

Assingment 3

Business



Leadership A) Situational Variables The situational variables are also known as contingency variables. The variable can affect the working of a leader.

The variables include the following,

1) Task structure- this variable considers the complexity of the job. The leader in this case can give clear guidelines on the way the tasks can be scheduled to achieve the desired goals. This can be applied in a project whereby the group is supposed to complete the project within a limited time. The leader can help the followers by scheduling the duties and activities in a manner that helps them work more efficiently and faster.

2) Member relations- this variable applies to the level of loyalty, support, and dependability that is received by the leader from the employees. A favorable relationship allows the manager to have a task structure that is highly formed and he is able to punish or reward the employees. An unfavorable relationship is usually associated with a poor task structure and the leader has limited authority.

3) Positioning power-, this variable usually measures the amount of power and authority that a manager perceives the organization has granted him for the purpose of rewarding, directing, and punishing of subordinates.

Positioning of managers usually depends on the increment of the decision making power of employees.

B) Leadership styles

Path goal is a theory that was developed in order to describe the way leaders are able to support and encourage their followers in the achievement of goals that have been set by making the path of success easy and clear (House, 1996). The leader in this case is supposed to,

1. Increase rewards that are found along the path

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2. Remove any roadblocks that may be stopping achievement of the goals.
3. Clarify the path so that subordinates know the way to take.

The leadership styles that can help in the achievement of this include the following,

a) Supportive leadership

This type of leadership involves the consideration of the follower's needs, showing concern for their wellbeing and the creation of a working environment that is friendly. This will include the increment of the self-esteem for the followers and enhancing job roles to make work more interesting. This usually works best in a scenario whereby the work is hazardous, boring, or stressful.

b) Directive leadership

Directive leadership is the kind of leadership whereby the leader tells the followers what is supposed to be done and helps in guiding them along the way. This will include schedules for specific work and specific time.

c) Participative leadership

This involves the consultation of followers and asking for ideas and considering them in the process of decision-making. This approach usually works best in a situation whereby the followers are experts in a certain field.

d) Achievement- oriented leadership

This involves the setting up of goals that are challenging for self-improvement and at work. In this case, high standards are usually expected and demonstrated. The leader should show faith in capabilities of the follower. This approach is best in a complex job situation.

References

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House, R. J. (1996). Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. *Leadership Quarterly*, vol. 7, pp. 323-352.