

Chapter 1: leadership theory and practice



**ASSIGN
BUSTER**

Leadership is a process by whereby an individual influences a group of individuals to achieve a common goal.

- process similar to management in many ways (involves influence, as does management).
- entails working with people (which management does as well).
- Study of Leadership can be traced back to Aristotle.
- is about seeking adaptive and constructive change. Leadership Process- not a trait or characteristic that resides in the leader, but rather a transactional event that occurs between the leader and the followers.

Process implies that a leader affects and is affected by followers. It's not a linear one-way event, but rather an interactive event.

Leadership involves influence- Concerned with how the leader affects followers.

- Influence is the sine qua non of leadership.
- Without influence, leadership does not exist. Leadership occurs in groups- Groups are the context in which leadership takes place.
- Leadership involves influencing a group of individuals who have a common purpose (small task group, community group, or a large group encompassing an entire organization).
- One individual influencing a group of others to accomplish common goals.
- Others (a group) are required for leadership to occur. Leadership includes attention to Common Goals- leaders direct their energy toward individuals who are trying to achieve something together.
- by common, we mean the leaders and followers have a mutual purpose.
- Attention to common goals gives leadership an ethical overtone because it

stresses the need for leaders to work with followers to achieve selected goals.

- Stress mutuality lessens the possibility that leaders might act toward followers in ways that are forced or unethical.

- increases possibility that leaders and followers will work together toward a common good (Rost 1991). Trait perspective toward Leadership- suggests certain individuals have special innate or inborn characteristics or qualities that make them leaders, and that it is these qualities that differentiate them from nonleaders.

- qualities used to identify leaders include unique physical factors (ex: height), personality features (ex: extraversion), and other characteristics (ex: intelligence and fluency; Bryman, 1992). Assigned Leadership Leadership that is based on occupying a position in an organization is assigned leadership.

(Examples of assigned leadership: team leaders, plant managers, department heads, directors, and administrators) Emergent Leadership- When others perceive an individual as the most influential member of a group or an organization, regardless of the individual's title.

- Individual acquires emergent leadership through other people in the organization who support and accept that individual's behavior.

- Type of leadership is not assigned by position; rather it emerges over a period through communication.

Positive communication behaviors that account for successful leader emergence include: being verbally involved, being informed, seeking others' opinions, initiating new ideas, and being firm but not rigid (Fisher, 1974).

Three traits that could be used to identify individuals perceived to be emergent leaders Individuals who were more dominant, more intelligent, and

more confident about their own performance (general self-efficacy) were more likely to be identified as leaders by other members of their task group. Leadership emergence is provided by social identity theory (Hogg, 2011). leadership emergence is the degree to which a person fits with the identity of the group as a whole. Individuals emerge as leaders in the group when they become most like the group prototype. Being similar to the prototype makes leaders attractive to the group and gives them influence with the group. Power- Capacity or potential to influence.

- People have power when they have the ability to affect others' beliefs, attitudes, and courses of action.

(Ministers, doctors, and teachers are all examples of people who have the potential to influence us. When they do they are using their power, resource they draw on to effect change in us.)French and Raven's (1959) work on bases of social power.- They conceptualized power from the framework of dyadic relationship that includes both the person influencing and the person being influenced.

- Identified 5 common and important bases of power: referent, expert, legitimate, reward, coercive. Each of these bases of power increases a leader's capacity to influence the attitudes, values, or behaviors of others. Referent PowerBased on followers' identification and liking for the leader. A teacher who is adored by students has referent power. Expert PowerBased on followers' perceptions of the leader's competence. A tour guide who is knowledgeable about a foreign country has expert power. Legitimate PowerAssociated with having status or formal job authority. A judge who administers sentences in the courtroom exhibits legitimate power. Reward PowerDerived from having the capacity to provide rewards to others. A

supervisor who gives rewards to employees who work hard is using reward power. Coercive Power Derived from having the capacity to penalize or punish others. A coach who sits players on the bench for being late to practice is using coercive power.

Coercive people are not used as models of ideal leadership. Leaders who use coercion are interested in their own goals and seldom are interested in the wants and needs of subordinates. Position Power The power a person derives from a particular office or rank in a formal organizational system.

- influence capacity a leader derives from having higher status than the followers have.

- Vice Presidents and department heads have more power that staff personnel do because of the positions they hold in the organization.

- Includes legitimate, reward, and coercive power. Personal Power influence capacity a leader derives from being seen by followers as likable and knowledgeable.

- when leaders act in ways that are important to followers, it gives leaders power.

Ex: some managers have power because their subordinates consider them to be good role models. Others have power because their subordinates view them as highly competent or considerate. In both cases, these managers power is ascribed to the by others, based on how they are seen in their relationships with others.

- Includes referent and expert power. Coercemeans to influence others to do something against their will and may include manipulating penalties and rewards in their work environment. Coercion- involves the use of force to effect change.

- often involves the use of threats, punishment, and negative reward schedules.

examples of Coercive leaders: Hitler, Taliban leaders, Jim Jones in Guyana, Kim Jong-il in North Korea. All of them have used power and restraint to force followers to engage in extreme behaviors. Management- similar to Leadership.

- emerged around the turn of the 20th century with the advent of our industrialized society.

- created as a way to reduce chaos in organizations, to make them run more effectively and efficiently.

- primary functions are planning, organizing, staffing, and controlling.

- about seeking order and stability. Strong MANAGEMENT without Leadershipoutcome can be stifling and bureaucratic. Strong LEADERSHIP without Managementoutcome can be meaningless or misdirected change for change's sake. Organizations needs to nourish both competent management and skilled leadership. ONCHAPTER 1: LEADERSHIP THEORY AND PRACTICE SPECIFICALLY FOR YOUFOR ONLY\$13. 90/PAGEOrder Now