

# Leadership

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# Key Ideas and Concepts for Review

- Leadership
- Ingredients of leadership
- Leadership trails
- Leadership styles based on the use of authority
- Likert's four systems of management
- Managerial grid
- Leadership as a continuum
- Situational approach to leadership
- Fiedler's contingency theory
- Path-goal approach to leadership

- ✓ As a matter of fact, there can be leaders of completely unorganized groups, but there can be managers, as conceived here, only where organized structure create roles.
- ✓ The essence of leadership is followership
- ✓ Leadership and motivation are closely interactive

# Defining Leadership

→ Leadership is defined as influence, that is, the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals.

→ Zeal is ardor, earnestness, and intensity in the execution of work...

Confidence reflects experience and technical ability

# Ingredients of Leadership

- 1) The ability to use power effectively and in a responsible manner
- 2) The ability to comprehend that human beings have different motivation forces at different times and in different situation
- 3) The ability to inspire
- 4) The ability to act in a manner that will develop a climate conducive to responding to and arousing motivations

# Principle of Leadership

Since people tend to follow those who, in their view, offer them a means of satisfying their own personal goals, the more managers understand what motivates their subordinates and how these motivations operate, and the more they reflect this understanding in carrying out their managerial actions, the more effective they are likely to be as leaders.

# Trait approaches to Leadership

- I. Drive: achievement, motivation, energy, ambition, initiative, and tenacity
- II. Leadership motivation: the aspiration to lead but not to seek power as much
- III. Honesty
- IV. Integrity
- V. Self-confidence: emotional stability
- VI. Cognitive ability
- VII. Understanding of the business

# Leadership behavior and styles

- a) Leadership based on use of authority
- b) Likert's four systems of management
- c) The managerial grid
- d) Leadership involving a variety of styles



# Styles based on use of authority

 Autocratic leadership

 Benevolent autocratic

 Democratic or Participative leadership

 supportive

 Free-rein leadership

# Leadership behavior and styles

- a) Leadership based on use of authority
- b) Likert's four systems of management
- c) The managerial grid
- d) Leadership involving a variety of styles

# Likert's four systems of management

System 1:

- "Exploitive-authoritative"

System 2:

- "benevolent-authoritative"

System 3:

- "consultative"

System 4:

- "participative-group"

# Leadership behavior and styles

- a) Leadership based on use of authority
- b) Likert's four systems of management
- c) **The managerial grid**
- d) Leadership involving a variety of styles

# Concern for production

1.9								9.9
				5.5				
1.1								9.1

# Leadership behavior and styles

- a) Leadership based on use of authority
- b) Likert's four systems of management
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- d) Leadership involving a variety of styles

# Leadership as a continuum

The continuum theory recognizes that which style of leadership is appropriate depends on the leaders, the followers, and the situation.

- 1) The forces operating in the manager's personality,
  - 1) Value system, confidence in subordinates, inclination toward leadership styles, feelings of security in uncertain situation.

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- 1) The forces operating in the manager's personality,  
Value system, confidence in subordinates, inclination toward leadership styles, feelings of security in uncertain situation.
- 2) The force in subordinates,  
Their willingness to assume responsibility, their knowledge behavior.
- 3) The forces in the situation,  
Organization values and traditions, the effectiveness of subordinates working as a unit, the nature of a problem and the feasibility of safely delegating the authority to handle it, the pressure of time.



# Fidler's contingency approach to leadership

- a) Position power
- b) Task structure
- c) Leader-member relationship

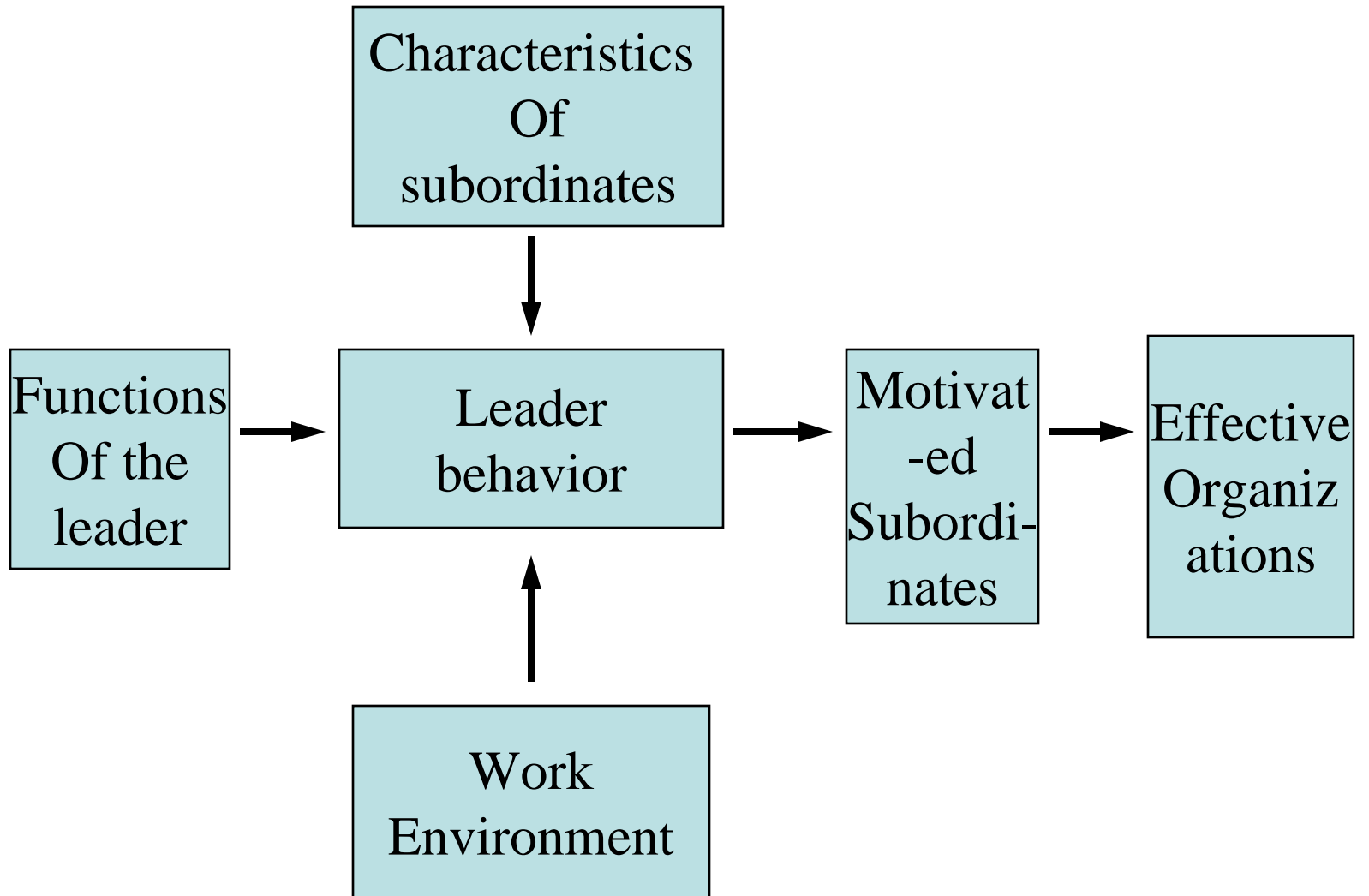
# Leadership styles

Task-oriented  
People-oriented

- Least preferred coworker(LPC)
- Assumed similarity between opposites(ASO)

# Path-Goal Theory

- The path-goal theory suggests that the main function of the leader is to clarify and set goals with subordinates, help them find the best path for achieving the goals, and remove obstacles.



# Leader Behavior

- Supportive leadership
- Participative leadership
- Instrumental leadership
- Achievement-oriented leadership