

Leadership styles



Leadership

- **interpersonal influence**
- **directed toward the achievement**
- **of a goal or goals**

Management vs. leadership

- Which is the difference?

Aspects of leadership

- Motivation
- Change
- Inspiration
- Influence

1. Trait theories of leadership

- Personal, social and even physical characteristics inherent to a leader
- E.g. Results oriented, self-confident,...
- Problems: inherent or learned?
 - Dif. leaders and situations

2. Behavioral theories

- Not traits, but behaviour counts
- Training programs
- Style of leadership
 - Orientation on people
 - Results-orientation
 - **Managerial grid** (R. Blake, J. Mouton)

Leadership styles – managerial grid

Country club

Team leader

1,9								9,9
				5,5				
1,1								9,1

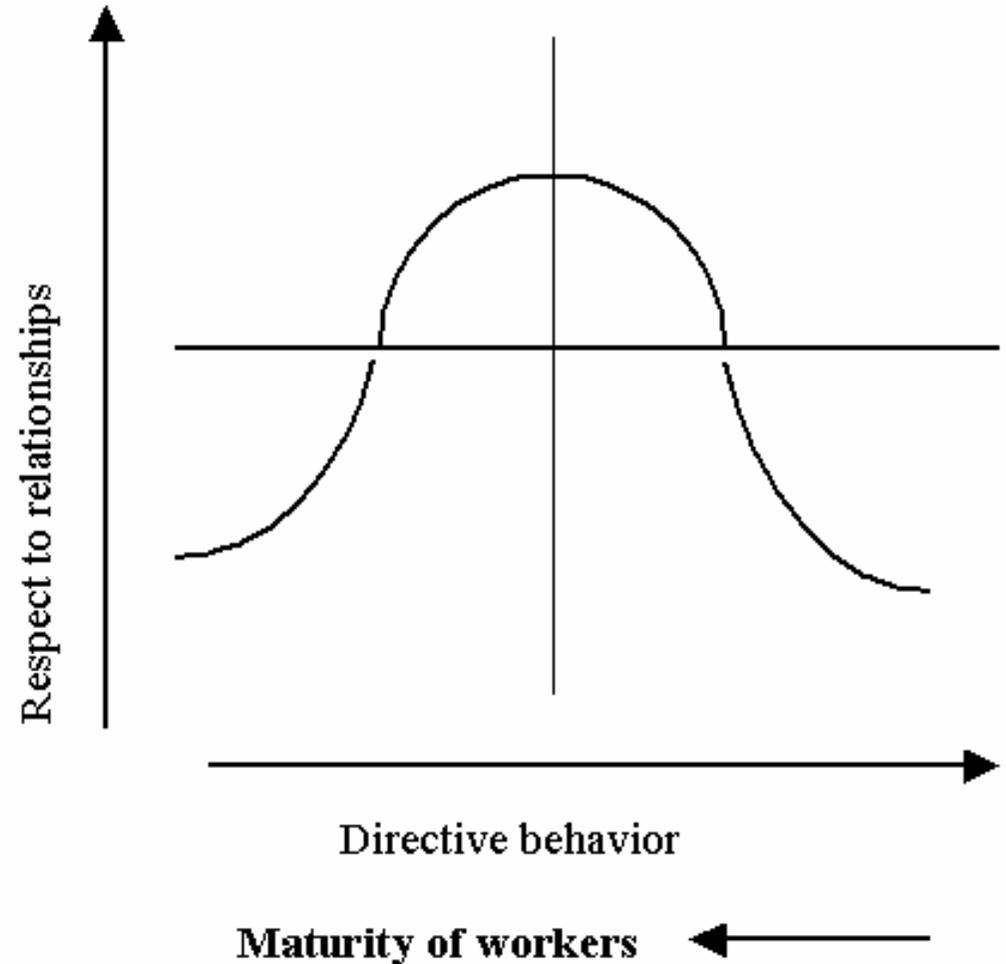
Impoverished
(laissez-faire)

Produce or
perish

5,5 - middle of the grid, way of compromis

3. Situationist theories

- From 60's
- Not one universal leadership style



4. Transaction management and transformation leadership

- **Transaction** – business between manager and worker
- Uses traditional motivation means
 - Management by exception (you did this false and at mustn't be iterated)
 - Conditional awards

Transaction management and transformation leadership

- **Transformation** – based on emotionality
 - Clear and emotional vision
 - Charisma
 - Confidence
 - Respect to workers
 - Thinking stimulation

Transaction management and transformation leadership

■ Transaction manager

- Immediate results
- Determines structure and conditions of work
- Solves problems himself
- Conservates
- Plans, organizes
- Formal position
- Systematical, effective

■ Transformation leader

- Looks in future (vision, strategy)
- Delegates competences
- Teaches people dealing with problems
- Finds st. better
- Coaches, developes people
- Personal influence
- Charismatic

Power and authority

- **Power** – ability of an individual to affect other's person behavior in order to get desired outcomes (even against his will)
- **Authority** – voluntary accepting of other's influence on my own behavior

Types of authority

- Authority of position
- Authority of expertise
- Authority of charisma

Leadership styles – other concept

- **Authocratic** (authority of position; directions; no discussion; ex.: army)
- **Democratic** (balanced centralization-decentralization, consensus and expert view preferred)
- **Liberal** (manager doesn't use authority, self-organization)

???

- Which authority and leadership style do you observe at the university?

Management techniques

1. Management by objectives

- Form coherent set of objectives**
- Realization of each objective supports fulfilling the most crucial objectives of organization**
- Detailed planning-in competence of workers**

2 .Management by Exception

- Work is divided to common and exceptional
- Limits of common anomalies
- Managers need not deal with common problems

3. Management by Delegation

- What can be handled at lower rank, should not be handled at higher rank
- Managers task – controll
- Distinction between executive and managerial activity

4. Management by motivation

- Identify motivation factors of people
- Motivation vs. Stimulation
- Coherence between targets of employees and targets of organization

Teams and team roles



Teams and groups

- **Key aspects of group existence (Organ, Bateman):**
 - Psychological linkage (consciousness of membership)
 - Interaction and interdependence
 - Common objective(s)
 - Awards and satisfactions

Teams and groups

- Which is the difference?

Teams and groups

- **Group:** a number of persons BOUND together by common social standards, interests
- **Team:** a group of people ORGANIZED to work together.

Types of groups and teams

- Formal and informal
- Small, middle, large
- Membership and referential
- Temporary and permanent
- Etc.

Stages of forming group (Tuckman)

- 1. Forming**
- 2. Storming**
- 3. Norming**
- 4. Performing**

Specific elements of group behavior

- Power, authority (influence)
- Group decision making
- Leadership
- Social facilitation/loafing

Successful teams

- Clearly formulated objectives
- Appropriate structure
- Members ready to action
- Climate of cooperation
- External support and recognition
- Competent leader

Decision making in team (risks)

- Illusion of invulnerability
- Stereotypes
- Assumption of morality (members automatically assume moral value of team and its objectives)
- Rationalization
- Autocensorship and illusion of unanimity
- Censorship (e.g. protecting some members from negative info.)
- Direct or indirect group pressure

Team roles

- Different qualities of team members in respect of team functions
- patterns of behaviour
- M. Belbin: „Tendency to behave, contribute and interrelate with others in a particular way.“

Team roles

- M. Belbin

- Studied groups of managers
- From various countries
- Psychometric tests
- Changing of group composition
- 9 clusters of behavior underlying team success

Action-oriented roles

- **Shaper**
- **Implementer**
- **Completer Finisher**

People-oriented roles

- Co-ordinator
- Teamworker
- Resource investigator

Cerebral roles

- Plant
- Monitor evaluator
- Specialist