

# Management

## Leadership

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# Who are leaders and what is leadership?

- **Leader** - Someone who can influence others and who has managerial authority.
- **Leadership** - What leaders do; the process of influencing a group to achieve goals.
- Ideally, all managers *should be* leaders.

# Leadership and management

## 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 organisational members

Both are necessary for organisational success

# Are leaders born or made?

- Trait theory: leadership is inherent, so we must identify the leader based on his or her traits
- Behavioral theory: leadership is a skill set and can be taught to anyone, so we must identify the proper behaviors to teach potential leaders

# What qualities should a leader have?

- What qualities do you think are essential in a good leader?
- Think about leaders you know and respect.
- What is a follower?



# Early leadership theories

Trait and Behavioural theories

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# Early leadership theories (1)

- **Trait Theories (1920s -1930s)**
  - Research focused on identifying personal characteristics that differentiated leaders from non-leaders was unsuccessful.
  - Later research on the leadership process identified seven traits associated with successful leadership:
    - Drive, the desire to lead, honesty and integrity, self-confidence, intelligence, job-relevant knowledge, and extraversion

# Seven leadership traits

1. *Drive*. Leaders exhibit a high effort level. They have a relatively high desire for achievement, they are ambitious, they have a lot of energy, they are tirelessly persistent in their activities, and they show initiative.
2. *Desire to lead*. Leaders have a strong desire to influence and lead others. They demonstrate the willingness to take responsibility.
3. *Honesty and integrity*. Leaders build trusting relationships with followers by being truthful or nondeceitful and by showing high consistency between word and deed.
4. *Self-confidence*. Followers look to leaders for an absence of self-doubt. Leaders, therefore, need to show self-confidence in order to convince followers of the rightness of their goals and decisions.
5. *Intelligence*. Leaders need to be intelligent enough to gather, synthesize, and interpret large amounts of information, and they need to be able to create visions, solve problems, and make correct decisions.
6. *Job-relevant knowledge*. Effective leaders have a high degree of knowledge about the company, industry, and technical matters. In-depth knowledge allows leaders to make well-informed decisions and to understand the implications of those decisions.
7. *Extraversion*. Leaders are energetic, lively people. They are sociable, assertive, and rarely silent or withdrawn.



# Kurt Lewin – Iowa studies

- University of Iowa Studies (Kurt Lewin)
  - Identified three leadership styles:
    - **Autocratic style:** centralized authority, low employee participation
    - **Democratic style:** involvement, high employee participation, feedback
    - **Laissez faire style:** hands-off management, group make decisions
  - Research findings: mixed results
    - No specific style was consistently better for producing better performance.
    - Employees were more satisfied under a democratic leader than under an autocratic leader.

# Michigan studies

## University of Michigan

- Identified two dimensions of leader behaviour:
  - **Employee oriented:** emphasising personal relationships
  - **Production oriented:** emphasising task accomplishment
- Research findings:
  - Leaders who are employee oriented are strongly associated with high group productivity and high job satisfaction.

# Comtemporany leadership theories

There are many but we will look at:

- Transactional
- Transformational
- Charismatic
- Visionary
- Team

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# Transactional and transformational leaders

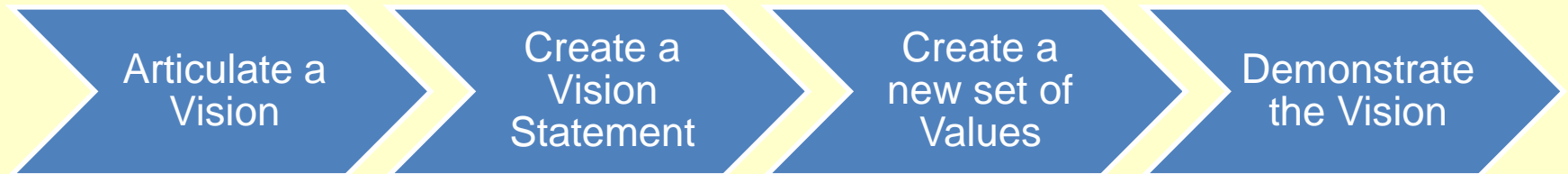
- Transactional Leadership
  - Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements.
- Transformational Leadership
  - Leaders who inspire followers to transcend their own self-interests for the good of the organization by clarifying role and task requirements.

# Charismatic leaders

## Charismatic leadership

- An enthusiastic, self-confident leader whose personality and actions influence people to behave in certain ways.
- Characteristics of charismatic leaders:
  - Have a vision
  - Are able to articulate the vision
  - Are willing to take risks to achieve the vision
  - Are sensitive to the environment and follower needs
  - Exhibit behaviours that are out of the ordinary

# Charismatic leaders influence by...



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# Visionary leaders

- Visionary leadership
  - A leader who creates and articulates a realistic, credible, and attractive vision of the future that improves upon the present situation.
- Visionary leaders have the ability to:
  - Explain the vision to others
  - Express the vision not just verbally but through behaviour
  - Extend or apply the vision to different leadership contexts

# Team leaders

- Team leadership characteristics:
  - Having patience to share information
  - Being able to trust others and to give up authority
  - Understanding when to intervene
- Team leader's job
  - Managing the team's external boundary
  - Facilitating the team process which includes coaching, facilitating, handling disciplinary problems, reviewing team and individual performance, training, and communication



# Managing Power

## – Legitimate power

- The power a leader has as a result of his or her position.

## – Coercive power

- The power a leader has to punish or control.

## – Reward power

- The power to give positive benefits or rewards.

## – Expert power

- The influence a leader can exert as a result of his or her expertise, skills, or knowledge.

## – Referent power

- The power of a leader that arises because of a person's desirable resources or admired personal traits.