## Behavioral approach (1940s – 1970s)

- Shifted the focus to the behaviors of leaders, rather than there inherent traits
- Two schools (Ohio State and University of Michigan) came up with remarkably similar findings regarding the two critical behavioral dimensions

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### Ohio State Studies

- Initiating structure
  - How much a leader defines and structures roles to pursue goals
- Consideration
  - How much job relationships are characterized by trust, respect for subordinates

### University of Michigan Studies

- Production-oriented
  - Emphasizes technical/task aspects of job
- Employee-oriented
  - Emphasizes interpersonal relations

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### Some examples...

BEHAVIOR	DESCRIPTION
Initiating Structure	
Initiation	Originating, facilitating, and sometimes resisting new ideas and practices
Organization	Defining and structuring work, clarifying leader versus member roles, coordinating employee tasks
Production	Setting goals and providing incentives for the effort and productivity of employees
Consideration	
Membership	Mixing with employees, stressing informal interactions, and exchanging personal services
Integration	Encouraging a pleasant atmosphere, reducing conflict, promoting individual adjustment to the group
Communication	Providing information to employees, seeking information from them, showing an awareness of matters that affect them
Recognition	Expressing approval or disapproval of the behaviors of employees
Representation	Acting on behalf of the group, defending the group, and advancing the interests of the group

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### Contingency approach (1960s-2000s)

- Argued that leader behavior should depend on the context
- Example: Fiedler's Contingency Theory

Favourableness	High ← → Low							
	Good				Poor			
	Structured		Unstructured		Structured		Unstructured	
	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak
	I	II	III	IV	V	VI	VII	VIII
Leader-Member Relations								
Task Structure								
Position Power								
Most Effective Leader Orientation	Task				Relationship			

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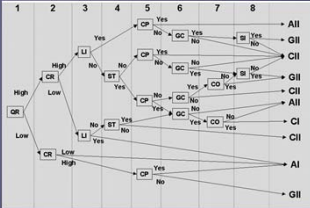
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### Vroom Yetton model

- Contingencies
  - Quality Requirement (QR)
  - Commitment Requirement (CR)
  - Leader's Information (LI)
  - Problem Structure (ST)
  - Commitment Probability (CP)
  - Goal Congruence (GC)
  - Subordinate conflict (CO)
  - Subordinate information (SI)
- Decision Styles
  - Autocratic I (AI)
  - Autocratic II (AII)
  - Consultative I (CI)
  - Consultative II (CII)
  - Group II (GII)



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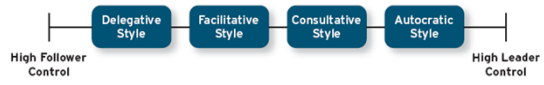
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### Leader Decision-Making Styles



- Autocratic style**
  - the leader makes the decision alone without asking for opinions or suggestions.
- Consultative style**
  - the leader asks individuals or a group of employees for opinions and suggestions before ultimately making the decision him- or herself.
- Facilitative style**
  - the leader seeks consensus on a solution, making sure that his or her own opinion receives no more weight than anyone else's.
- Delegative style**
  - the leader gives an individual or a group of employees the responsibility for making the decision within some set of specified boundary conditions.

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### Relational approach (1970s-current)

- This approach focuses on the relationships between leaders and team members, with influence resulting from a process of social exchange
- Leader-Member Exchange (LMX) model**
  - Leaders develop work relationships of differing quality with those they oversee
    - High relationship quality members form an in-group where there is more trust, respect, and a willingness on each side to go beyond what they are required to do for their job
    - Low relationship quality members form an out-group where interactions are task focused and each side has a minimal investment in the relationship.

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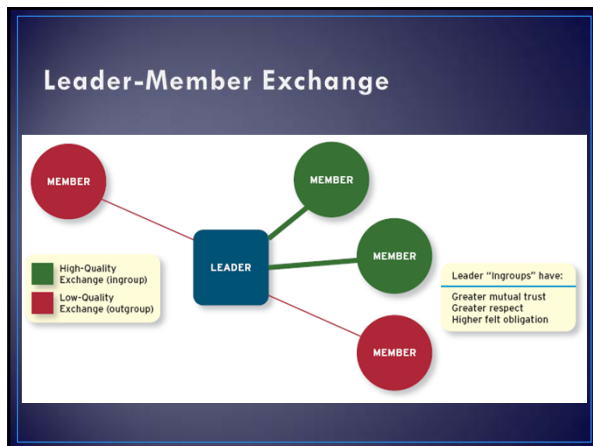
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### New Leadership approaches (1970s-current)

- Emphasized the ability of the leader to articulate a vision and help motivate other to pursue it.
- Full Range Leadership Theory
- Neo-Charismatic approaches

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### Full Range Leadership Theory

- Transformational leadership
  - Inspiring followers to commit to a shared vision while also serving as a role model who helps followers develop their own potential and view problems from new perspectives.
- Transactional leadership
  - leader rewards/disciplines the follower depending on their performance.
  - Contingent reward.
  - Management-by-exception
    - passive management-by-exception.
    - active management-by-exception.
- Laissez-faire leadership
  - (i.e., hands-off) is the avoidance of leadership altogether.

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## Dimensions of Transformational Leadership

- **Idealized influence**
  - behaving in ways that earn the admiration, trust, and respect of followers.
  - "The leader instills pride in me for being associated with him/her."
- **Inspirational motivation**
  - behaving in ways that foster an enthusiasm/commitment to a shared vision.
  - "The leader articulates a compelling vision of the future."
- **Intellectual stimulation**
  - behaving in ways that challenge followers by questioning assumptions.
  - "The leader gets others to look at problems from many different angles."
- **Individualized consideration**
  - behaving in ways that help followers achieve their potential.
  - "The leader spends time teaching and coaching."

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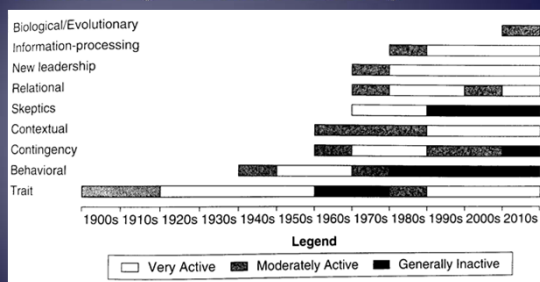
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## Leadership Research Activity



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## Emerging Leadership topics

- **Followership**
  - Places focus on the active role the follower plays in any group effort
  - Previously, followers were largely viewed as the stuff leaders influenced.
- **Authentic leadership**
  - Focuses on authenticity and transparency as the key attributes for motivating others to follow you.
- **Shared / Distributed / Serial Leadership**
  - An approach that shifts leadership toward a role that is either shifted among leaders or held collectively as a group.

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Substitutes for Leadership

- Substitutes for leadership model suggests that certain characteristics of the situation can constrain the influence of the leader, making it more difficult for the leader to influence employee performance.
- Substitutes
  - reduce the importance of the leader while simultaneously providing a direct benefit to employee performance.
- Neutralizers
  - only reduce the importance of the leader—they themselves have no beneficial impact on performance.

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Leader Substitutes and Neutralizers

SUBSTITUTES	DESCRIPTION
Task feedback	Receiving feedback on performance from the task itself
Training & experience	Gaining the knowledge to act independently of the leader
Professionalism	Having a professional specialty that offers guidance
Staff support	Receiving information and assistance from outside staff
Group cohesion	Working in a close-knit and interdependent work group
Intrinsic satisfaction	Deriving personal satisfaction from one's work
NEUTRALIZERS	
Task stability	Having tasks with a clear, unchanging sequence of steps
Formalization	Having written policies and procedures that govern one's job
Inflexibility	Working in an organization that prioritizes rule adherence
Spatial distance	Being separated from one's leader by physical space

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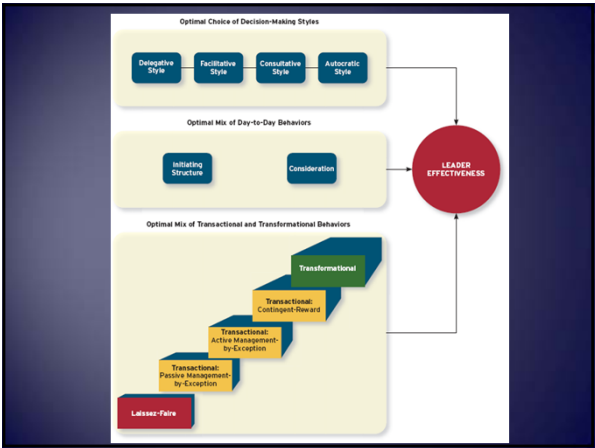
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