Leadership



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OUTLINE

- Leadership
- Evolution of Theories
- Related Terms
- Contemporary Theories
- Contemporary Leadership Styles
- Conflicts Negotiations
- Leadership Issues in 21st Century
- Cross-cultural Leadership
- Engineer as a Leader
- Positive and Toxic Leadership

Two sessions

Etymology of the Word ‘Leadership’

- Old German ‘*Lidan*’ | TO GO
- Old English ‘*Lithan*’ | TO TRAVEL
- ‘Leadership’ Indicate:
  - To show the way, to guide
  - To cause to act, think, feel or behave in a certain way
  - To initiate action
  - To go at the head
  - The principal role

Historical Context of Leadership

- The search for the characteristics of leaders continued for centuries
- Ancient Chinese doctrine, '**Mandate of Heaven**' suggested **rulers to govern justly**
- Pro-aristocracy thinkers viewed leadership of '**Blue Blood**' or **genes**
- Monarchies viewed leadership requiring **Divine Sanction!**
- Plato believed only a **'Selected few with Superior Wisdom'** should be leaders
- Aristotle contended (argued), "**From the moment of their birth, some are marked for subjugation and others for command**."

Historical Context of Leadership

- This early theorist attempted to explain leadership based on **inheritance**
- St. Paul said, "**Only those deemed worthy through divine blessing could truly lead** (1st century)"
- Many believed God chose leaders through royal or aristocratic birth, and since indeed these men did secure positions of power, the theory seemed credible.

Democratically inclined theorists have pointed to examples of **meritocratic leaders**, profiting from careers open to talent

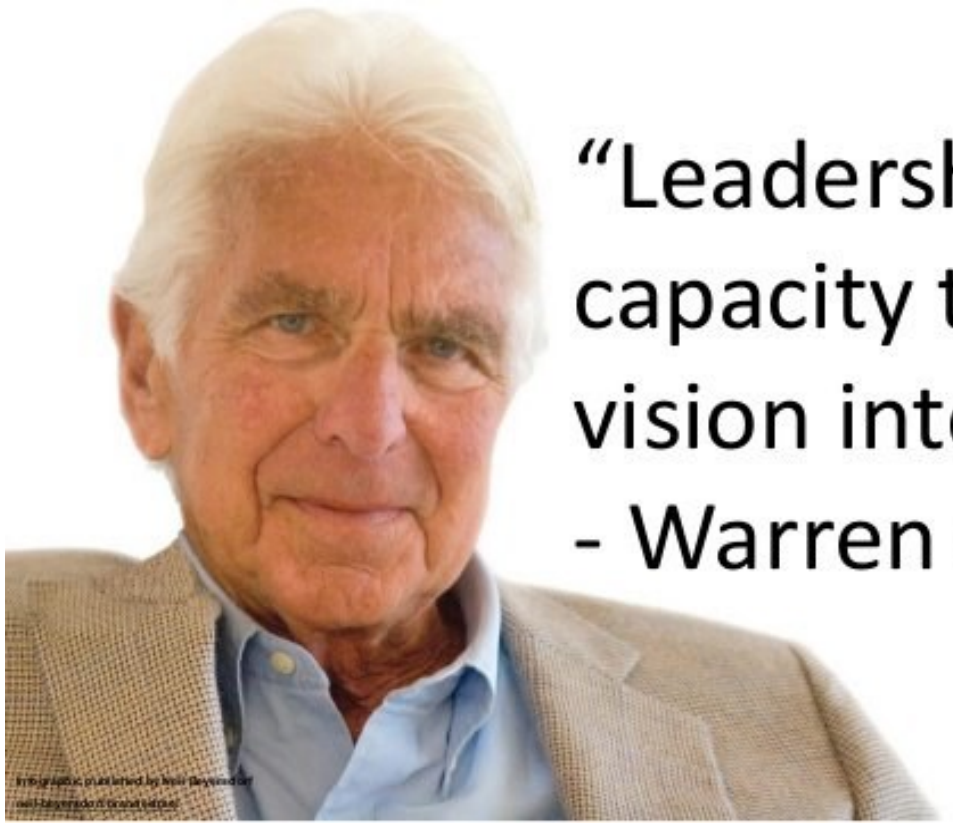
Historical Context of Leadership

*"Leadership is a matter of **intelligence, humaneness, trustworthiness, courage, and discipline** ... Reliance on intelligence alone results in rebelliousness. Exercise of humaneness alone results in weakness. Fixation on trust results in folly. Dependence on the strength of courage results in violence. Excessive discipline and sternness in command result in cruelty"*

*When one has **all five virtues together**, each appropriate to its function, then one can be a leader.*

Jia Lin, in commentary on Sun Tzu, Art of War (500 B.C.)

What is Leadership?



American scholar, and author, a pioneer of the contemporary field of Leadership studies

Definitions…

- It is the **process of influencing the activities** of an organized group toward goal achievement
- It is about **articulating visions, embodying values, and creating the environment** within which things can be accomplished
- It is the **ability of an individual to influence, motivate, and enable others to contribute** toward the effectiveness and success of the organization
- It is the **art of influencing others to their maximum performance** to accomplish any task, objective or project
- Process of **influencing and motivating people to achieve success**

Basic Ingredients of Leadership

- ***A Guiding Vision*** – A clear idea of what the leader wants to do and the strength to persist in the face of setbacks/ failures. **Unless you know where and why you're going, you cannot get there**

- ***Passion*** –The leader loves what he or she does and loves doing it. The leader who communicates passion gives hope and inspiration to other people.

- ***Integrity*** – Essential parts of integrity: **self-knowledge, candour, and maturity**. When you know what you consist of and what you want to make of it, then you can invent yourself.

- ***Curiosity*** – Leaders wonder about everything, want to learn as much as they can, are willing to take risks, experiment, try new things

- ***Daring*** – Leaders do not worry about failure, but embrace errors and learn from them

COMMAND

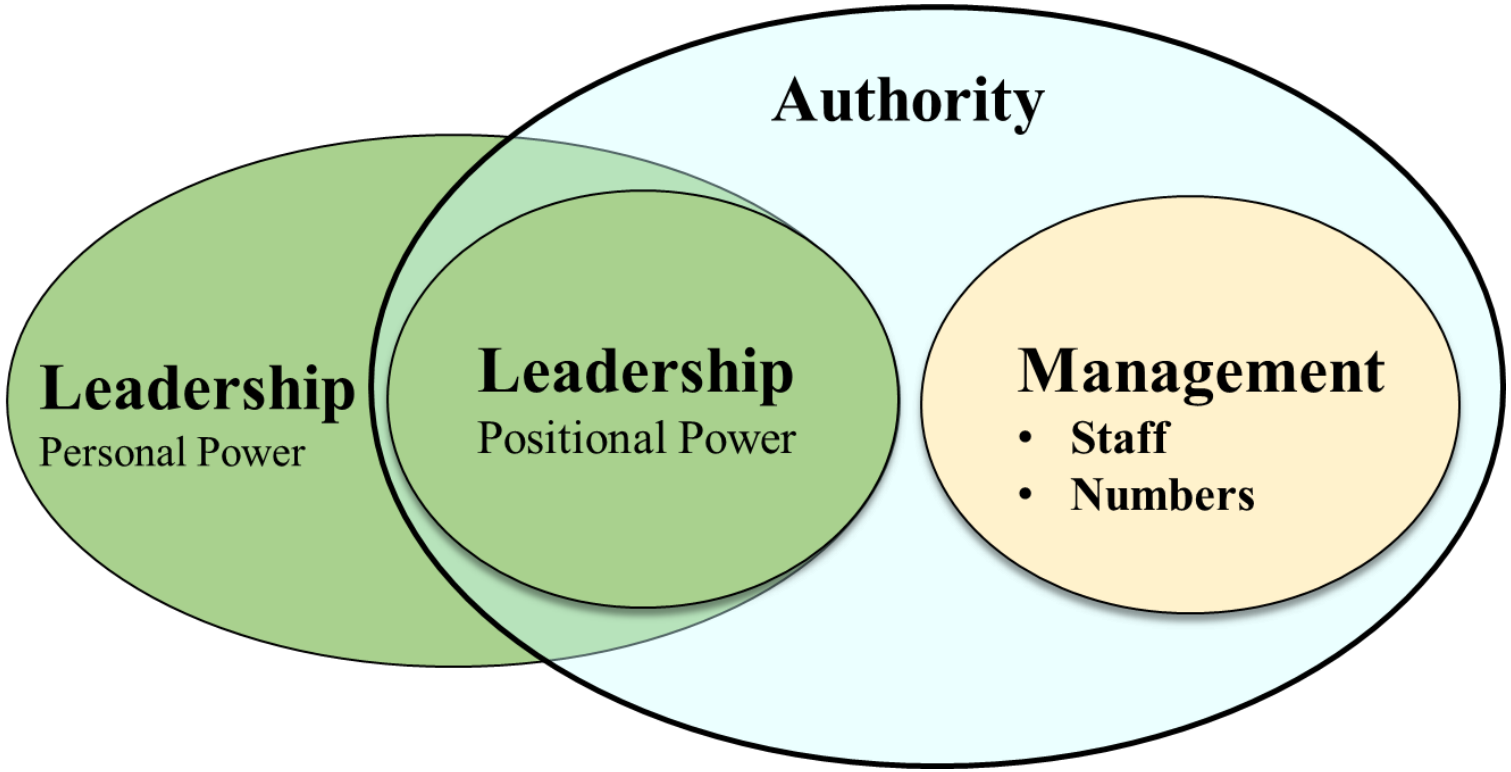
The **authority** vested in a **'MILITARY Leader/ Commander'** for Direction, coordination and control of military forces/ personnel

- Command has a '**LEGAL STATUS**' and denotes **functional and knowledgeable exercise of military authority** to attain **military objectives** or goals

- Inherent in command is the authority that **a military commander lawfully exercise** over subordinates including authority to **assign missions and accountability for their successful completion**

COMMAND

The whole complex business and a position enshrined in law



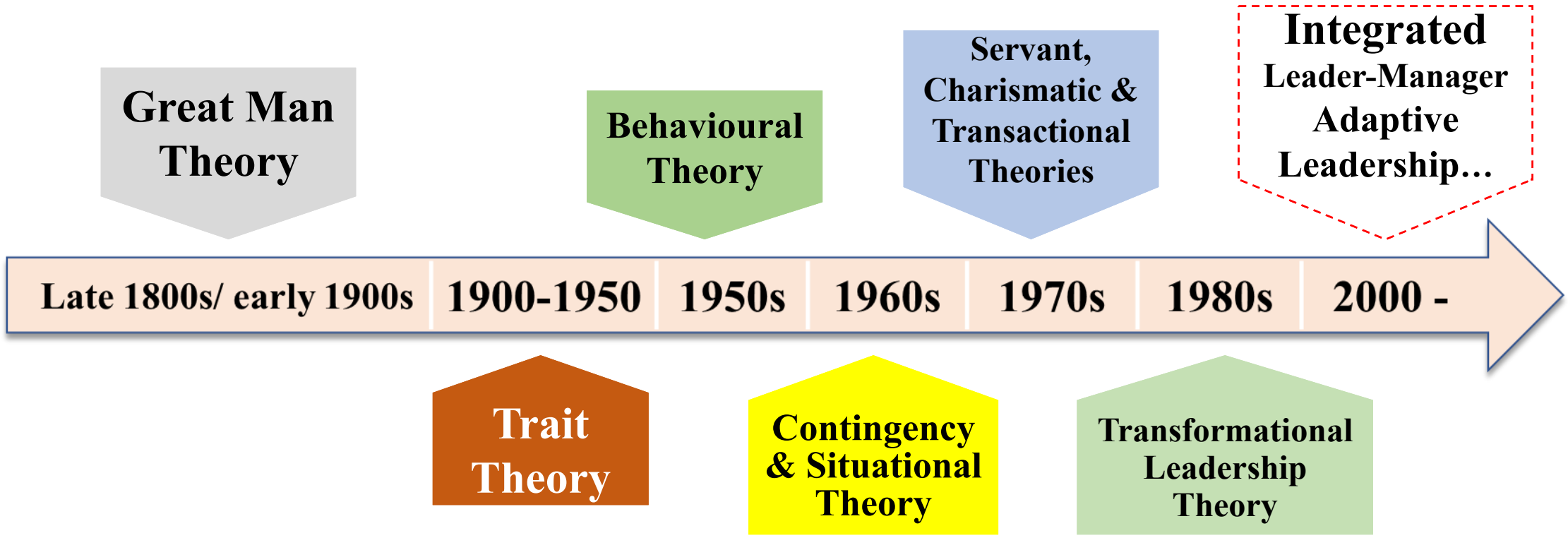

Leadership
Theories

Evolution of Leadership Theories

Why to study leadership theories?

- Leadership theories are the **explanations of how and why** certain people become leaders
- They **focus on the traits and behaviors that people can adopt** to increase their leadership capabilities

Evolution of Leadership Theories



Leadership Thinking

Two traditions of theories:

- **The Great Man Tradition** – Opinions of gurus, generals & former CEOs
  - ***Entertaining but unscientific***

- **The Academic Tradition** – Empirical research, largely from the U.S.
  - ***Scientific but often difficult to understand or see immediate relevance.***
  - ***Differences between the disciplines***

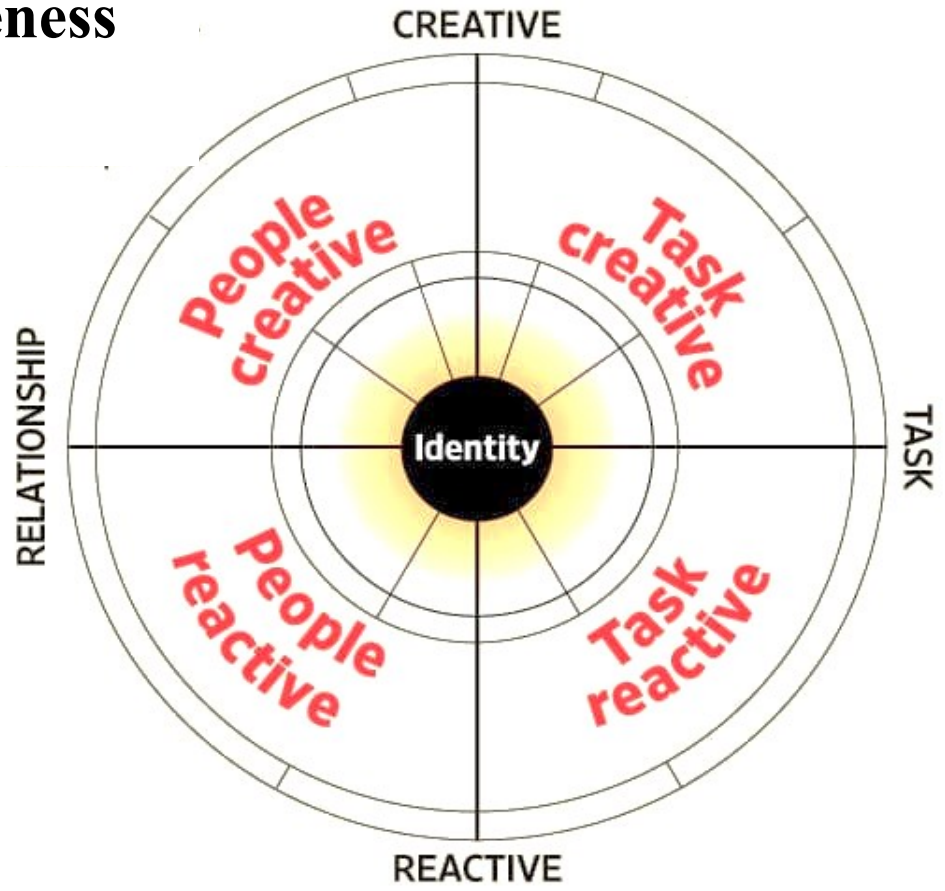
Major Theories of Leadership

- Great Man Theory
- Trait Theory
- Contingency Theory
- Situational Theory
- The behavioral theory
- Transactional theory
- Transformational theory

Universal Leadership Model

- The universal theory of leadership is the belief that **there are certain traits that contribute to leadership effectiveness in many situations**.

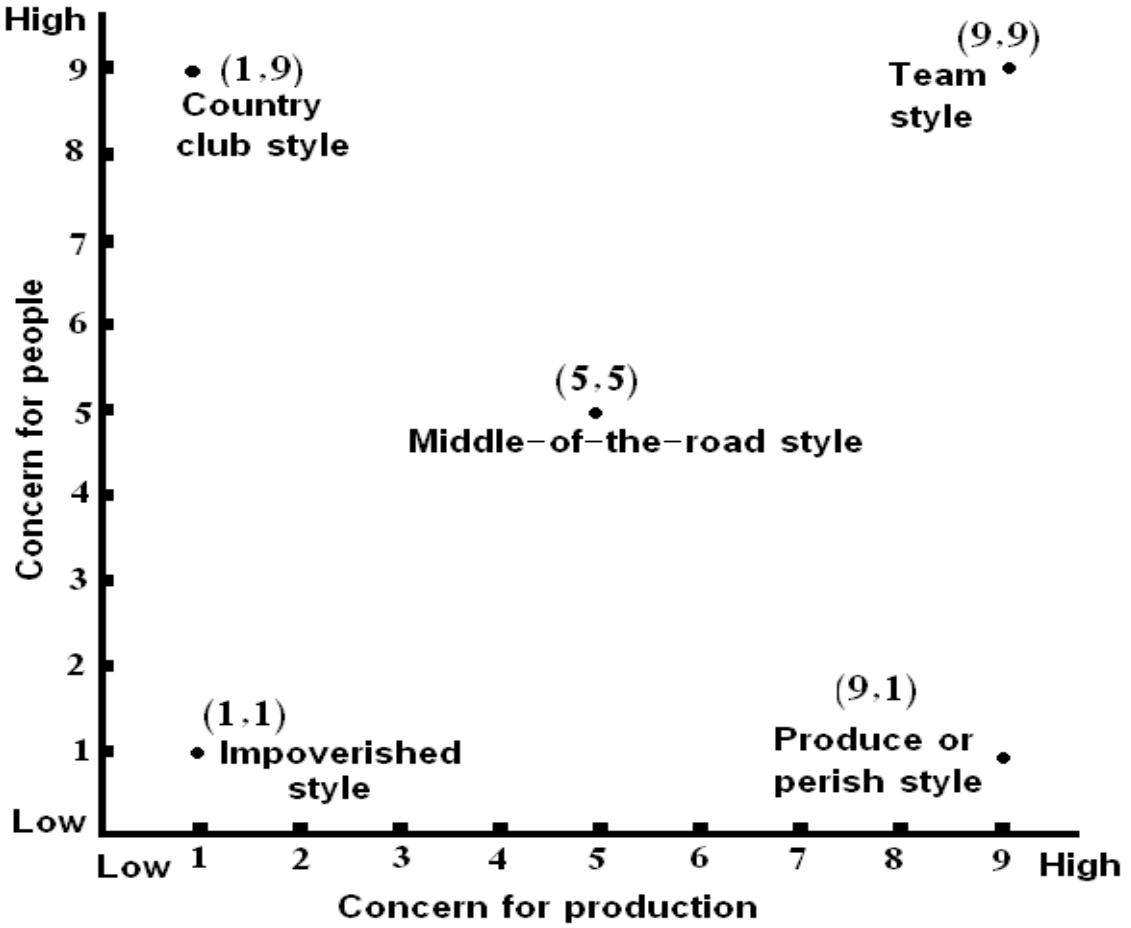
- The elements to this theory are:
  - Personal characteristics
  - Motives
  - Cognitive factors



Managerial Grid

Robert Blake and Jane Mouton (1960s) proposed a **graphic portrayal of leadership styles** through a managerial grid (sometimes called leadership grid)

*Blake Mouton Grid identifies **five different combinations** of the two and the leadership styles they produce*



1 Great Man Theory

In the 1840s Thomas Carlyle suggests **great leaders are born, not made.**



- Leadership traits are inherent and cannot be learned
- Portrays Great Leaders as Heroic, Mythic and destined to rise to leadership when needed
- Term ‘Great Man’ was used because, at that time, leadership was primarily as a Male quality especially in terms of Military leadership

The Great Man Theory

The theory proclaims that qualities like **appeal, judgement, courage, intelligence, action orientation and aggressiveness** are all characteristics that **cannot be taught!**

The Trait Theory

Similar in some ways to '**Great Man**' theory, it considers **personality, social, physical, of intellectual traits** to differentiate leaders from non-leaders

- The theory assumes that people **inherit certain qualities** and traits that make them better leaders
- Often identify personality or behavioral characteristics shared by leaders
- Unlike the Great Man theory, it argues that leadership qualities can be acquired
- A good leader has certain characteristics that allow learning the skills to be much easier

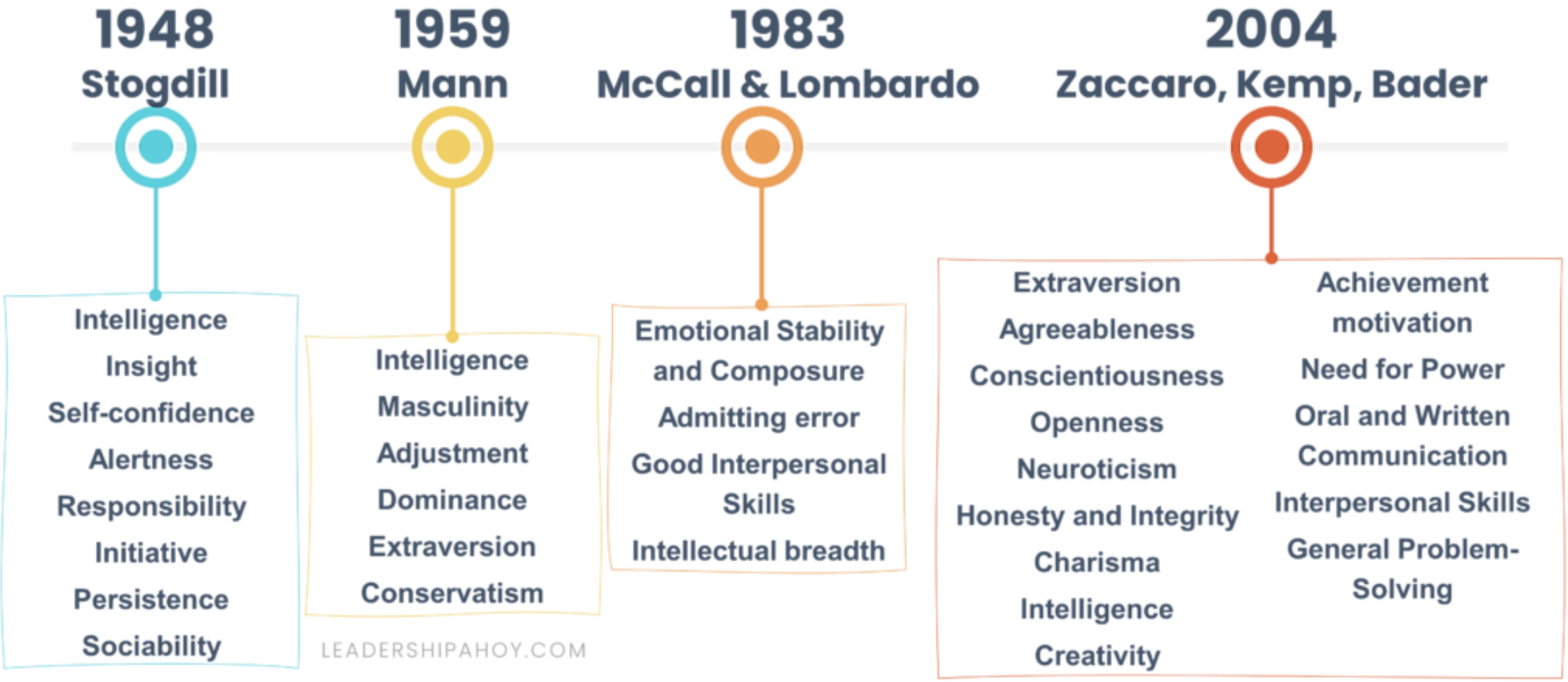
The Great Man Theory Later Evolved Into the Trait Theories

- ***Great Man Theory of Leadership***: Suggests that great leaders are born and not made. This theory believes that qualities like appeal, judgement, courage, intelligence, action orientation and aggressiveness are all **characteristics that cannot be taught**.



- **Trait Theory**: The theory argues that leadership **qualities can be acquired**. However, a good leader has certain characteristics that allow learning the skills easily

Trait Theory of Leadership over the Years

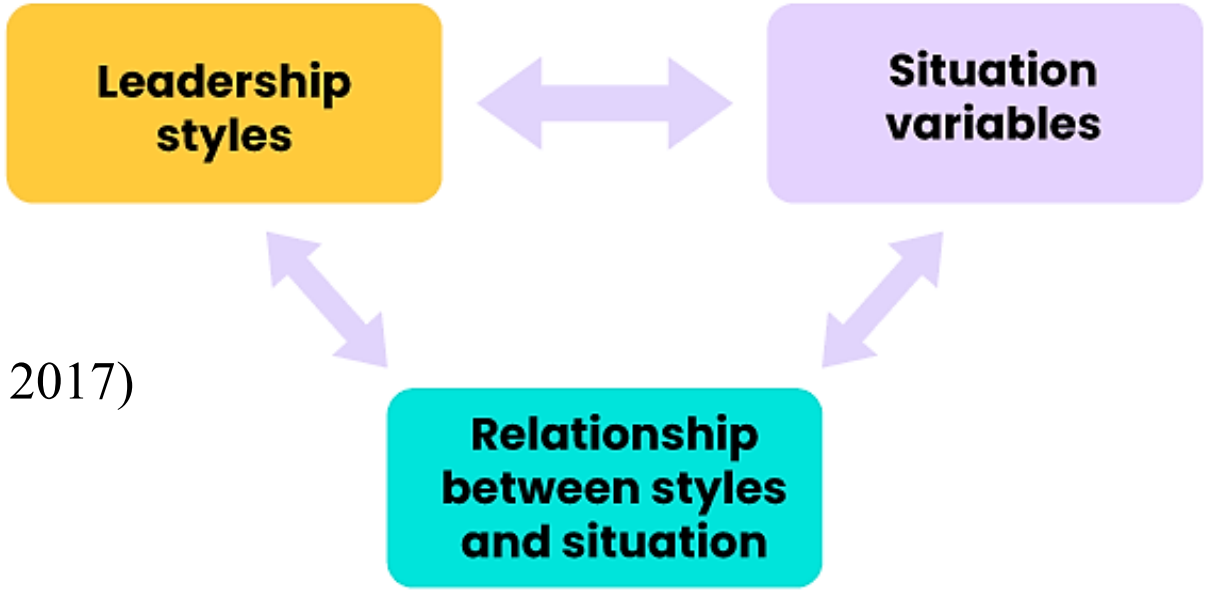


Leadership Characteristics

The **trait model of leadership** is based on the characteristics of many leaders and is used to predict leadership effectiveness

- **Achievement drive**: High level of effort, high levels of ambition, energy and initiative
- **Leadership motivation**: an intense desire to lead others to reach shared goals
- **Honesty and integrity**: trustworthy, reliable, and open
- **Self-confidence**: Belief in oneself, ideas, and ability
- **Cognitive ability**: Good judgment, strong analytical abilities, and conceptually skilled
- **Knowledge of business**: Knowledge of industry and other technical matters
- **Emotional Maturity**: Well-adjusted, no psychological disorders.
- **Others**: charisma, creativity and flexibility

Fiedler's Contingency Model

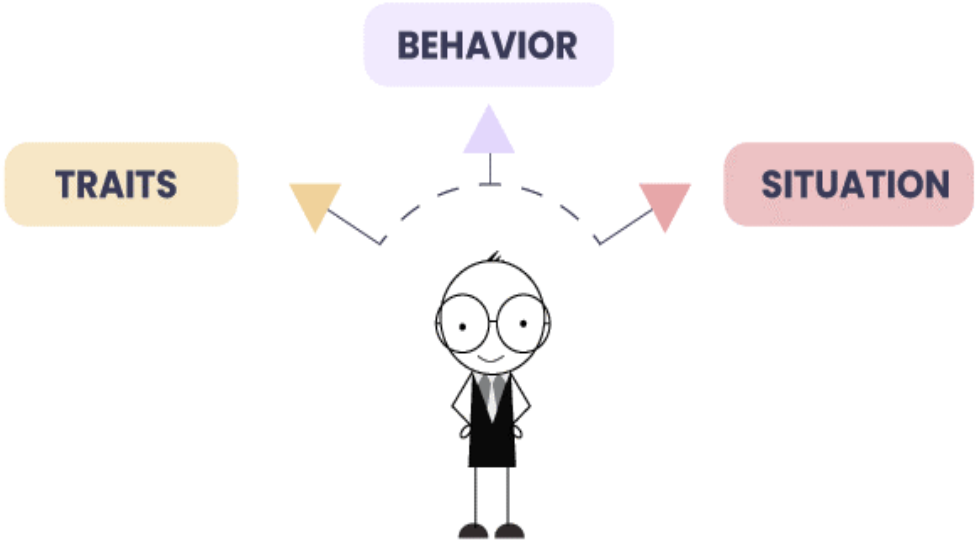


Fred Edward Fiedler (July 13, 1922 - June 8, 2017) was one of the leading researchers of industrial and organizational psychology in the 20th century

Fred Edward **Fiedler**, an Austrian- American, in 1967 introduced the contingency modeling of leadership

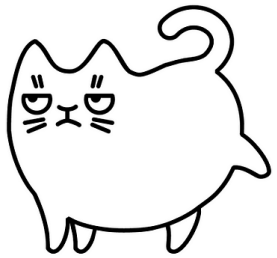
Contingency Theory of Leadership

- The theory sates that your effectiveness as a leader is determined by **how well your style matched with the situation**
- Leadership styles are '**Dependent (**contingent**)'** on the **situation**
- You must put leaders who matched the situation
- *Contingency theory highlights **three main factors to** determine distinct leadership styles*



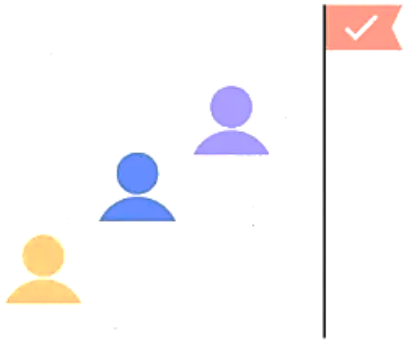
Leadership Styles According to Fiedler's Contingency Model

Two styles of leadership behavior based on a test called **Least Preferred Coworker (LPC)** scale



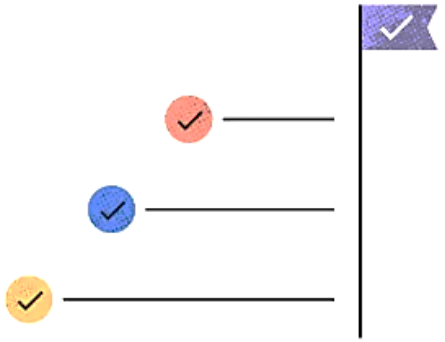
workforce motivation theories and your

least preferred coworker



Relationship-oriented leaders

Relationship-oriented leaders, or those ranking high on the LPC scale, **are great at fostering team synergy to achieve goals.**



Task-oriented leaders

Task-oriented leaders, or those ranking low on the LPC scale, **use their organizational skills to achieve goals efficiently.**

Fiedler's Contingency Model

Step 1: Determining your LPC score

Interpretation of your score :

- If you scored **73 and above (a high LPC score)**, you are a **relationship-oriented leader**.
- If you scored **54 and below (a low LPC score)**, you are a **task-oriented leader**.
- **55 and 72**, have the qualities of both a relationship-oriented and a task-oriented leader

Least preferred coworker (LPC) scale

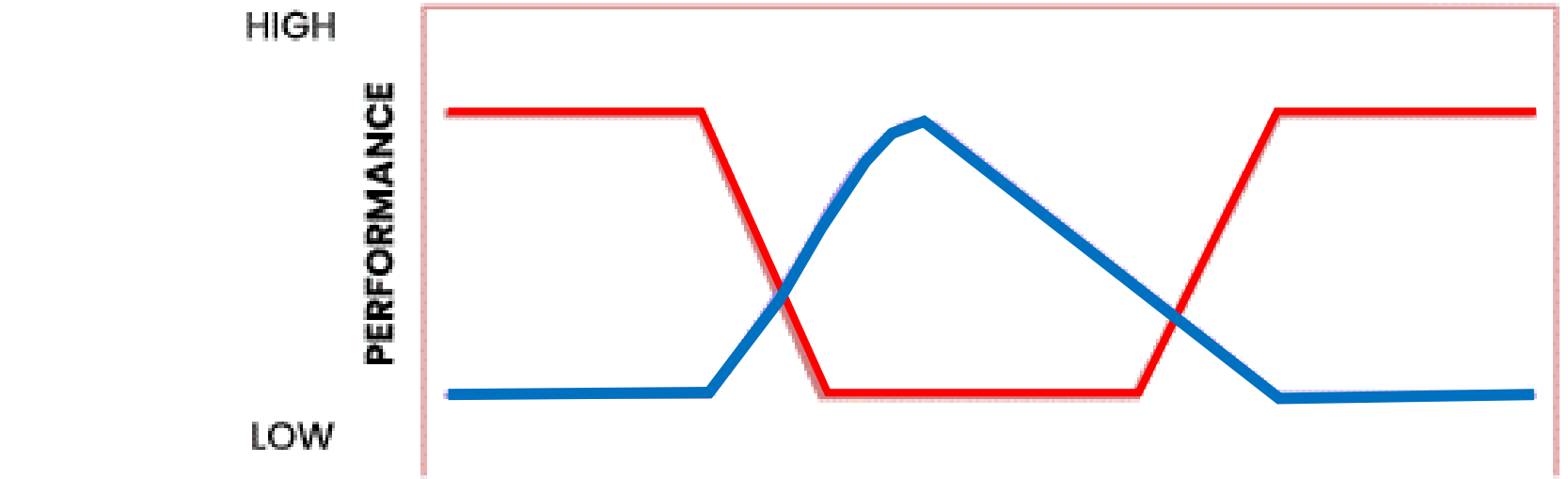
Negative	Score	Positive
Unpleasant	1 2 3 4 5 6 7 8	Pleasant
Rejecting	1 2 3 4 5 6 7 8	Accepting
Tense	1 2 3 4 5 6 7 8	Relaxed
Cold	1 2 3 4 5 6 7 8	Warm
Boring	1 2 3 4 5 6 7 8	Interesting
Backbiting	1 2 3 4 5 6 7 8	Loyal
Uncooperative	1 2 3 4 5 6 7 8	Cooperative
Hostile	1 2 3 4 5 6 7 8	Supportive
Guarded	1 2 3 4 5 6 7 8	Open
Insincere	1 2 3 4 5 6 7 8	Sincere
Unkind	1 2 3 4 5 6 7 8	Kind
Inconsiderate	1 2 3 4 5 6 7 8	Considerate
Untrustworthy	1 2 3 4 5 6 7 8	Trustworthy
Gloomy	1 2 3 4 5 6 7 8	Cheerful
Quarrelsome	1 2 3 4 5 6 7 8	Harmonious

Fiedler's Contingency Model

Step 2: Assess the situation

- To assess situational favorableness and leadership effectiveness, Fiedler poses 3 questions
- On a scale of one to 10, with 10 representing the highest value…
  - Are leader-member relations **good and trustworthy (10)** or poor & untrustworthy (1)?
  - Are the tasks at hand **clear and structured (10)** or confusing and unstructured (1)?
  - Is your authority and **influence over your team strong (10)** or weak (1)?

Fiedler's Contingency Model



LEADERSHIP STYLE:

TASK – ORIENTED

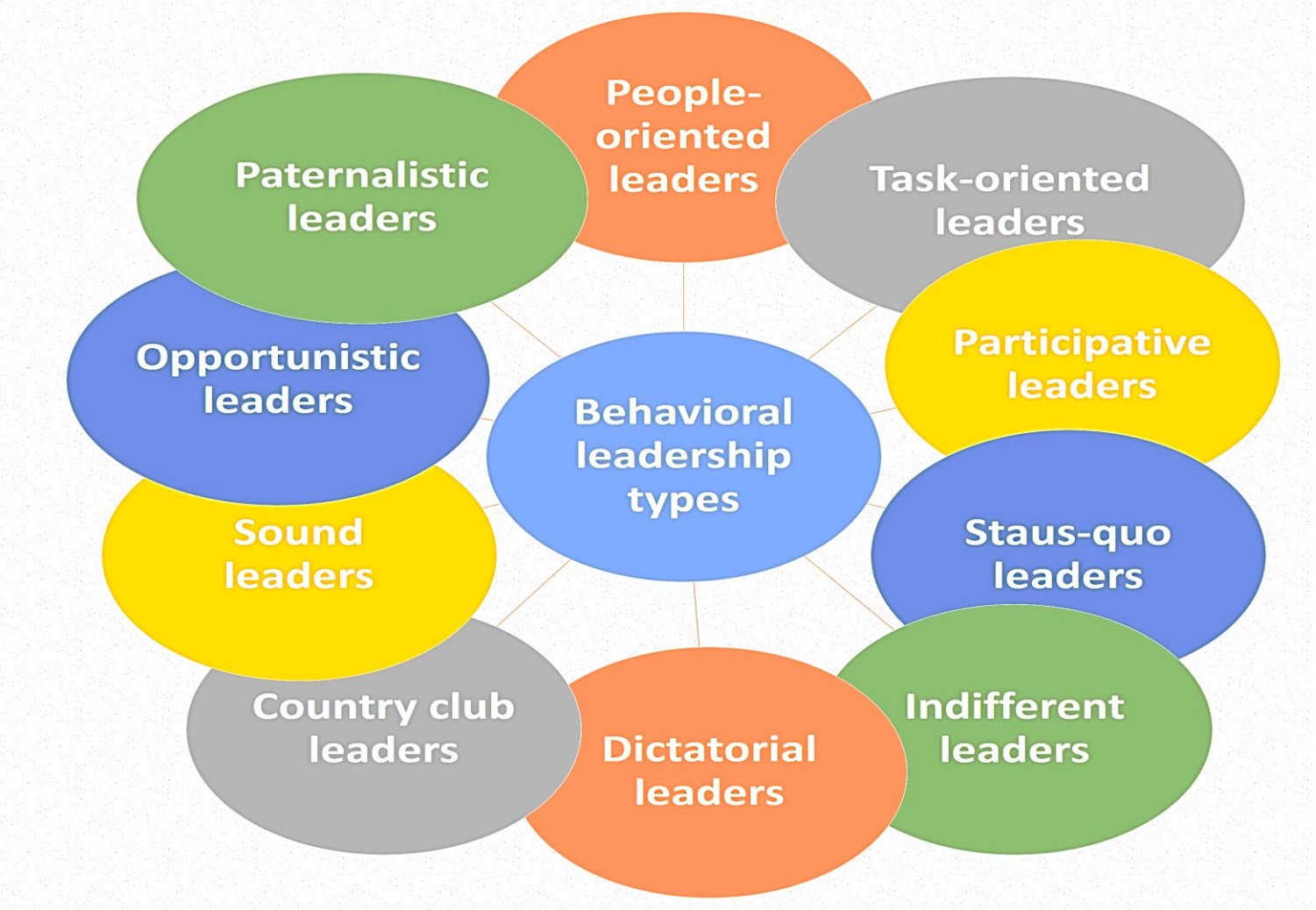
RELATIONSHIP–ORIENTED

SITUATION	FAVOURABLE		MODERATE				UNFAVOURABLE	
LEADER–MEMBER RELATIONS	GOOD	GOOD	GOOD	GOOD	POOR	POOR	POOR	POOR
TASK STRUCTURE	HIGH	HIGH	LOW	LOW	HIGH	HIGH	LOW	LOW
LEADER'S POSITION POWER	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK
	I	II	III	IV	V	VI	VII	VIII

Behavioural Theory of Leadership

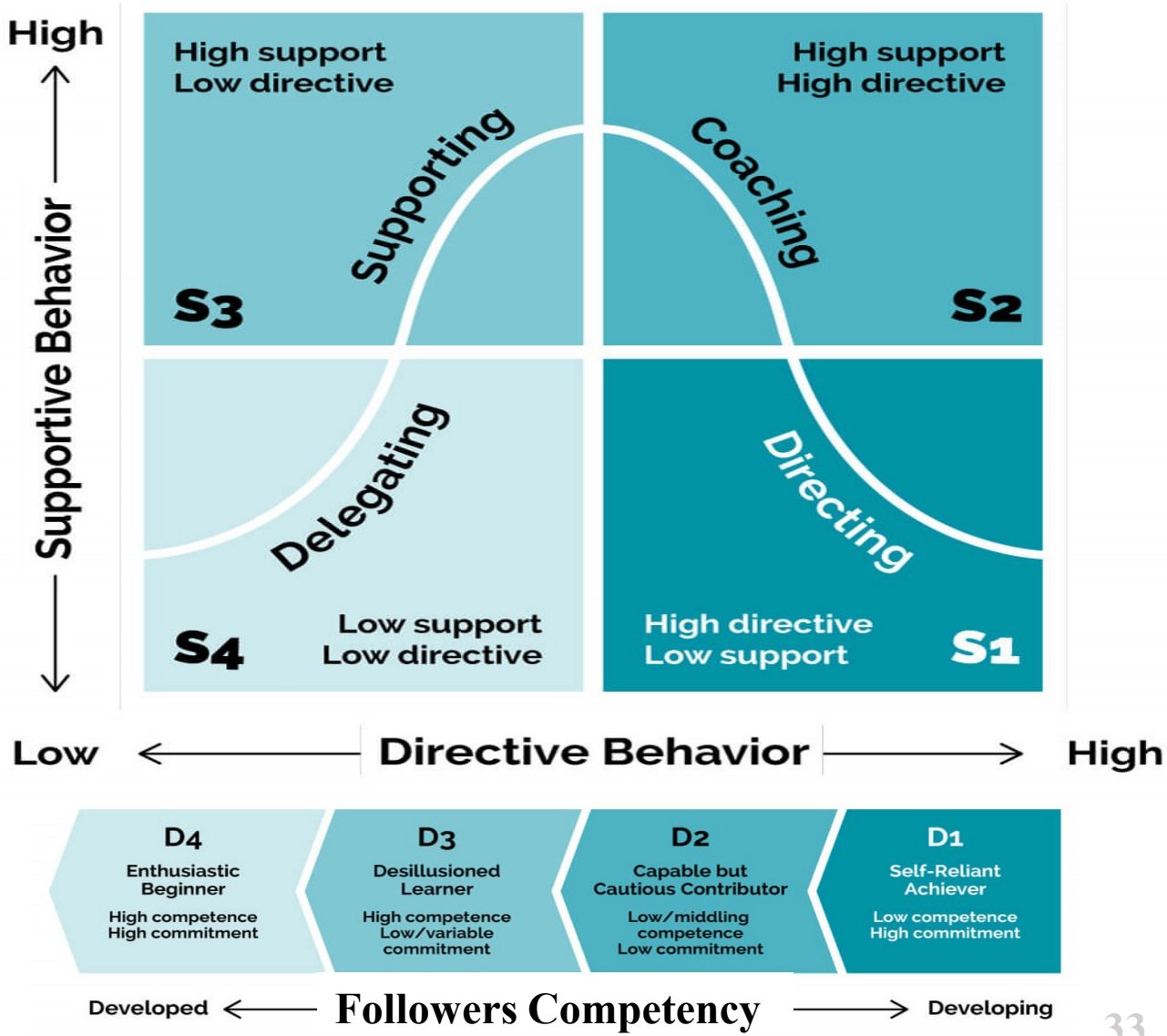
- Theory argues that the **success of a leader is based on their behavior** rather than their natural attributes
- The theory involves observing and evaluating a leader's actions and behaviors when they are responding to a specific situation
- **Anyone can become an effective leader if they can learn certain behaviors**
- Leaders to be self-aware of their behavior and to recognize how it affects the productivity and morale of their team

Behavioural Theory of Leadership

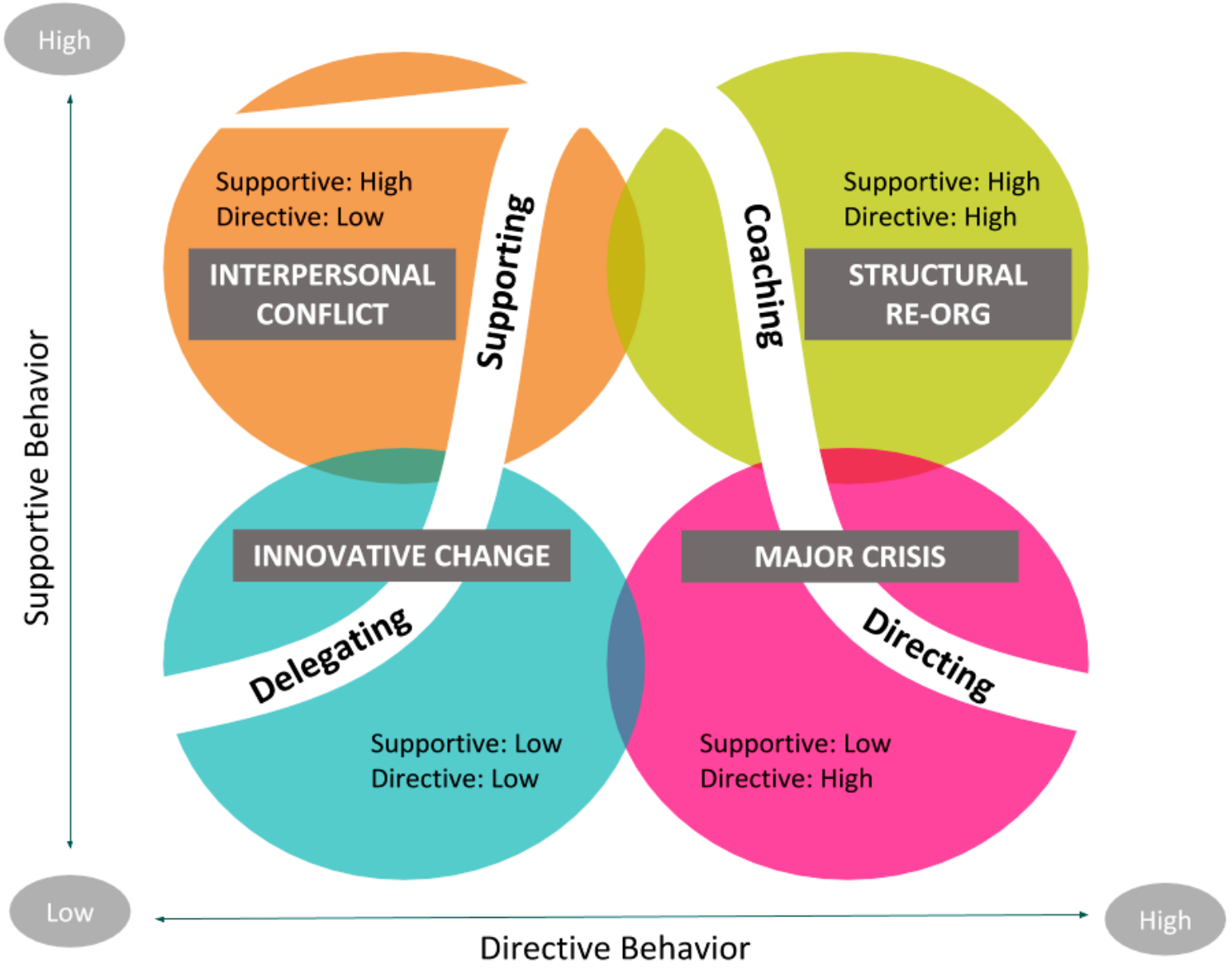


Situational Leadership Theory

- A Situational Leader employs **one of four leadership styles**
- **Directive Behavior**
  – *extent to which leader tells the follower what to do*
- **Supportive Behavior**
  – *the extent to which the leader engages in dialog with the follower*



What happens when we consider situations?



Self-Reliant Achiever:
High Competence
High Commitment

Capable but Cautious Performer:
High Competence
Variable Commitment

Disillusioned Learner:
Some Competence
Low Commitment

Enthusiastic Beginner:
Low Competence
High Commitment

Developmental Levels

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Transactional Leadership

Transactional leadership, also known as managerial leadership, is a leadership style where the executive **relies on rewards and punishments** to achieve optimal job performance from subordinates.

- Conditional Reward
- No mutuality or pursuit of a higher purpose
- Not likely to be enduring
- Realization of goals through meeting 'wants'
- Honesty, fairness & honouring of commitments



Transformational leadership

A leadership approach that causes change in individuals and social systems. In its ideal form, it **creates valuable and positive change in the followers** with the end goal of developing followers into leaders

- Concerned with end values: liberty, justice, equality
- Charismatic leadership or Idealized Influence
- Inspirational motivation
- Individualised consideration
- Intellectual stimulation, higher plane of arousal





The four I's of Transformational leadership

Transactional Vs. Transformational Leaderships



Transactional Leaders

occur when followers are moved to complete their roles as agreed with a leader in exchange for a reward.

- **Focus on goals**
- **Use rewards and punishments for motivation**
- **Are reactive in nature**



Transformational Leaders

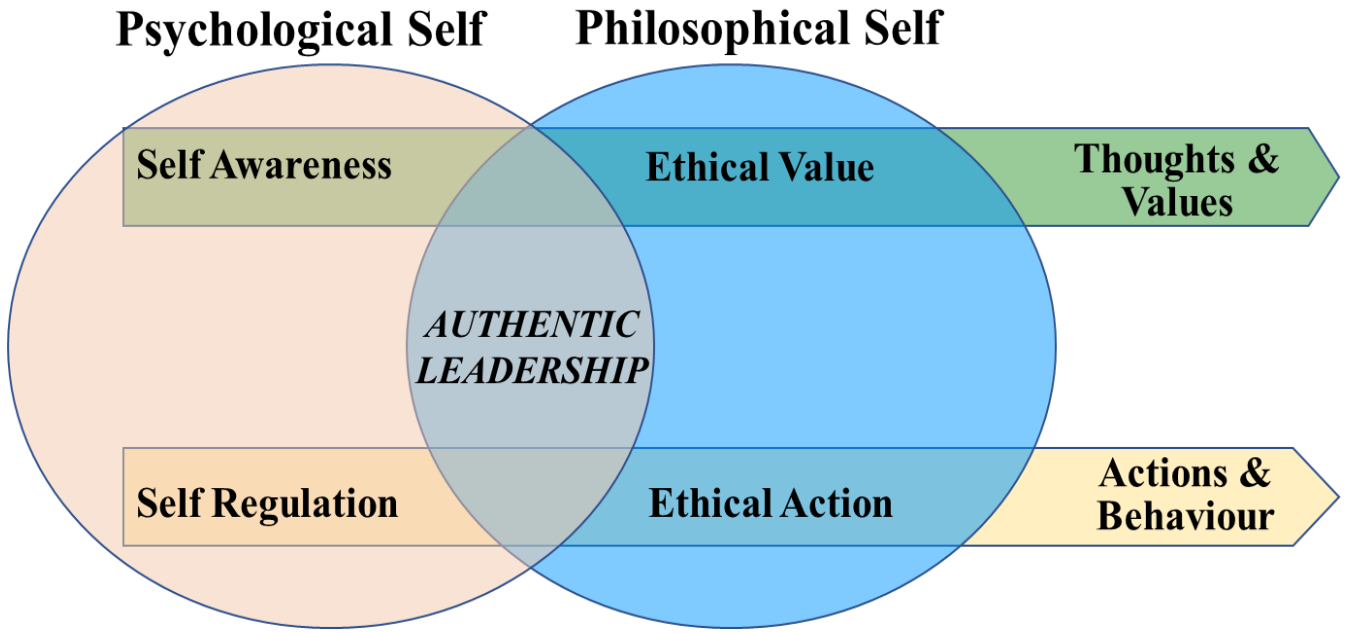
move followers to awareness about what is important, and away from own self-interests.

- **Focus on vision**
- **Use charisma and enthusiasm for motivation**
- **Are proactive in nature**

Authentic Leadership

The idea is that leaders are seen as genuine and 'real'. The theory was popularized by **Bill George** in his book Authentic Leadership (2003)

- Denotes **leading by example**
- Demonstrating through **actions that you practice the same values & behaviors you expect** from your team



Authentic Leadership



VISION FOR THE FUTURE
Authentic leaders have a compelling vision for the future. The vision gives themselves and others a purpose and brings the people they are leading on a journey with them.

SERVICE FOR OTHERS
Authentic leaders put others first and demonstrate this through a service mindset. This means a focus on "we" rather than "me" and helping others grow.

CONVICTION OF VALUES
Authentic leaders are deeply aware of their values. They are genuine, reliable, trustworthy and build positivity. Authentic leaders are unbiased in their decision-making and look to grow the strengths of those around them.

GENUINE RELATIONSHIPS
Authentic leaders strive for genuine, open and truthful relationships with the people around them. When leaders have positive and genuine relationships it is the greatest amplifier of their own wellbeing.

FOUNDATION OF SELF-AWARENESS
Self-awareness is the foundation of authentic leadership. This includes: knowing yourself, being true to yourself, developing a high self-efficacy, autonomy and having a positive self-concept. See the self-awareness model for more.

Leadership Styles

Context/ Styles Leadership

Autocratic	Individual control over all decisions
Democratic	Group participation in decision making
Delegative/ Laissez-Faire	Group members to make decisions
Bureaucratic	A clear chain of command, rules of business
Visionary	Inspires people and brings them towards vision
Affiliative/ Servant	Creates harmony and emotional bonds
Pacesetting	Sets high standards for performance
Coaching	Helps people develop future progress

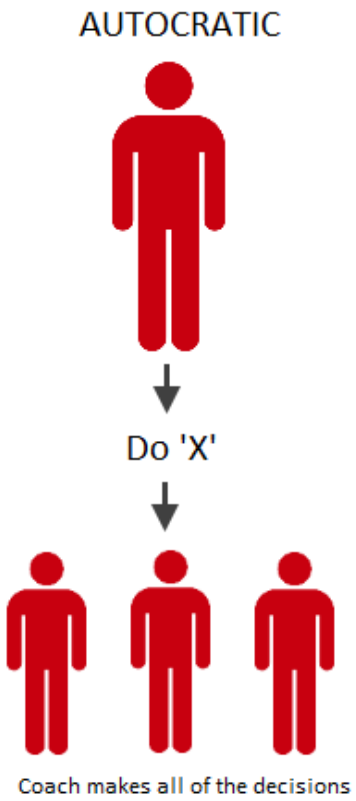
Most Common Leadership Styles

- Authoritarian/ Autocratic Leadership
- Democratic/ Participative Leadership
- Laissez- Faire/ Delegative Leadership
- Transformational Leadership
- Transactional Leadership



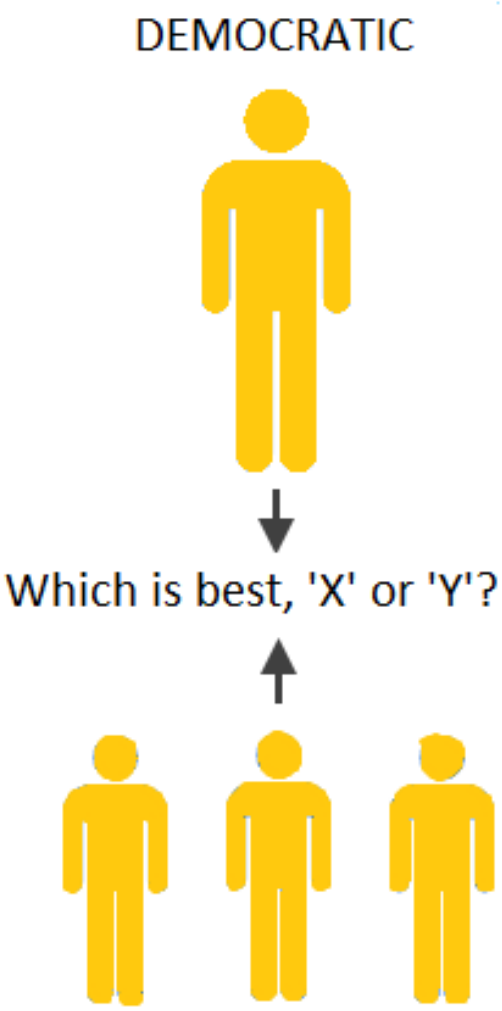
Source: International Institute for Management Development (IMD)

Leadership Styles

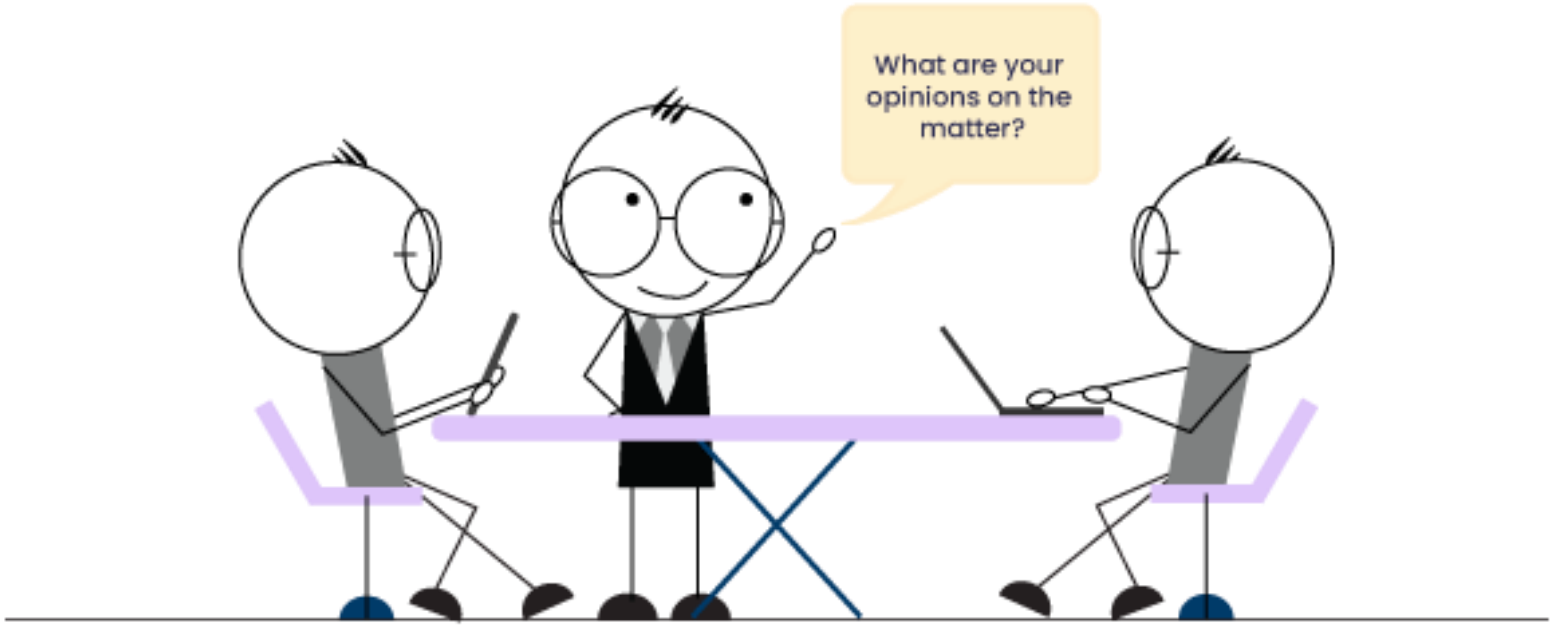




Leadership Styles



Shared decision making with the coach

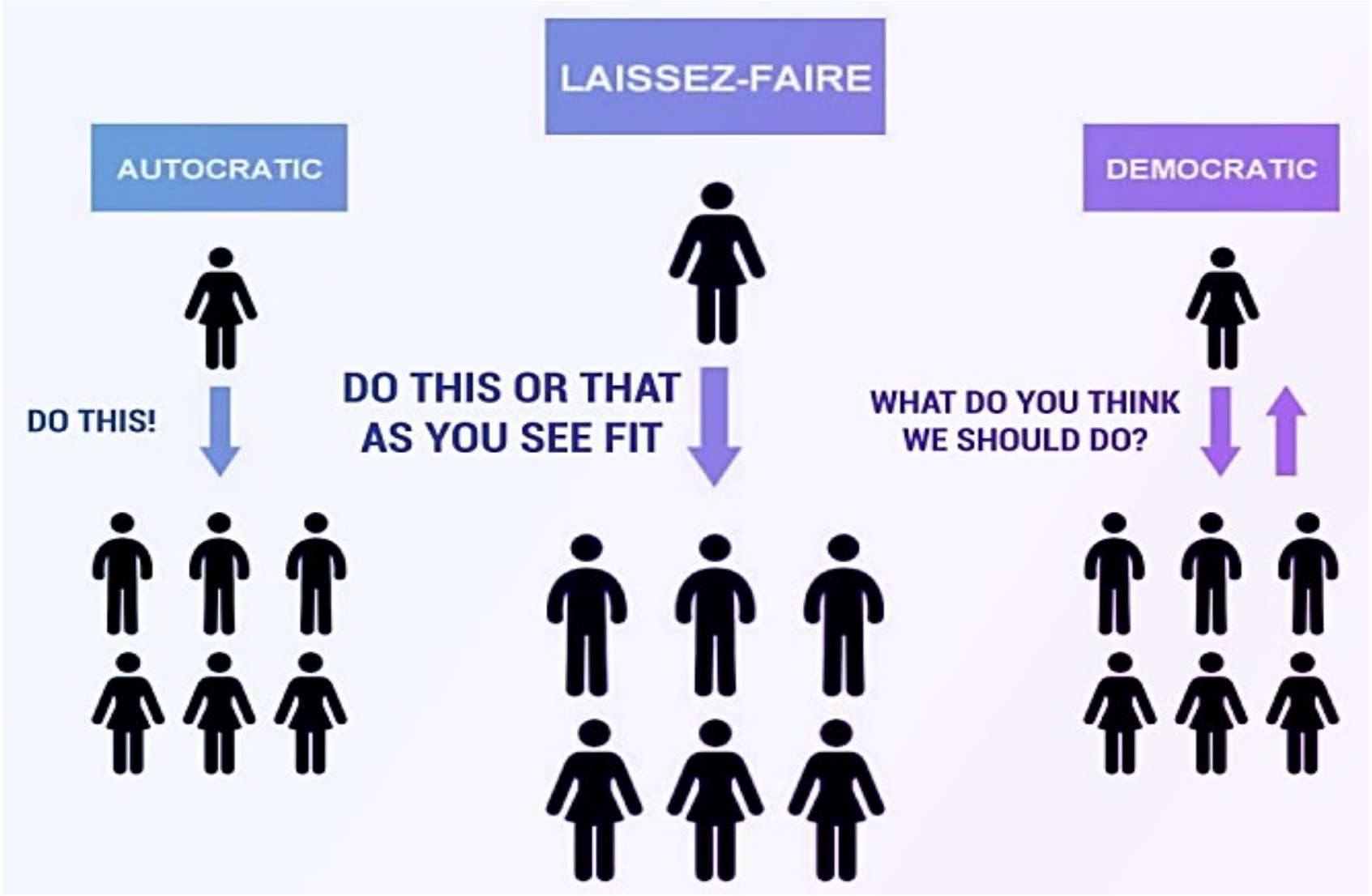


Democratic leadership allows equal participation of everyone in a decision-making process.

Leadership Styles

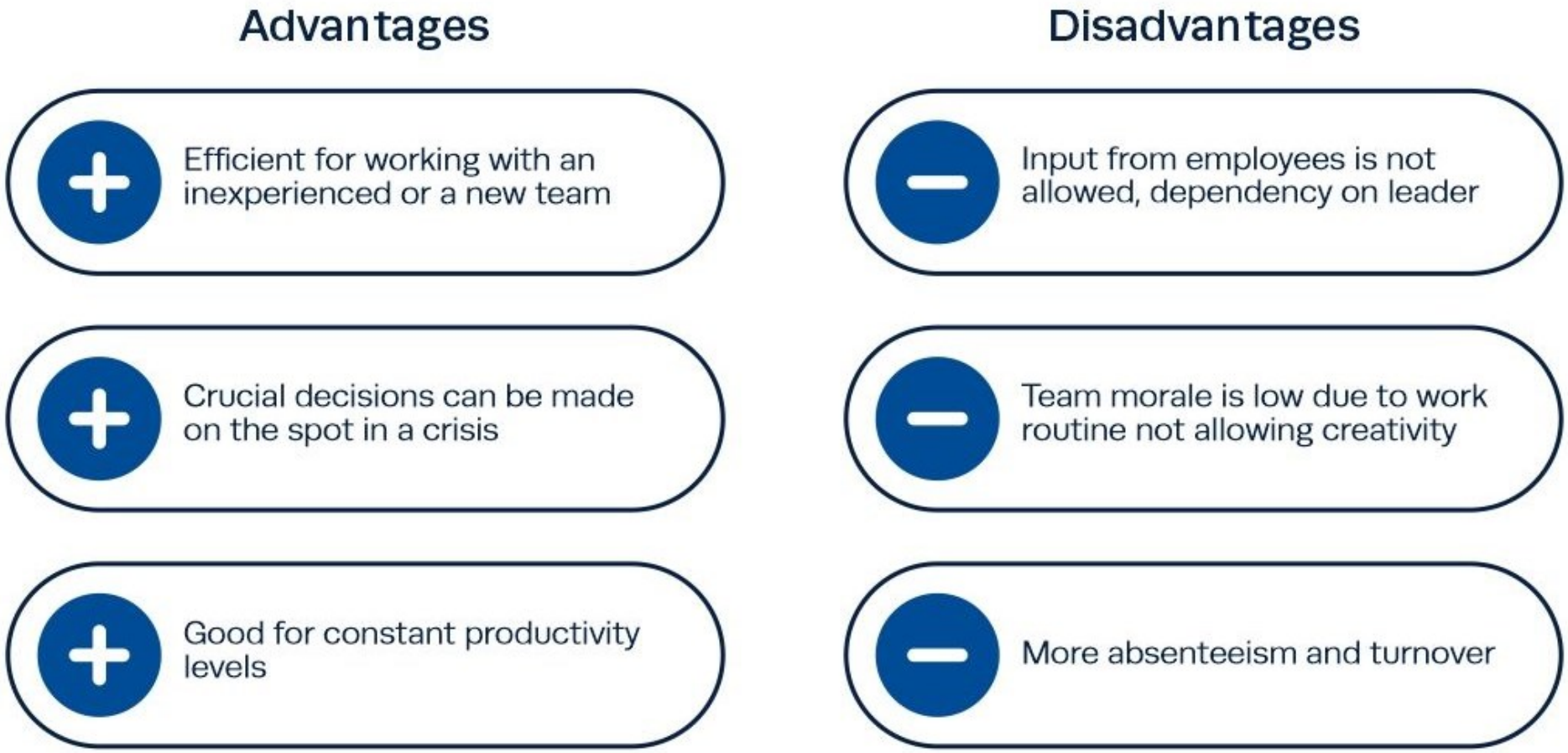
Delegative/ Laissez-faire




LAISSEZ-FAIRE
AUTOCRATIC
DEMOCRATIC
DO THIS!
DO THIS OR THAT AS YOU SEE FIT
WHAT DO YOU THINK WE SHOULD DO?

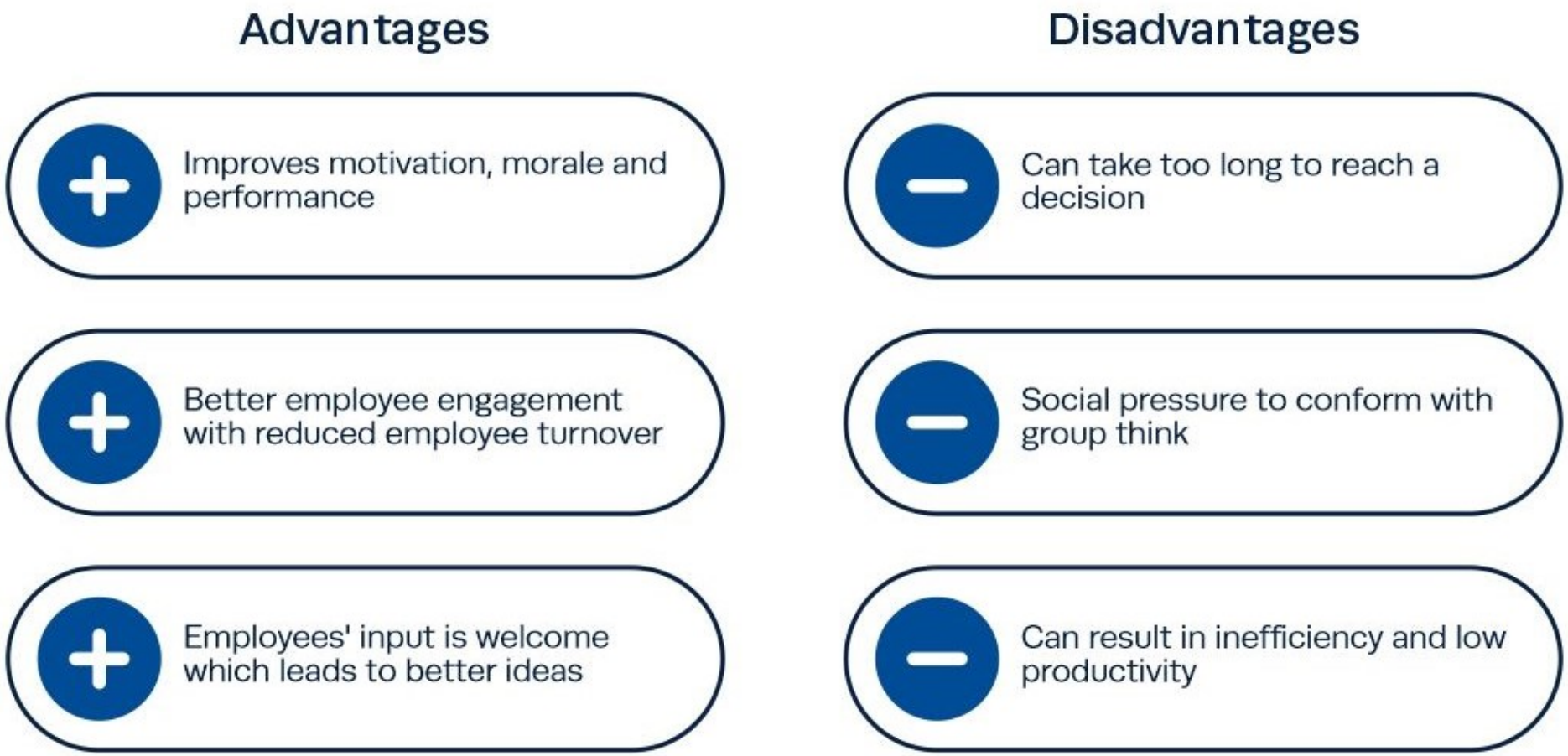
Leadership Styles

Autocratic/ Authoritarian



Leadership Styles

Democratic/ Participative



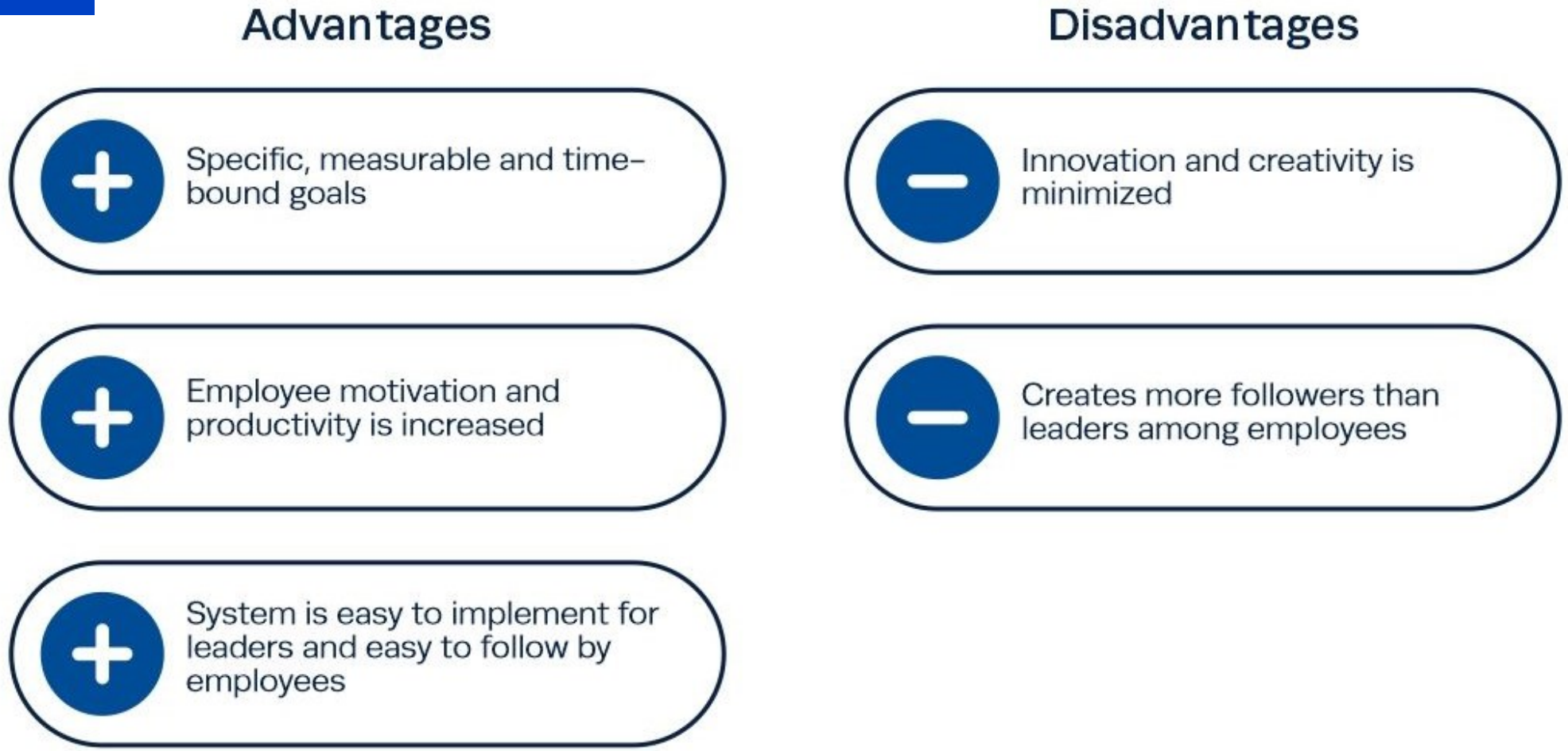
Leadership Styles

Delegative/ Laissez-faire



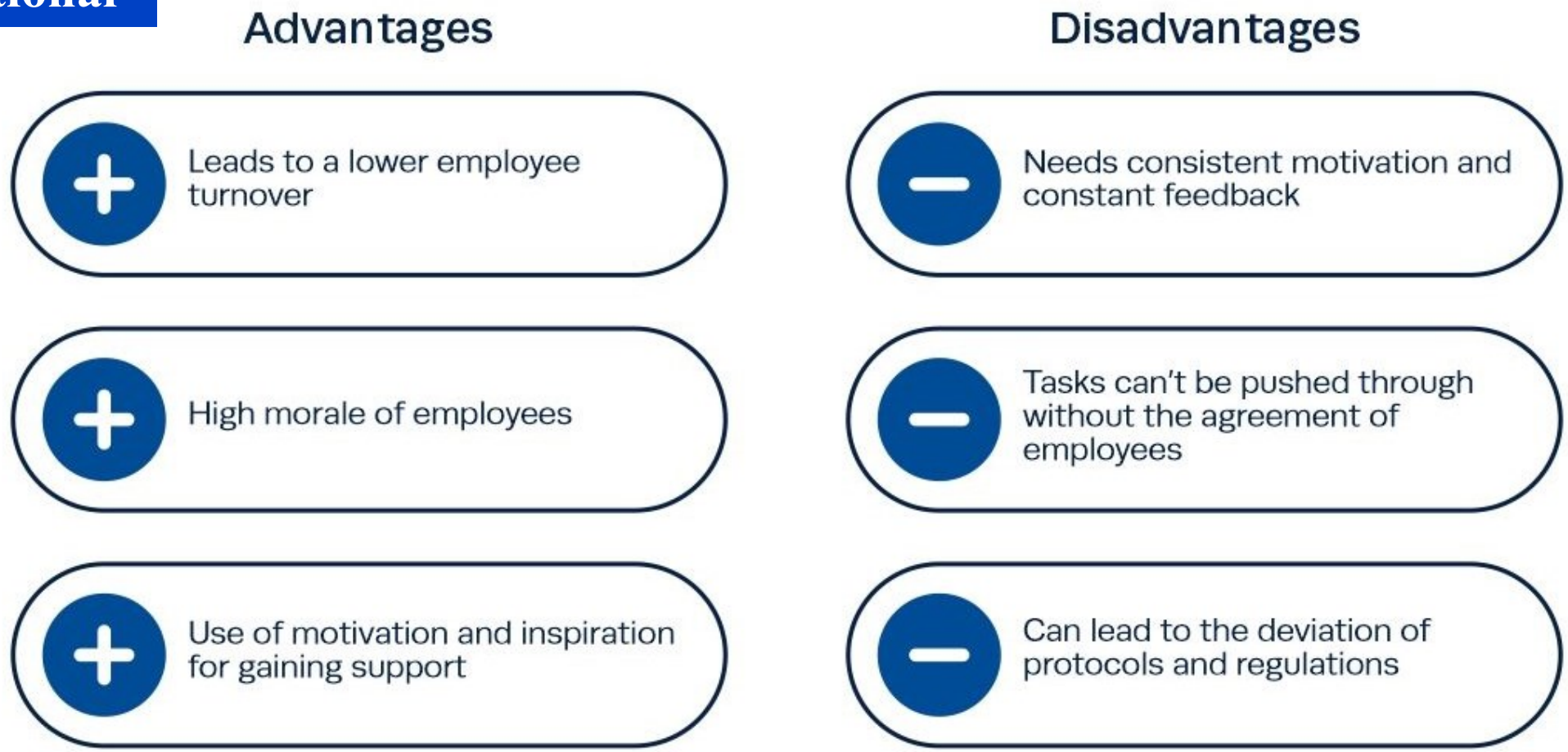
Leadership Styles

Transactional



Leadership Styles

Transformational



Emotional Leadership

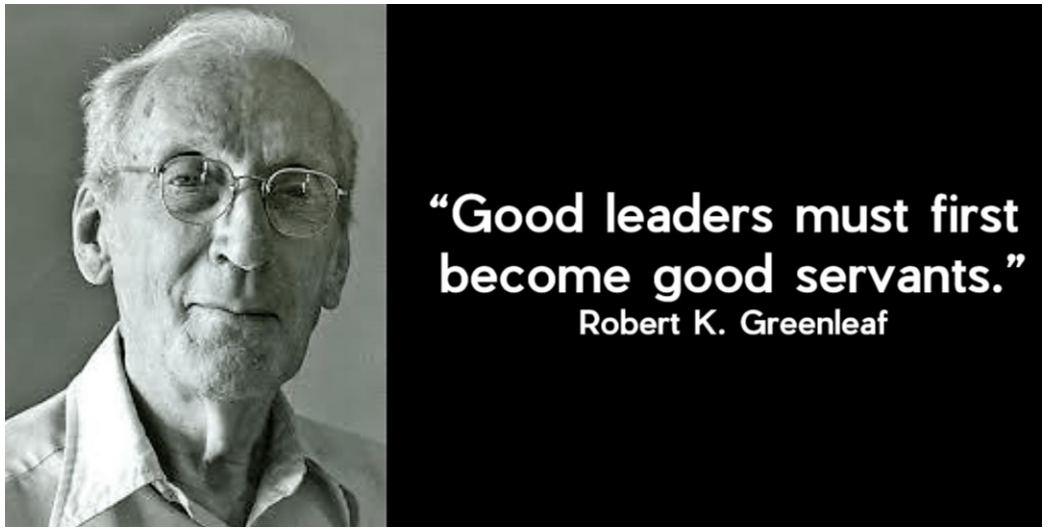
Daniel Goleman, an author and psychologist whose research (2000) led to establish the six basic styles of leadership based on different aspects of emotional intelligence.



Shared and Servant Leadership

Robert K. Greenleaf first popularized the phrase ‘servant leadership’ in The Servant as Leader, published in 1970. The most important characteristic is making one's main priority to serve rather than to lead

- This new style of leader must play four new roles: **visionary, architect, coach and catalyst**.
- It unleashes the full passion and potential of people to deliver impact and value



Conflicts Negotiations

The Webster Dictionary defines conflict as ***'the competitive or opposing action of incompatibles: an antagonistic state or action.'***

- **Economic Conflict:** Involves competing motives to attain scarce resources.
- **Value Conflict:** Involves incompatibility in the ways of life.
- **Power Conflict:** Each party tries to exert and maintain its influence in the relationship and social setting

If two or more people/ groups care about things that are contradictory to each other, then the outcome is conflict

Thomas-Kilmann Model of Conflict Resolution

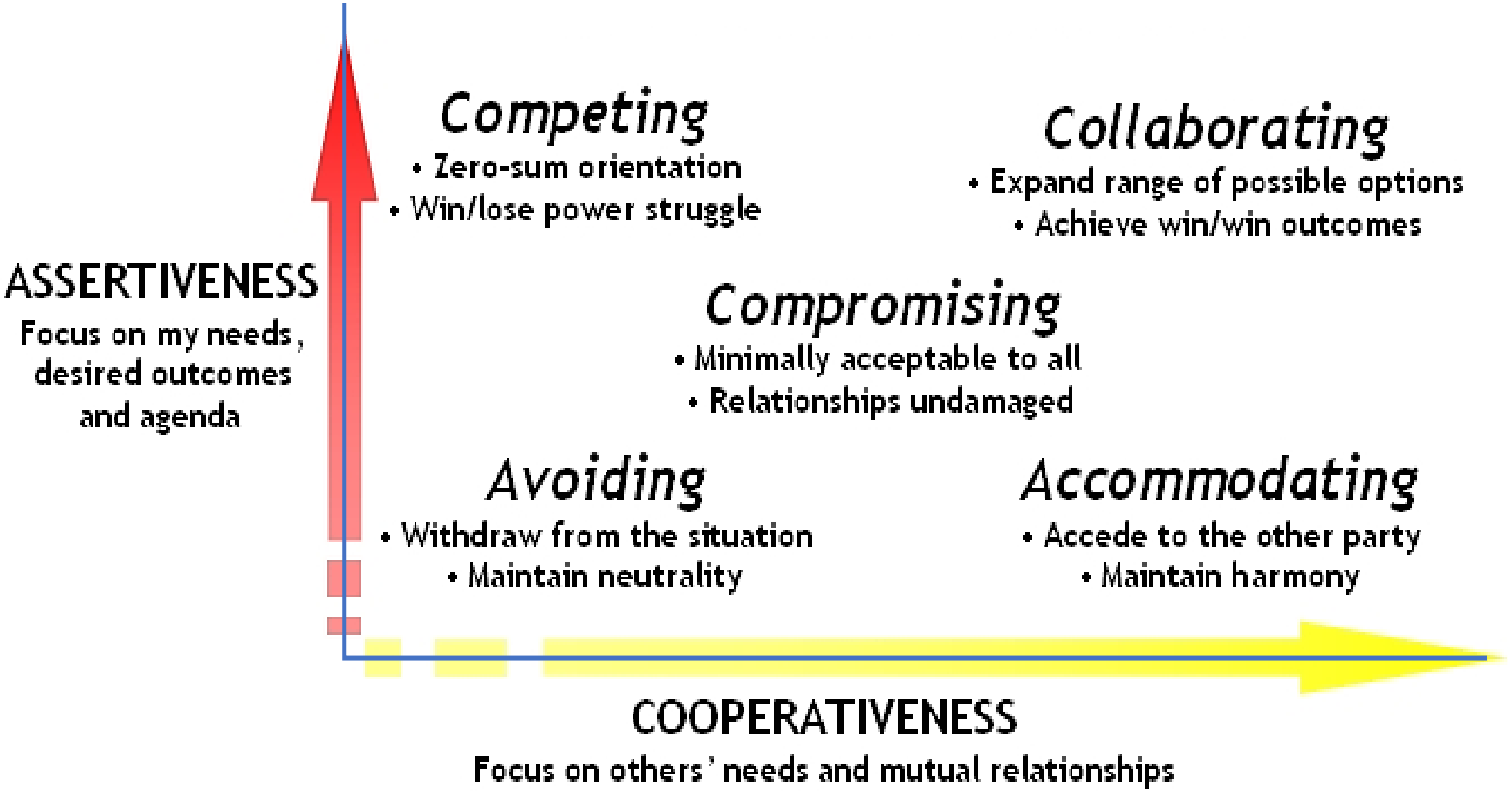
- In the 1970s, **Kenneth Thomas and Ralph Kilmann** developed a conflict resolution model

- The model identifies two dimensions when choosing a course of action in a conflict situation: **Assertiveness and Cooperativeness**

  - **Assertiveness** is the degree to which you try to satisfy your own needs

  - **Cooperativeness** is the degree to which you try to satisfy the other's concerns

Thomas-Kilmann Model of Conflict Resolution



Thomas-Kilmann Model of Conflict Resolution

Thomas-Kilmann Model identifies **five conflict handling modes:**

- **Avoiding** ➲ sidestepping the conflict
- **Accommodating** ➲ Trying to satisfy each others concerns at expense of your own
- **Compromising** ➲ An acceptable settlement that partially satisfies both party's concerns
- **Competing** ➲ Trying to satisfy your concerns at the expense of others
- **Collaborating** ➲ Trying to find a win-win solution that satisfies both party's concerns

Classical vs. Contemporary Leadership Styles

Classical Leadership style:

- Mostly an **autocratic** style adopting **trait, behaviour and contingency** approaches, where the leaders are at the forefront (1960s to 1980s)
- Leader is motivated by himself
- He takes less advice from the peers or juniors. Tries to influence employees through various motivational means
- The leader keeps little confidence on subordinates and direct them as per his plan

Classical v. Contemporary Leadership Styles

Contemporary Leadership style:

- It is the **most sought-after** leadership style these days, ***relying on transactional, transformational*** and other approaches
- Organizations value their employees' goals and prefer to align the organizational goals
- This helps the management to **motivate their employees more easily**, and leaders don't have to work hard and micromanage day-to-day organizational activities.

Leadership Issues in the 21st Century

Previous Situation	Current Situation
– From big and various manufacturing HQ	– To small manufacturing units
– From vertical integration	– To working with sub-contractors
– Greatness economy	– Flexibility
– High and incisive organization	– Flat and plain organization
– Bureaucratic personality	– Entrepreneurship
– Increasing market share	– New markets
– Collective marketing	– Niche marketing
– Quantitative	– Quality

Revise Your People-Centric Skills…

- Day of the '**know-everything' leader is over**
- Possessing **authority has nothing to do** with exercising leadership
- Create an environment in which every member of the **team can excel**
- Tap into an **individual** employee's capacity to self-motivate
- Orchestrate **team talents** toward competitive ends

How to Respond to These Top Leadership Challenges - 5 Tips for Leaders

1. Set goals for yourself and your team. Be proactive in setting goals and establishing the timelines necessary to keep yourself and your team members on track. One time-honored approach is the **SMART** method; **Specific, Measurable, Attainable, Realistic, Timed**.

2. Delegate more to others

3. Maximize Your Unique Value - Prioritize the most important tasks that only you can do, and delegate everything else to team members.

4. Get Role Clarity

5. Strengthen team alignment and collaboration



Cross-cultural Leadership

Cross-cultural Leadership

What is a Culture?

- It is a study that distinguishes people by age, background, beliefs, values, ethnicity, morale, attitudes, behavior etc

- Most of the time, the problem arises when we try to unite all of them by not properly understanding the cultural aspects and not suit the needed circumstances.

What is Cross-Cultural Leadership?

- The process of being able to unite everyone around a certain vision and effectively manage these cultural differences by being aware of the cultures and cultural differences of the leader and her followers

Cross-cultural Leadership

Importance of Culture

- Globalization
- Diversity in own country
- Increased interconnection between people (Intl trade, cultural exchange worldwide telecom systems)
- Need for leaders to become competent in cross-cultural awareness and practice
- Operationalization of cultural construct



ENGINEERING LEADERSHIP

Engineer as a Leader

Engineering Leadership is the **ability to lead a group of engineers and technical personnel** responsible for creating, designing, developing, implementing, and evaluating products, systems, or services

Engineer as a Leader

- An approach that influences others to effectively **collaborate and solve problems**. Engineering leadership requires:
  - **Technical expertise**
  - **Authenticity**
  - **Personal effectiveness**
  - **Ability to synthesize diverse expertise and skillsets**
- Through engineering leadership, individuals and groups implement transformative change and **innovation to positively influence technologies**, organizations, communities, society, and the world at large

Positive and Toxic Leadership

What is toxic leadership?

- Toxic leadership is a type of leadership that is destructive to members of a team and the overall workplace.
- It’s a selfish abuse of power on the part of the leader.
- Under toxic leadership, it’s difficult for you and your peers to thrive.
- A toxic leader will usually have their own self-interest at heart.
- This affects a team's performance, productivity, and morale to varying degrees.

Effects of Toxic leadership?



Toxic Traits that Make Bad Leadership Qualities

- Frequent lying or inconsistent expectations
- Doesn’t listen to feedback
- Arrogance
- Places importance on hierarchy
- Discriminates against employees
- Lacks confidence
- Incompetent at their job
- Self-interested

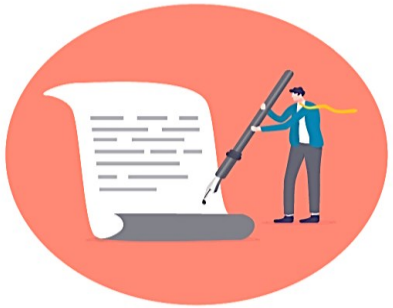
How to Deal with Toxic Leadership



Attempt to help instead of judge



Keep control of your reactions



Document everything



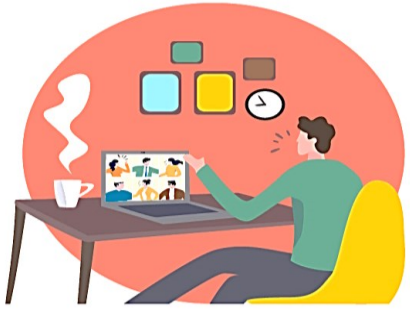
Set professional boundaries



Approach your manager with a candid conversation



Clarify



Focus on your job and forget the ego