Significance of Leadership

• Process
• Responsibility
• Set of skills and practices
• Influence and inspire people
• Goals

Leadership

– Creating a vision
– Devising strategy
– Communicating
**Leader-Centered Approach**

- **Trait focus**
- Behavior focus
- Power focus

**Trait Focus Approach**

- Physical characteristics
- Personality
- Aptitudes

**Leader-Centered Approach**

- Trait focus
- **Behavior focus**
- Power focus
### Behavior Focus

- Task orientation
- Relations orientation

### Leader-Centered Approach

- Trait focus
- Behavior focus
  - **Power focus**

### Power Focus

- Power
- Authority
Categories of Power

- Position power
- Personal power

Position Power

- Legitimate power
- Coercive power
- Reward power
- Information power

Personal Power

- Expert power
- Referent power
Power Orientation

- Personalized Power
- Socialized Power

Follower-Centered Approach

Leader-centered approaches are used to identify traits of behaviors leaders use to be effective but is focused only on the leader in isolation.

- Self-leadership focus
- Leadership substitutes

Self-Leaders

- Motivate themselves
- Stay focused on the task
- Integrity
- Willingness to act
- Understanding the organization
- Initiative to deal with problems
- Flexibility to adapt
**Leadership Substitutes**

<table>
<thead>
<tr>
<th>Individual Characteristics</th>
<th>Task Characteristics</th>
<th>Organizational Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Experience</td>
<td>• Degree of intrinsic satisfaction</td>
<td>• Degree of formality</td>
</tr>
<tr>
<td>• Training</td>
<td>• Degree of repetitiveness</td>
<td>• Degree of flexibility</td>
</tr>
<tr>
<td>• Ability</td>
<td>• Degree of structure or feedback</td>
<td>• Amount of cohesiveness</td>
</tr>
<tr>
<td>• Professional orientation</td>
<td></td>
<td>• Independence of reward structure</td>
</tr>
<tr>
<td>• Indifference to organizational rewards</td>
<td></td>
<td>• Degree of spatial distance from manager</td>
</tr>
</tbody>
</table>

**Interactive Approaches**

- Situational leadership model
- Empowerment
- Transformational leadership

**Situational Leadership Model**

- Readiness
- Task behavior
Four Styles of Leadership Behavior

- Telling style
- Selling style
- Participating style
- Delegating style

Empowerment

The interaction of the leader giving away or sharing power with those who use it to become involved and committed to independent, high-quality performance.

Transformational Dimensions

1. Idealized influence
2. Inspirational motivation
3. Intellectual simulation
4. Individualized considerations
A New Model

• The Three C’s Model
  – Competence
  – Character
  – Community

Women as Leaders

• The number of women in leadership positions has increased steadily since 1970.
• Women are 51 percent of the population but occupy only slightly over 25 percent of the supervisory positions in U.S. industry.
• Women occupy just 11 percent of senior executive positions in Fortune 500 companies.

Implications for Leaders?

• Know yourself.
• Be a role model.
• Communicate with ears open and mouth shut.
• Know your team and be a team player.
• Be honest with yourself as well as to others.
• Do not avoid risks.
• Believe in yourself.
• Take the offense rather than the defense.
• Know how to disagree & compromise.
• Be a good follower.
Implications for Leaders: Leadership Effectiveness

1. Know the ways of disagreement and the means of compromise.
2. Be a good follower.