Chapter 12

Leadership

Module 1: The Concept of Leadership

- Some conceptual distinctions
- Leader emergence vs. leader effectiveness
- Problem of defining leadership outcomes
Module 1 (continued)

- Leader vs. manager/supervisor
  - Attempted leadership
  - Successful leadership
  - Effective leadership
    - Blending of roles
- Leader development vs. leadership development
  - Interpersonal competence
    - Social awareness and social skills

Module 1 (continued)

- Motivation to lead
  - High power motive + high activity inhibition + low affiliation needs
  - Affective identity motive
  - Instrumental motive
  - Non-calculative motive

Module 2: Traditional Theories of Leadership

- “Great man/great woman” theories
- Trait approach
- “Power” approach
  - Reward power
  - Coercive power
  - Legitimate power
  - Referent power
  - Expert power
Module 2 (continued)

• Behavioral approach
  – Ohio State studies
    • Consideration and initiating structure
  – Michigan studies
    • Task-oriented behavior
    • Relations-oriented behavior
    • Participative behavior

Module 2 (continued)

• Contingency approach
  – Hersey and Blanchard’s situational theory
    • Job maturity and psychological maturity
  – House’s path-goal theory
    • Supportive leadership
    • Directive leadership
    • Participative leadership
    • Achievement-oriented leadership

Hershey & Blanchard’s Situational Leadership Theory
Path-Goal Theory of Leadership

- Goal/Variables: Leader behavior
- Intervening Variables: Substitute expectancies and valences
- End-Result/Variables: Substitute effort and satisfaction

- Situational/Moderator Variables: Characteristics of task and environment, characteristics of subordinates

Contingency Approach (continued)

- Case of social undermining
  - What about the “fickle” leader?

Module 2 (continued)

- Consequences of participation
  - Vroom-Yetton model
    - Quality of the ultimate decision
Module 3: New Approaches to Leadership

- Leader-Member Exchange (LMX)
  - In-group vs. out-group
- “Full-range” theory
  - Transformational leadership
  - Transactional leadership
  - Laissez-faire leadership
- Charismatic leader

Hierarchy of Transformational Leadership

Module 4: Emerging Topics and Challenges in Leadership Research

- Leadership in a changing workplace
  - Teams/groups
  - Telecommuting
  - Temporary workers
  - Fuzzy boundaries of jobs
- Male and female leaders
  - Are they different?
Module 4 (Continued)

- Personality and leadership
  - Extraversion and agreeableness are predictive of transformational behaviors
- Cross-cultural studies of leadership
  - Global Leadership and Organizational Behavior Effectiveness (GLOBE)
- Leadership in a diverse environment