Leadership
Nature of Leadership

- **Leadership** - guiding, unifying, directing, coordinating, supporting, and motivating others towards **goals**
  - Emerge when collaboration is crucial, valued rewards are attainable, and previous leaders are involved
  - Members are more satisfied when leaders control groups
  - Effective leaders can unlock potential of **groups**
What Do Leaders Do?

- **Leadership Processes** – reciprocal relationship, transactional, transformational, cooperative, adaptive, goal-seeking
- **Task/Relationship Model** – leaders tend to focus on either task or relationship styles
  - **Task Leadership** – focuses on group work and goals
  - **Relationship Leadership** – focuses on interpersonal relations
- **Leadership Substitute Theory** – factors that reduce the need or neutralize leaders
Task and Relationship Outcomes

![Bar chart showing correlations between task and relationship outcomes. Categories include Leader effectiveness, Group performance, Leader job performance, Follower motivation, Follower satisfaction with leader, and Follower job satisfaction.]
Gender and Leadership

- Women tend to be more communal/relationship oriented and men more agentic/task oriented
  - Organization studies - women are both task/relationship leaders; men are task only
Leadership Emergence - Personality

- Leadership is determined by both individual traits and situational factors
  - Combine Great Leader and Zeitgeist theories
- Leader Personality – traits related to task and relationship orientation predict leadership
  - Task – conscientious, organize, self-control, achievement orientation
  - Relationship – extraversion, interpersonal skills
Who Emerges as a Leader

5 Factor Model of Personality and Leadership

![Graph showing correlations between personality traits and leadership effectiveness and emergence.]
Leadership Emergence - Intelligence

- Intelligence – leaders have *higher general* and specific IQ
  - Large intelligence gaps lead to problems
  - Effective leaders are high in emotional IQ
  - Leaders demonstrate practical and creative *intelligence*
Leadership Emergence - Participation

- Group participation is a strong predictor of leadership
  - **Babble-Effect** – amount of participation can influence leadership emergence

### Quality Trumps Quantity

<table>
<thead>
<tr>
<th></th>
<th>Low Quality</th>
<th>High Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Quantity</td>
<td>3.72</td>
<td>4.73</td>
</tr>
<tr>
<td>High Quantity</td>
<td>3.88</td>
<td>5.73</td>
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</table>
Leadership Emergence - Appearance

- **Appearance** – leaders are typically taller, older, heavier, and more fit
- **Diversity** – ethnic minorities are less likely to emerge as leaders in business and organizations
- **Sex** – men and women prefer male supervisors
  - Men engage in more leadership behaviors; women are viewed negatively when they express dominance
  - Women’s personality traits predict leadership effectiveness
Leadership Emergence - Appearance

At the Top
Women have a long way to go to catch up with men in the senior executive ranks.

Companies by percentage of women executive officers, 2011
- 27.4%
- 19.9%
- 2.4%

Women account for 14.1% of executive officer positions, 2011
- Men 85.9%

Women account for 7.5% of executive officers who are top earners
- Men 92.5%

Source: Catalyst survey of Fortune 500 companies

The Wall Street Journal
Theories of Leadership Emergence

- **Implicit Leadership Theories** – our assumptions about the traits of leaders form prototypes
  - Inaccurate prototypes lead to poor leadership choices and biased evaluations
- **Social Identity Theory** – group members who best represent the identity and values of the group will emerge as leaders
Theories of Leadership Emergence

• **Social Role Theory** – stereotypically leaders are seen as agentic/task oriented
  ○ Male gender role is seen as a better fit
• **Terror Management Theory (TMT)** – strong, typical leaders are preferred in threatening situations
Terror Management Theory

[Graph showing evaluation scores for Charismatic, Task-Oriented, and Relationship-Oriented leadership under Exam Salient and Mortality Salient conditions.]
Theories of Leadership Emergence

- **Evolutionary Theory** – dependence on leaders resulted from evolutionary adaptation
  - Groups prefer men for intergroup conflict and women for intragroup
Fig. 1. Percentage of votes as a function of sex of candidate and experimental condition. Error bars represent standard errors above the mean.
Participation Theories

- **Leadership Participation** - Autocratic vs. Democratic vs. Laissez-faire influences performance
  - Shared/Democratic leadership increases satisfaction
Leadership Effectiveness – Style Theories

- **Blake and Mouton’s Leadership Grid** – leaders who are both task and relationship focused are most effective
- **Situational Leadership Theory** – task focus is important in new groups and relationship in mature groups
Leader Effectiveness

- **Fiedler’s Contingency Model** – success depends on a leader’s motivational style and ability to control the group situation.

<table>
<thead>
<tr>
<th>Situational favorableness</th>
<th>Leader-subordinate relations</th>
<th>Position Power</th>
<th>Task structure</th>
<th>Best Style</th>
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<td>Low LPC Leader</td>
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Leadership Effectiveness – Style Theories

- **Leader-Member Exchange Theory** – leadership style influences each member differently (inner vs. outer group)
Transformational Leadership

- Transformation leaders – inspire, excites, and elevates by uniting **group members**
  - Idealized Influence – core values, ethics, trust
  - Inspirational – vision, challenges, optimism, encouragement
  - Intellectual – questioning, stimulating, creativity
  - Individualization – respect, listening, advising,
Sheldon planning
http://www.youtube.com/watch?v=Sm1VAeCo-Eg