

Lecture 13 Managers and Leaders: Theories and Influence Process

- Some suggested that a leader is born
- Some suggested that a leader is made from situation

- Who is a leader?
 - Its not necessarily formal
 - Leaders can be very easily informal
 - It is not a title all the time
 - They are everywhere at any managerial grid

- Definition of a leader
 - Someone who exerts influence over others
 - Influence to reach at a desired destination

- Power
 - The control a person possesses and can exercise on others
 - Usually leaders have some form of power

- Coercive power
 - Based on fear
 - Executive power by the President can be coercive sometimes
 - E.g. a union disputes inside the railway dept.

- Reward power
 - Opposite of coercive power

- Legitimate power
 - Power that comes from a formal title attached with a managerial rank

- Executive power

- Expert power
 - This power is based upon individual's skill, knowledge, and expertise

- Referent power
 - Based on a follower's identification with a leader

- The leadership job: A mutual sharing view SKIP

- Leaders' attitude
 - Self-fulfilling prophecy

- Theory X
 - Type X people avoid work whenever possible
 - *Leadership style should be authoritarian and directive

-Theory Y

- Type Y People take work as a natural play
- *Leadership style should be loosely controlled and participative

-Theory Z

- Relatively new phenomenon
- Consensus decision-making
- Japanese have this type of system
 - Emphasize on long term employment & training
 - Group participation
 - Concern for workers well fare

-Dilemma of women vs. men leaders

-Generalization about women leaders

- Women are more likely to use charisma as opposed to power in org

-Trait theories of leadership

- Trait theories are composed of leaders' personality, physical, and intelligence characteristics

- Trait theory suggests that leaders must have meet these criteria

- Drive
- Motivation
- Integrity
- Self-confidence
- Intelligence
- Knowledge

-A leader is considered successful when he/ she converts desired results into reality

-Personal-behavioral theories (P-B theory)

- Proposed that leadership style is not universal
- Leaders should not choose strictly autocratic or strictly democratic style

-Michigan studies

- Introduced job centered and employee centered leadership

-Job centered leader

- Leaders structure the jobs of the subordinates as they see fit
- Close supervision
- Use time and motion analysis

-Leaders under this approach is viewed as “close supervisor”

- Employee-centered leader
 - Focus attention on human aspect of the job
 - Build effective work groups aimed for high performance
 - Participative decision-making
 - Delegates considerable autonomy

- Managerial grid theory
 - Impoverished
 - Task
 - Country club
 - Middle of the road

- Contingency theory
 - Developed by Fred Fiedler
 - Leadership style is based upon three situational dimensions
 - They are:
 - Leader-member relation
 - Task structure
 - Position power
 - When all three dimensions are high, situation is favorable
 - Good leader-member relation
 - Highly structured job
 - High position power

-Path-goal theory

- Believes in four leadership styles
 - Directive
 - Supportive
 - Participative
 - Achievement oriented

-Transformational leadership

- Max Webber introduced the idea of a charismatic leader
- A transformational leader is a charismatic person
- Charisma can be positive and negative

-Factors of effective leadership

- Perceptual accuracy
 - Leaders' perception about their subordinates matters
- Background, experience, and personality
 - A successful leader in previous assignment will tend to succeed
 - Followers maturity matters also
- Maturity
 - Refers to the ability and willingness of

people to take responsibility for directing their own behavior

-Job maturity

-Knowledge, skills, and experience to perform without close supervision

-Psychological maturity

-Willingness to do the job