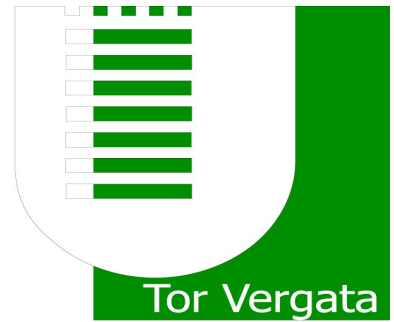


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Leadership in teams

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Leadership

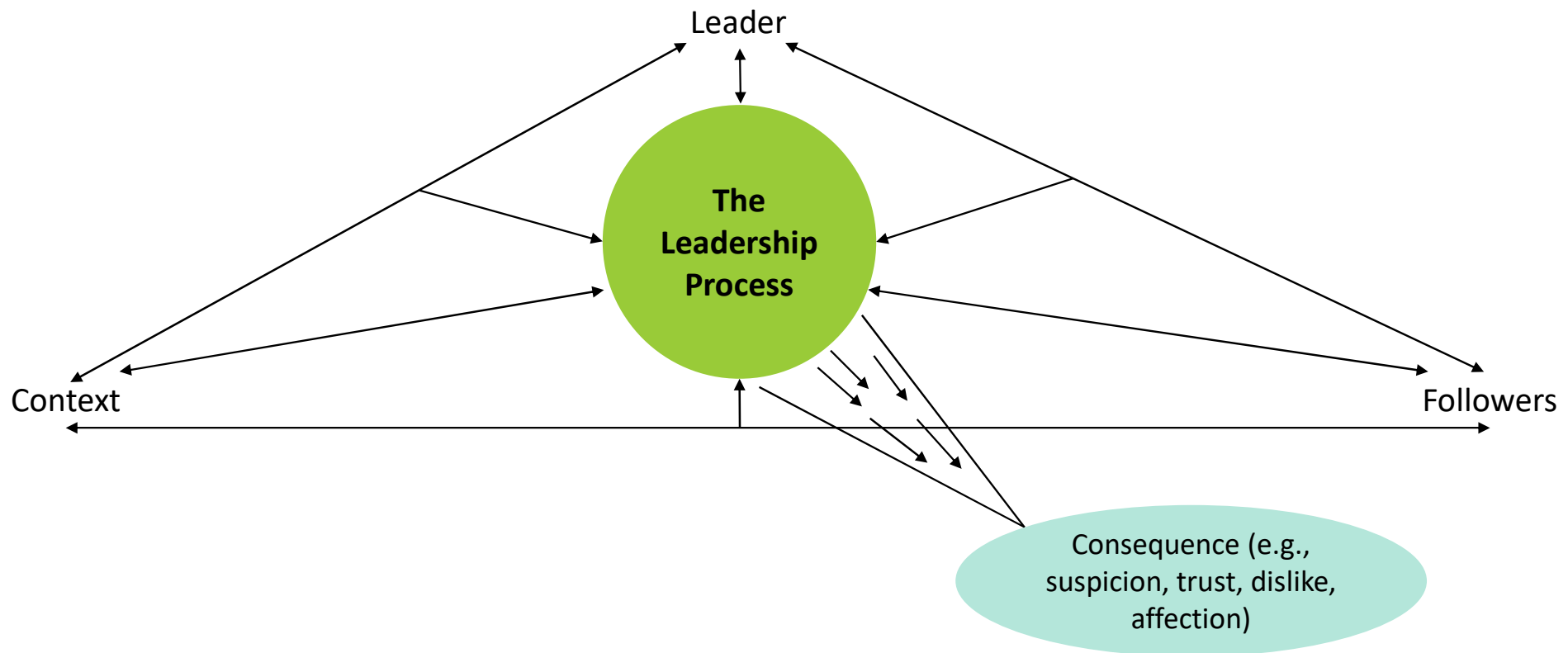
We define leadership as the ability to **influence** a group to achieve an idea, vision, or set of goals.

There is a difference between **authority** and **leadership**. They both concepts deals with power but authority is the potential condition of influencing people (managers have the authority to give orders), However, leadership is the actual behavior that concretizes the achievement of goals.

Thus manager should possess both but **leadership can be exerted without authority**.



The Leadership Process (1)



The Leadership Process (2)



The Leader

Leaders are people who **take charge of** or **guide** the **activities of others**.

They are often seen as the **focus** or **orchestrator** of **group activity**, the people who set the tone of the group so that it can move forward to attain its goals.

Leaders provide the group with what is required to fulfill its **maintenance** and **task-related needs**.



The Follower(s)

The follower is **not a passive player** in the leadership process.

The follower *perceives the situation* and comes to **define the needs** that the leader must fulfill.

The follower either **rejects leadership** or **accepts acts of leadership** by surrendering his power to the leader to diminish task uncertainty, to define and manage the meaning of the situation to the follower, and to orchestrate the follower's action in pursuit of goal attainment.

The Leadership Process (3)



The Context

Situations make demands on a group and its members, and not all situations are the same. Context refers to the **situation** that **surrounds** the **leader** and the **followers**.

Several factors create different contexts within which leadership unfolds, and each factor places a **different set of needs** and **demands** on the leader and on the followers.



The Process

The process of leadership is **separate** and **distinct** from the leader.

The process is a **complex, interactive, and dynamic working relationship** between leader and followers. This working relationship, built over time, is directed toward fulfilling the group's maintenance and task needs.

Part of the leadership process is captured by the surrender of **power** by the followers and the exercise of **influence** over the followers by the leader.

The Leadership Process (4)



The Consequences

Several outcomes or consequences of the leadership process unfold between **leader**, **follower**, and **situation**. At the group level, two outcomes are important:

Have the group's maintenance needs been fulfilled?

That is, do members of the group like and get along with one another, do they have a shared set of norms and values, and have they developed a good working relationship? Have individuals' needs been fulfilled as reflected in attendance, motivation, performance, satisfaction, citizenship, trust, and maintenance of the group membership?

Have the group's task needs been met?

That is, there are also important consequences of the leadership process for individuals: attendance, motivation, performance, satisfaction, citizenship, trust, and maintenance of their group membership.

Leadership theory: the traits model

The leader has specific **traits and characteristics** that render them able to influence other

1. **Basic assumption:** Leaders are born with a mix of distinctive characteristics (i.e. personal qualities) that shape them as leaders.
2. **Personality:** e.g. Conscientiousness (high), Extraversion (high), Neuroticism(Low) Innovative (open to experience), etc.
3. **Intelligence:** e.g. cognitive capacities, emotional intelligence
4. **Motivation:** Self-actualization need (Maslow), Achievement orientation (McClelland), Wealth (no evidence as a motivator)

Leadership theory: the situational model (1)

The leader's style should vary according to the development level of the followers

Two orientations and a situational variable



Task orientation

Use of a “one-way” communication model and detailed definition of tasks and instructions (what to do, where, when, how)



Relationship orientation

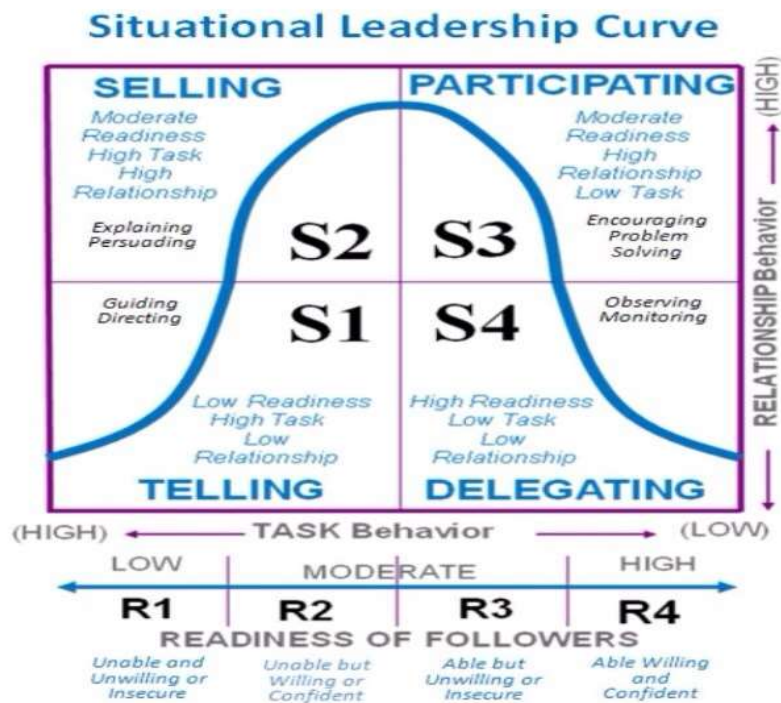
Use of a 'two-way' communication model, listening, encouragement and involvement of followers in decision-making and emotional support



Followers' development level

Ability of a follower to set goals (high, but achievable) and willingness to feel responsible for results

Leadership theory: the situational model (2)



Follower's readiness/ development level

High

Moderate

Low

R4

R3

R2

R1

Competent and self-confident

Competent but not very confident

Little competent but confident

Incompetent and insecure

Self-directed followers

Leader-directed followers

Leader behaviour

S4

S3

S2

S1

Delegates responsibility for decisions and their implementation (Low task and relationship orientation)

Proposes and shares ideas with others and facilitates the collective decision-making process (Low task – high relationship orientation)

Explains his/her decisions and makes himself/herself available for clarification (High task and relationship orientation)

Gives specific instructions and closely supervises performance (High task – low relationship orientation)

Types of leader (1)



Transactional leader



Leverages interests that already exist in followers through a negotiation approach



Charismatic leader



Authentic leader



Transformational leader



They seek to change the individual value system and build a system in which common goals take shape

Types of leader (2): Transactional

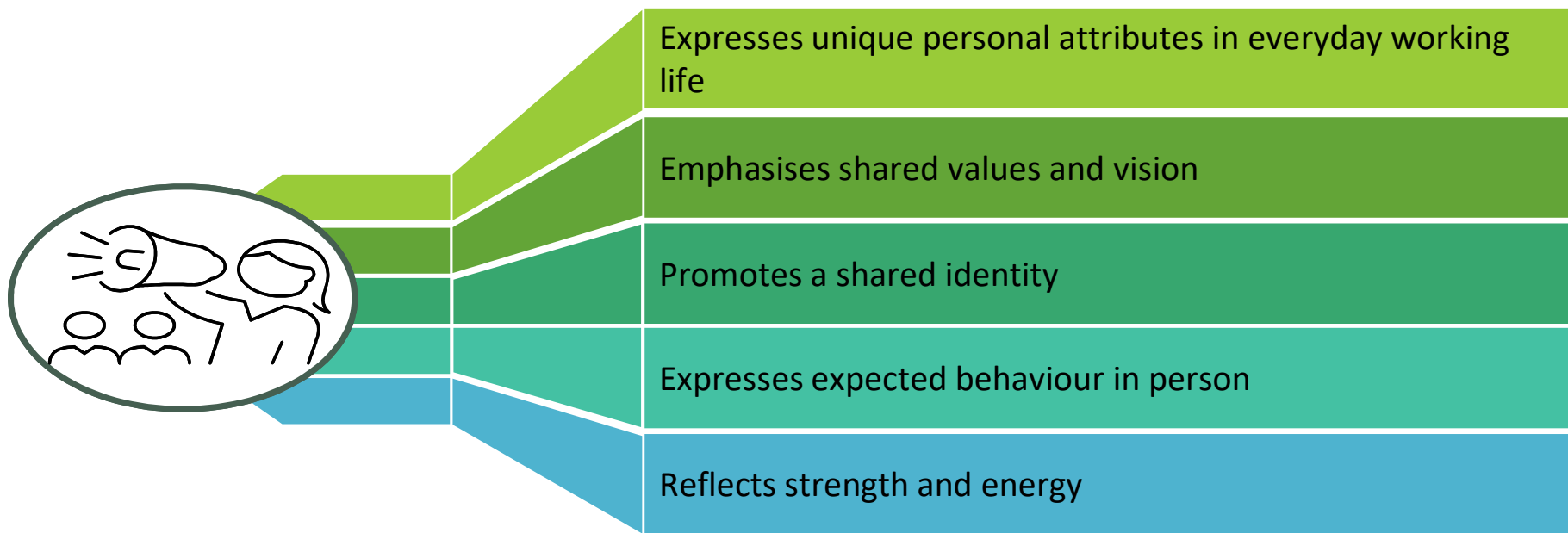
The transactional leader motivates and leads employees through a **continuous exchange** (*transactions*) and **appeals to the satisfaction of the individual's personal interests**

Behaviors Practices



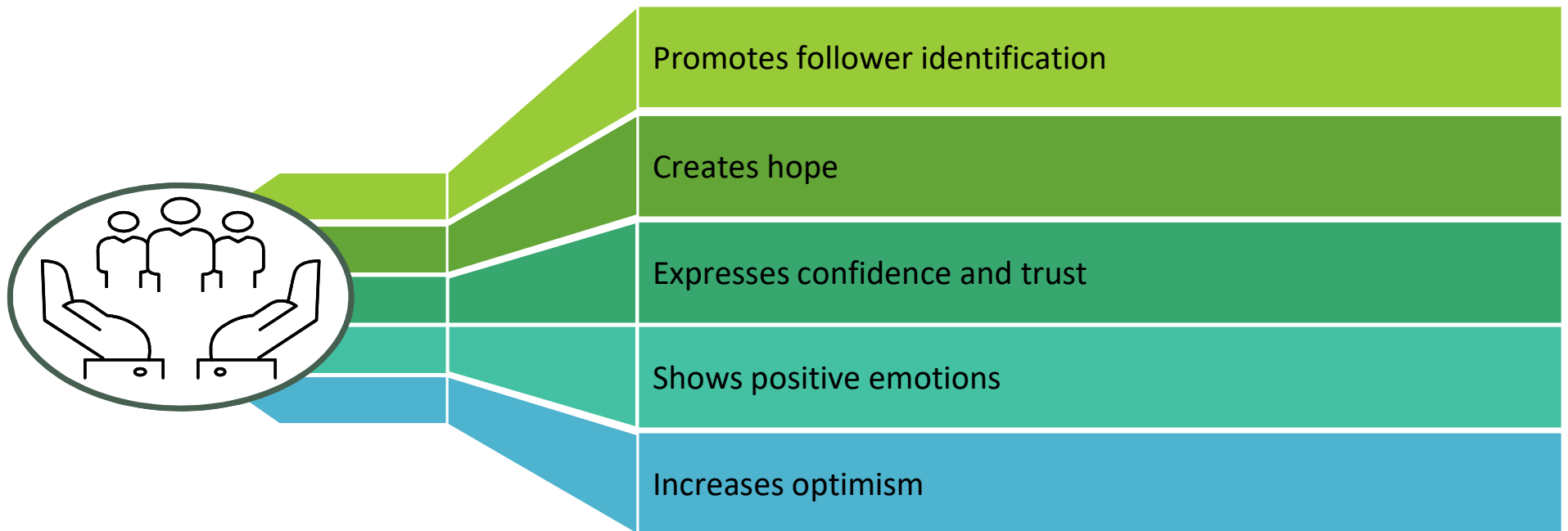
Types of leader (3): Charismatic

The charismatic leader motivates and leads followers by creating a **strong emotional attachment to a shared vision and set of values**.



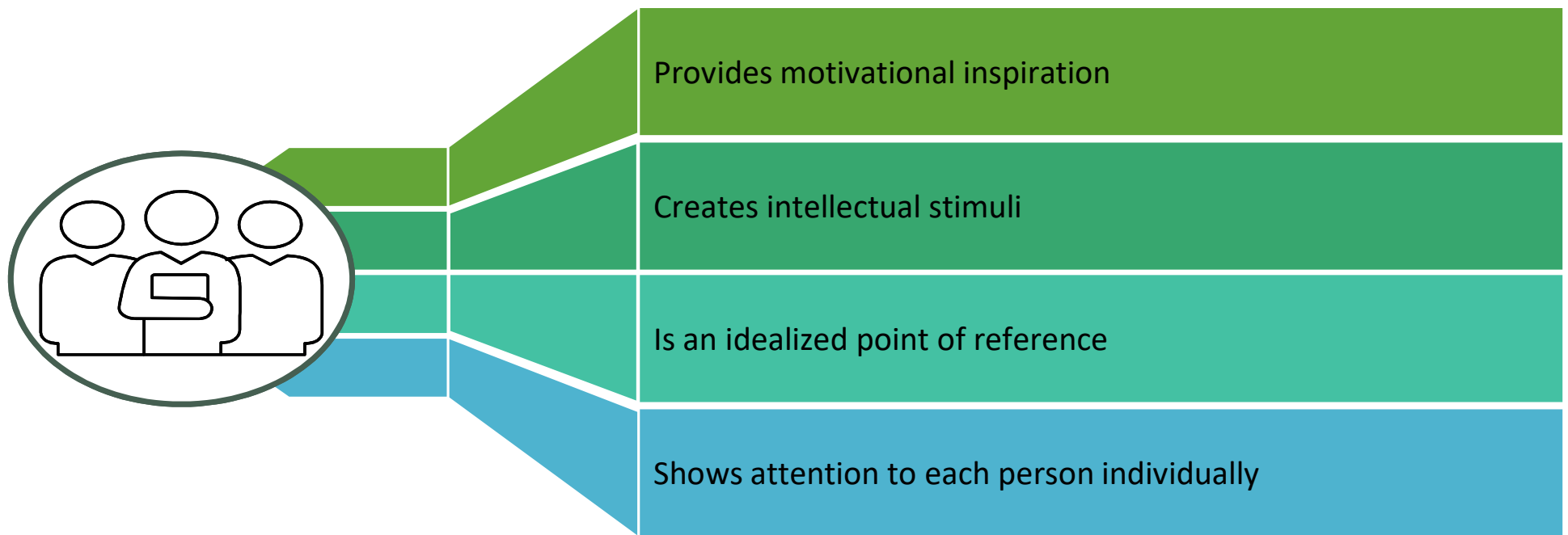
Types of leader (4): Authentic

The authentic leader starts with **self-knowledge** and **self-awareness** and acts on his or her values and beliefs through **open and honest communication** with followers



Types of leader (5): Transformational

The transformational leader **anticipates future trends, inspires followers to understand and espouse a new vision, prepares others to become leaders and transforms the organization into a community of inspired and fulfilled people.**



Types of leader (6): Comparison



Transactional leader

- Places fewer pressures on the leader
- Is consistent with managing simple problems and leading restructuring-oriented changes



Charismatic leader

- Needs to leverage the symbolic dimension
- Requires strong communication skills



Authentic leader

- Emphasis on communication and diversity management skills
- Need for high self-awareness



Transformational leader

- Acts as a stable reference for followers and proposes their personal growth
- Integrates diversities in the construction of synergies