

LEADING CHANGE

First Session Recap

- Introduction of Lecturer- Dr Mehrunishah
- Module Briefing
- Group Assignment – McFarland, USA
- Individual Assignment – Jack Ma ,Case Study
- Module Objectives
- Who is a Leader – In your opinion

Review and Discussion Questions

1. What are some similarities and differences in the way leadership has been defined?
2. What are the arguments for and against making a distinction between leaders and managers?
3. What criteria have been used to evaluate leadership effectiveness, and are some criteria more useful than others?
4. What are the trait, behavior, and power-influence approaches, and what unique insights does each approach provide about effective leadership?
5. Is leadership described as an intra-individual, dyadic, group, or organizational process in most leadership theories and research?
6. Compare descriptive and prescriptive theories of leadership and explain why both types of theory are useful.
7. Compare universal and contingency theories. Is it possible to have a theory with both universal and contingent aspects?

What Is Leadership?

- Peter Drucker : "The only definition of a leader is someone who has followers."
- Warren Bennis : "Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential."
- Gardner (1990): Leadership is "the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her follower".

What Is Leadership?

- Stogdill (1997): "Leadership may be considered as the process (act) of influencing the activities of an organized group in its efforts toward goal setting and goal achievement."
- Lussier and Achua (2001) : "Leadership is the influencing process of leaders and followers to achieve organizational objectives through change."
- Yukl (2010): "Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives."
- For most definitions "influence" remains a common view

Management V Leadership

- Imagine you are still at the job interview
- You are asked to define the difference between management and leadership
- What would you say?

What Is Leadership?

- Robbins (2005) offers this suggestion and draws this distinction
- Leadership - the ability to influence a group toward the achievement of goals
- Management - use of authority inherent in designated formal rank to obtain compliance from organizational members

Definition of Leadership

- “Always, it seems, the concept of leadership eludes us or turns up in another form to taunt us again with its slipperiness and complexity. So we have invented an endless proliferation of terms to deal with it...and still the concept is not sufficiently defined.”

■ Bennis (1959)

Controversies Over Leadership Definitions

- Specialized role or shared influence process
- Type of influence process
- Purpose of influence attempts
- Influence based on reason or emotions
- Direct versus indirect leadership
- Leadership versus management

Leadership: A Working Definition

“Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.”

Leadership & Management

- This distinction is often made in the literature
- One of the most influential writers of recent times Kotter (1997, 1999) defines the essence of leadership as “coping with change,” and management as “coping with complexity.”
- Management activities include planning and budgeting, organizing and staffing, and controlling and problem-solving
- In contrast, Kotter describes the key leadership activities as setting a direction, aligning people (with the direction), and motivating and inspiring

Leadership Issues:

Leadership v Management

- Not everyone who is a manager will necessarily be a leader and vice versa
- To some extent these two terms are interchangeable but there are differences
- Different characteristics, *focus*, use of *skills* and have different *styles*

Managers

Skills

- Plan and budget
- Organise staff
- Control and solve problems

Focus

- Physical resources (people and materials)

Style

- 'Do things right'

Leaders

Skills

- Set direction
- Ensure skills, resources and motivation are present

Focus

- Emotional resources (trust, respect, enthusiasm)

Style

- 'Do the right things'

Leadership v Management

However

- Is leadership now increasingly needed by all managers?
- Set direction
 - Dealing with conflicting demands and ambiguity (decision making and interpretation of messages from above) ...
- Ensure skills, resources and motivation are present
 - More educated and diverse workforce
- Emotional resources (trust, respect, enthusiasm)
 - Using emotional support to counter resistance to Change (insecurity in workplace)

Leadership & Management Kotter

Management Activities

**“Produces order
and consistency”**

- Planning & Budgeting
- Organizing & Staffing
- Controlling & Problem Solving

Leadership Activities

**“Produces change
and movement”**

- Establishing direction
- Aligning people
- Motivating / Inspiring

Major activities of management & leadership
are played out differently; BUT, both are essential
for an organization to prosper.

Controversies about Differences Between Leadership and Management

- Leaders and managers as qualitatively different and mutually exclusive types of people
- Leading and managing as different roles or processes
- Leading as an influence relationship and managing as an authority relationship
- Integrative approach

Difficulties With Assessing Leadership Effectiveness

- Many different indicators
- Immediate and delayed outcomes
- Stakeholders with different preferences
- Different conceptions of leadership
- Development of a composite measure

Indicators of Effective Leadership

- High group performance
- Follower satisfaction
- Improved group processes
- Career success of leader

Ways to Classify Leadership Theory and Research

- Type of variable emphasized
- Type of leader characteristic
- Level of Conceptualization

Key Variables in Leadership Theory

- Characteristics of the Leader
- Characteristics of the Follower
- Characteristics of the Situation

Type of Leadership Characteristic

- Trait Approach
- Behavior Approach
- Power-Influence Approach
- Situational Approach
- Integrative Approach

Trait Approach

- The trait approach to leadership was **one of the earliest theories of leadership**. This approach focuses on the personal attributes (or traits) of leaders, such as physical and personality characteristics, competencies, and values. It views leadership solely from the perspective of the individual leader.
- Major Leadership Traits
 - Intelligence
 - Self-confidence
 - Determination
 - Integrity
 - Sociability

Behavior Approach

- The behavioral leadership theory **focuses on how leaders behave**, and assumes that these traits can be copied by other leaders. Sometimes called the style theory, it suggests that leaders aren't born successful, but can be created based on learnable behavior.

Power-Influence Approach

- Power-influence leadership assumes the cause and effect relationship between leaders and followers only flows from management to subordinate (Yuki, 2010, p. 4).
- For example, a manager instructs his employee to pay an invoice, and the employee does as told. or employees attend an ethics seminar because the executives mandate it.
- Exercising power-influence can ensure adherence to internal policies like safety, dress codes, and hours of employment.
- It can also ensure adherence to federal laws like the provisions in the Sarbanes-Oxley Act. The power-influence leadership approach enables a leader to influence the behaviors and attitudes of followers (Yuki, 2010, p.).

Situational Approach

- The situational theory of leadership suggests that no single leadership style is best. Instead, it depends on which type of leadership and strategies are best-suited to the task.
- According to this theory, the most effective leaders are those that are able to adapt their style to the situation and look at cues such as the type of task, the nature of the group, and other factors that might contribute to getting the job done.
- Situational leadership theory is often referred to as the Hersey-Blanchard Situational Leadership Theory, after its developers, Dr. Paul Hersey, author of "The Situational Leader," and Kenneth Blanchard, author of "One-Minute Manager."

Integrative Approach

- Integrative leadership is an **emerging leadership approach** that fosters collective action across many types of boundaries in order to achieve the common good. It brings together leadership concepts and practice rooted in five major sectors of society—business, government, nonprofits, media, and community.

Level of Conceptualization

- Intra-individual process
- Dyadic process
- Group process
- Organizational process
- Multi-level theories

Other Bases for Comparing Leadership Theories

- Leader-centered versus follower-centered
- Universal versus contingency
- Descriptive versus prescriptive

Primary: Type of Leadership Variable Studied

- Behavior Approach
- Trait Approach
- Situational Approach
- Power and Influence Approach

Secondary: Level of Conceptualization

- Dyadic level
- Group level
- Organizational level
- Multiple levels
- Summary of Major Findings

Key Takeaways

- Understand the different ways leadership has been defined.
- Understand the controversy about differences between leadership and management.
- Understand why it is so difficult to assess leadership effectiveness.

continued

- Understand the indicators used to assess leadership effectiveness
- Understand what aspects of leadership have been studied the most during the past 50 years.