



LAUREA / B.A.
IN BUSINESS ADMINISTRATION

AA 2015/2016

Management and Organization

Leadership



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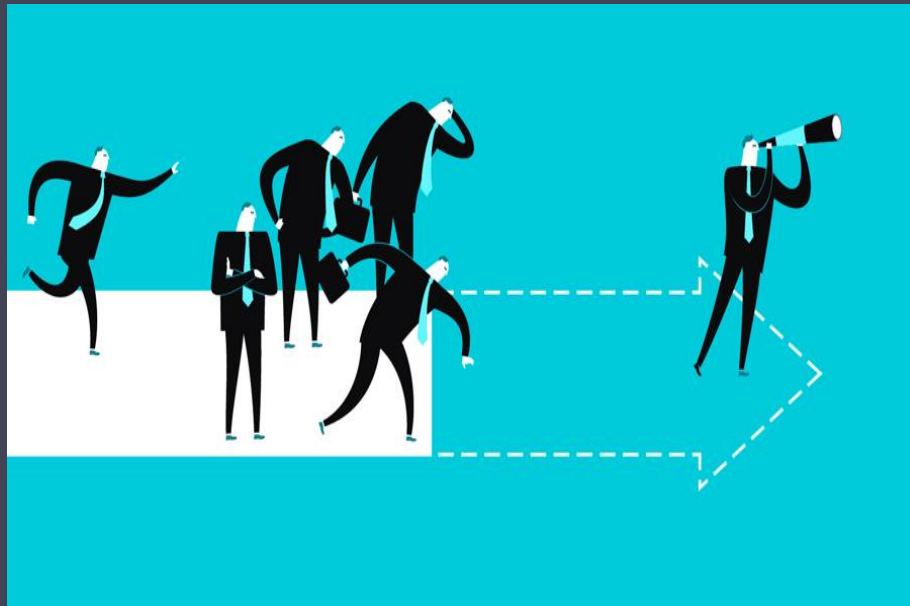
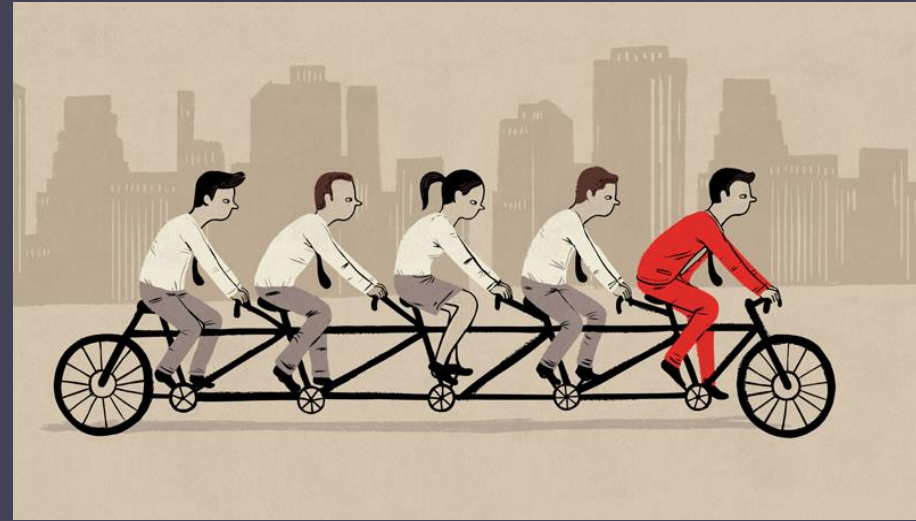
Fundamental of Business(BSc)

Management and Organization (BSc)

Procurement and Supply Chain Management (MSc)



DEFINING LEADERSHIP ROLES



DEFINING LEADERSHIP ROLES

Managing vs Leading: Your Experiences

Managing	Leading

DEFINING LEADERSHIP ROLES

Managing vs Leading

Management

Produces Order and Consistency

Planning and Budgeting

- Establish agendas
- Set timetables
- Allocate resources

Organizing and Staffing

- Provide structure
- Make job placements
- Establish rules and procedures

Controlling and Problem Solving

- Develop incentives
- Generate creative solutions
- Take corrective action

Leadership

Produces Change and Movement

Establishing Direction

- * Create a vision
- * Clarify big picture
- * Set strategies

Aligning People

- * Communicate goals
- * Seek commitment
- * Build teams and coalitions

Motivating and Inspiring

- * Inspire and energize
- * Empower subordinates
- * Satisfy unmet needs

Source: Adapted from *A Force for Change: How Leadership Differs From Management* (pp. 3-8) by J.P. Kotter, 1990, New York: Free Press.



I learned that a great leader is a man who has the ability to get other people to do what they don't want to do and like it.

(Harry S. Truman)

DEFINING LEADERSHIP ROLES



INGREDIENTS OF LEADERSHIP

- The ability to use **POWER** effectively and in a responsible manner
- The ability to comprehend that human beings have different **MOTIVATION** force at different time
- The ability to **INSPIRE**
- The ability to act in a manner that will **DEVELOP a CLIMATE** to conductive to responding to and arousing motivation

Reminder! - Power VS Authority

- **POWER** may be defined as the ability or capacity to act in ways *which influence the behavior of others*. It is a personal talent which can be developed. It is the *ability to get others to do things*. It has little or nothing to do with title, rank or authority. Power is a measure of *personal effectiveness*.
- **AUTHORITY** *on the other hand, defines limits and actions which you have the contractual right to take or use. It is granted to you by the organization as part of the organization's attempt to control and manage. It is the right to settle disputes, to control operations, to make and implement decisions and to administer or manage. It is entirely possible to possess a great deal of power, while not possessing any authority. It is also possible to possess authority and very little power.*

TRAIT APPROACHES TO LEADERSHIP

Summary of Studies of Leadership Traits and Characteristics

Stogdill (1948)	Mann (1959)	Stogdill (1974)	Lord, DeVader, Alliger (1986)	Kirkpatrick & Locke (1991)
Intelligence	Intelligence	Achievement	Intelligence	Drive
Alertness	Masculinity	Persistence	Masculinity	Motivation
Insight	Adjustment	Insight	Dominance	Integrity
Responsibility	Dominance	Initiative		Confidence
Initiative	Extroversion	Self-confidence		Cognitive ability
Persistence	Conservatism	Responsibility		Task knowledge
Self-confidence		Cooperativeness		
Sociability		Tolerance		
		Influence		
		Sociability		

TRAIT APPROACHES TO LEADERSHIP

- Attempt to identify leadership traits
- “Great Man” theory assumes that leaders are born and not made
- Do all leaders possess all the traits?



Social
character
istics

Physical
traits

Intellige
nt traits

Personality
traits

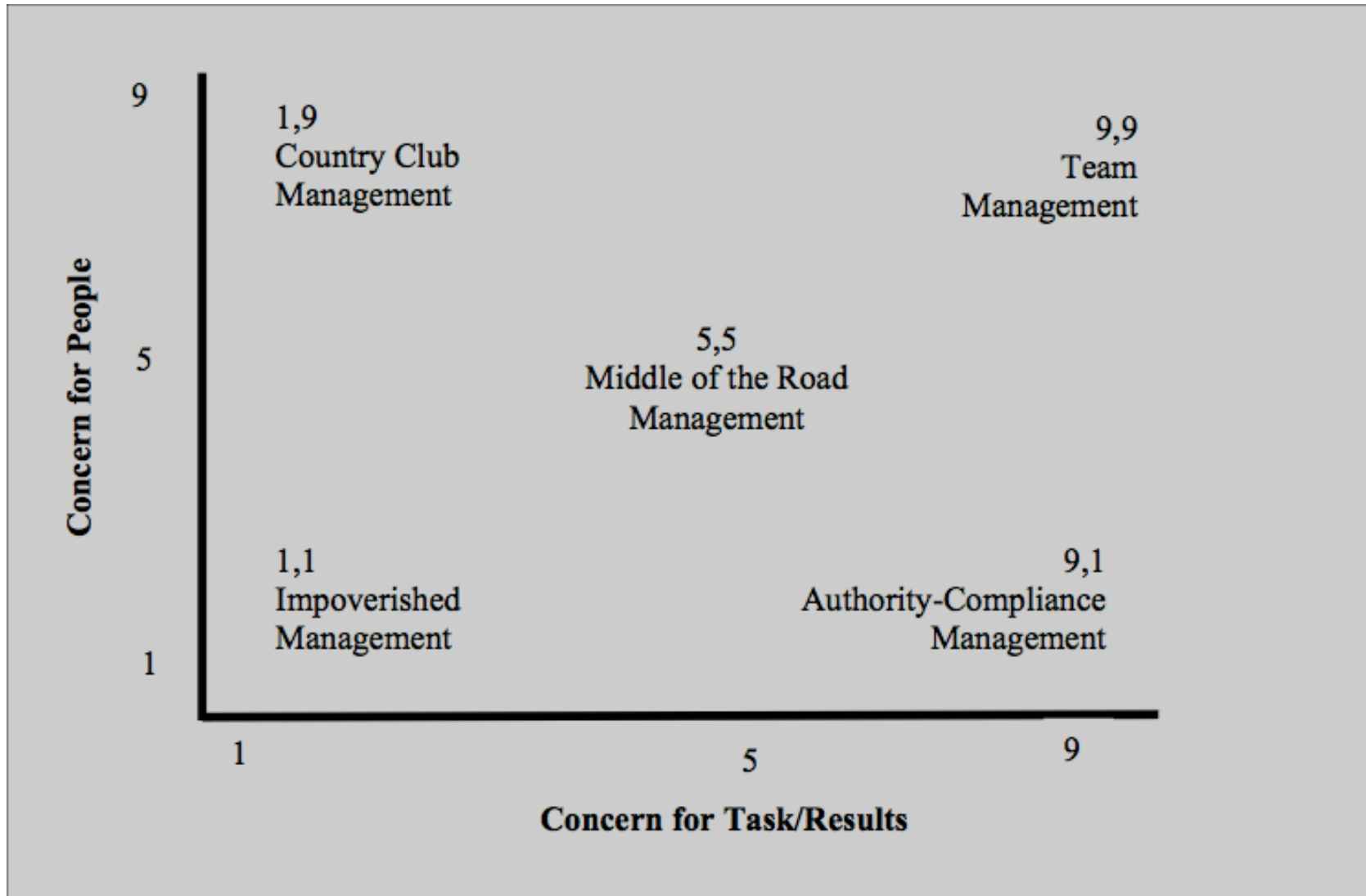
Task-
related
character
istics

WOMEN in Leadership

- One study found that women see leadership as changing the self-interest of followers into concern for the total enterprise by using interpersonal skills and personal traits to motivate subordinates.
- This **interactive leadership** style involves sharing information and power, inspiring participation, and letting people know that they are important.
- [Sheryl Sandberg: Why We Have Too Few Women Leaders .](#)



THE MANAGERIAL GRID



Least Preferred coworker (LPC)



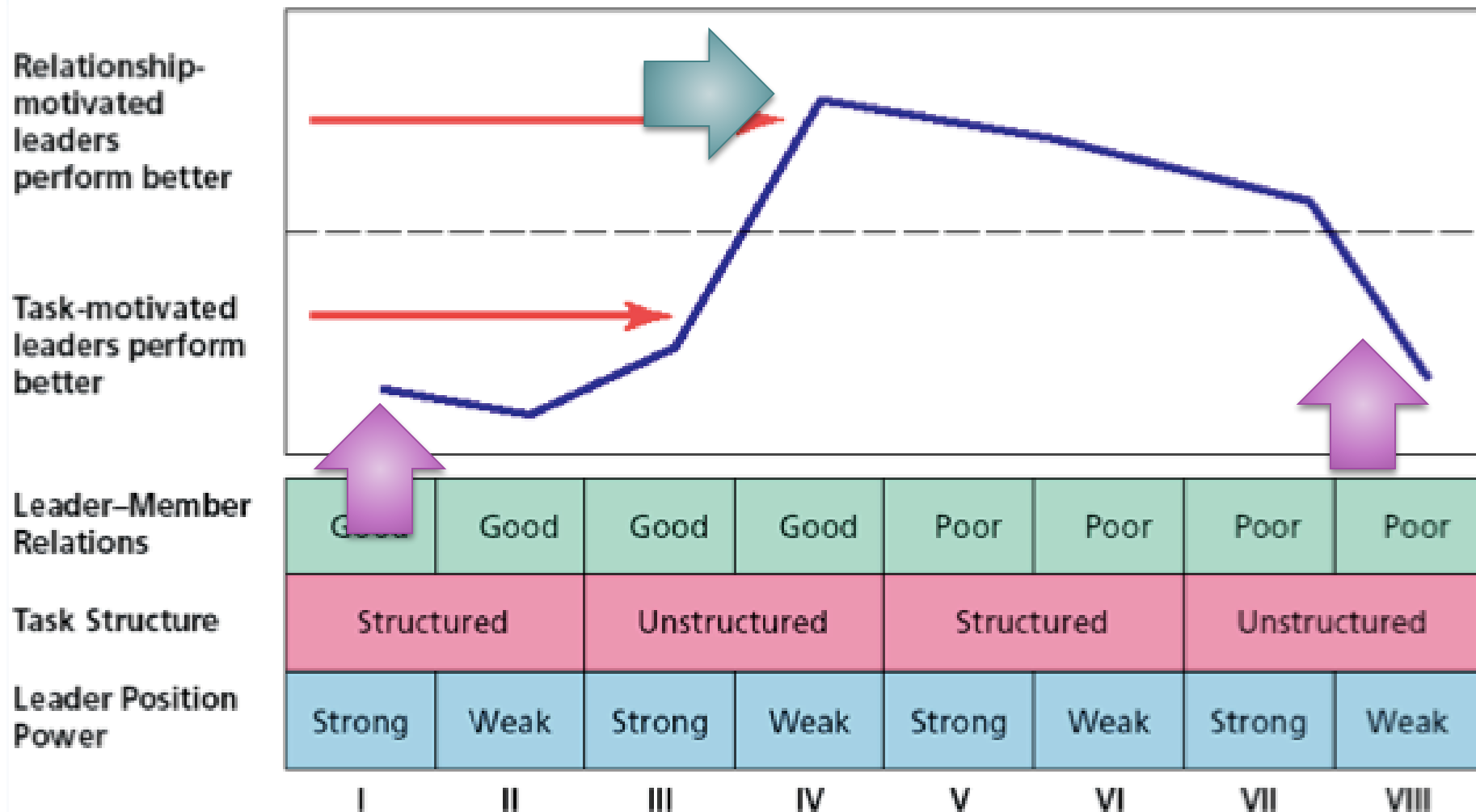
What is your
Leadership
Style ?

Unfriendly	1 2 3 4 5 6 7 8	Friendly
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

Leadership performance depends as much on the **organization** as it depends on the leader's own attributes. Except perhaps for the unusual case, it is simply not meaningful to speak of an effective leader or an ineffective leader; we can only speak of a leader who tends to be **effective in one situation** and **ineffective in another**. If we wish to increase organizational and group effectiveness, we must learn not only **how to train leaders** more effectively but also **how to build an organizational environment** in which the leader can perform well.

Source : Fiedler

FIEDLER'S MODEL OF LEADERSHIP



Based on London Business School Review

- On Becoming a Leader: The Leadership Classic Revised and Updated Warren Bennis (304 pages, Basic Books, 2009)
- The Leadership Challenge James M Kouzes and Barry Z Posner (416 pages, Jossey Bass, 4th edition 2008)
- Organizational Culture and Leadership Edgar H Schein (464 pages, Jossey Bass, 4th edition 2010)

Based on London Business School Review

- A Journey Tony Blair
- Tao Te Ching Lao-Tzu Tao Te Ching is a guide to virtue, understanding, humility and, ultimately, peace.
- A Long Walk to Freedom: An Autobiography of Nelson

Reference

- **The Leadership Challenge, 4th Edition** James M. Kouzes, Barry Z. Posner
August 2007 , Jossey-Bass