CHAPTER 13

Leading in a
Dynamic Environment

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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

Individual Characteristics	Task Characteristics	Organizational Characteristics
•Experience	•Degree of intrinsic satisfaction	•Degree of formality
•Training	•Degree of repetitiveness	•Degree of flexibility
•Ability	•Degree of structure or feedback	•Amount of cohesiveness
•Professional orientation		•Independence of reward structure
•Indifference to organizational rewards		•Degree of spatial distance from manager

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   **slide 2 of 2**

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

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