

Group Leadership

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What is a Leader?

- Audience Activity:
 - https://www.polleverywhere.com/free_text_polls/2XwMsL7lZYumDgb
- Using one word, what are qualities of a leader?

Leadership is a Two-Way Process

- Leadership is the ability to influence others.
- Leader and follower roles exist together.
- Leadership is a social influence process.
- Credibility is the foundation for successful influence.
 - What is credibility?
- The social influence occurs with the consent of the governed.
- Effective leadership depends on other people.
- Leaders need people.



Leadership and Followership: Takes Two to Tango

- The leader and follower roles either exist together or they do not exist at all.
- Leadership as a partnership.
- Leadership is a process not a person.
- There is no one-size-fits-all-leader-follower relationship.
- There are no special guidelines for being an effective follower that diverge from what makes an effective team member.



Leaders Vs. Managers

- A leader does not operate from positional authority, a manager does.
- Leaders work to change status quo, managers work to maintain it.

Leaders: focus on achieving goals, keeping the team motivated and empowered to achieve as much as they can. (vision, motivation, inspiration, coaching, etc.)

Managers: focus on work and tasks. These activities fit in the category of resource: human, time, money, equipment, including: (planning, budgeting, controlling, coordinating, problem solving, etc.)

MANAGER MAKES PEOPLE
DOING THINGS



LEADER INSPIRES PEOPLES TO DO
THINGS



GET ON
WITH US

3 Types of Leadership

- Transformational Leadership: a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group.
- Transactional Leadership: focuses on supervision, organization, and performance. Transactional leadership is a style of leadership in which leaders promote compliance by followers through both rewards and punishments.
- Charismatic Leadership: These leaders are visionary, decisive, inspirational, and self-sacrificing. They exhibit strong listening skills, empathy, self-confidence, and skillful speaking. Some examples would be: Ghandi, Mother Teresa, Pope Francis, and Nelson Mandela

Communication styles of Leaders

1. Great leaders select the right medium to communicate through in different situations.
 - a. A mass text is great for a short note, but not appropriate for a major project proposal
2. Consider tone and direction
 - a. Remember what you're trying to accomplish and how you may come across to your audience
3. Be concise

Communication Styles of Leaders - Continued

1. Be proactive in communication
2. Always be available for communication
3. Actively listening

Determining Effective Leadership Communication

Things to remember:

- Are you providing clear directions?
- Are your group members empowered?
- Do you know the concerns of the group?
- Do you know your group members as people?

Leadership and Communication

- “Extraordinary leadership is the product of extraordinary communication”
- Competent communication is a necessary precondition for a high-quality leader-follower relationship to develop.
- Leaders who are rated the most skillful communicators are the most effective leaders. Ineffective leaders are ineffective communicators .
- Showing respect for followers is a critical communication imperative for leaders to be successful.
- <https://www.youtube.com/watch?v=32WjO7IiHpI&t=10s>

How Groups Select Leaders

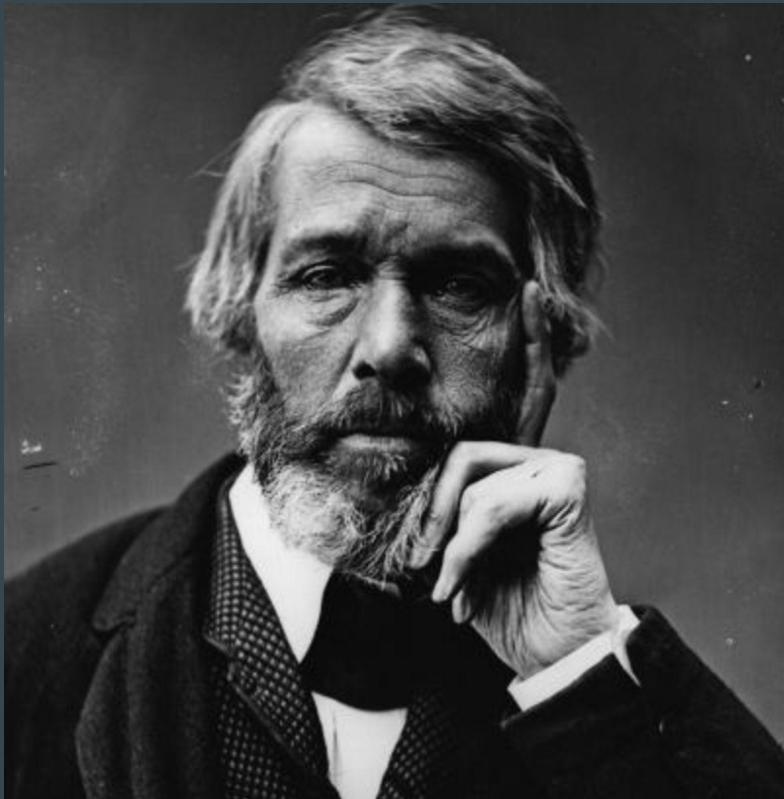
- Groups select leaders by a process of elimination
 - People are systematically removed from consideration until only one person remains to be leader
- 2 phases in process of elimination
 - 1st phase
 - Quiet members are among the first to be eliminated
 - People who express strong, unqualified statements are eliminated
 - Nonuniform, unintelligent, or unskilled are eliminated
 - 2nd phase
 - Becomes competitive
 - Bossy or dictatorial/whose communication style is irritating or disturbing are eliminated

Who ends up getting chosen to be leader?

- A member who provides a solution to the problem
- Members who are perceived to be effective listeners
- Individuals who exhibit high levels of emotional intelligence

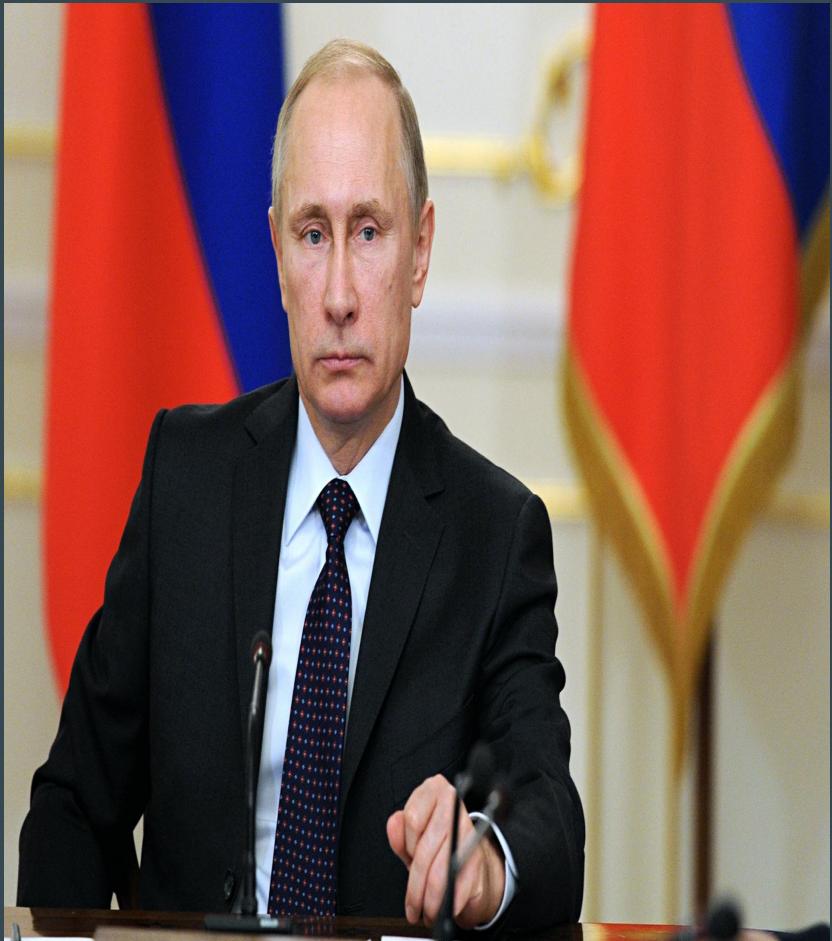


Trait Perspective- The Born Leader View



- One of the first academic theories of leadership (19th century)
- Attempts to answer why some people make good leaders based off of specific characteristics
- “Leadership is a person, **NOT** a process”
- Also called “The Great Man” theory
 - “Leaders are born with the attributes necessary to set them apart from those around them and that these traits enable them to assume roles of authority and power.”

Thomas Carlyle



Traits of Trait Perspective Leaders

- Traits associated with trait perspective leaders are:
 - Charming
 - Confident
 - Aggressive
 - Decisive
 - Antisocial
 - Bullying
 - Manipulative
 - Unethical
- Traits that influence people to choose a leader
 - Physical attractiveness
 - Height
 - Weight
- Traits with less influence
 - Skinny
 - Heavy
 - Not as attractive

Problem with the trait perspective?

- “The assumption that leadership resides in the person, not in the transaction between leaders and followers conducted within the group system”
- Another problem; the model attempts to relate physical and “born-into” traits (height, physical attractiveness, weight) as effective leadership
- Explains relatively little about effective leadership in groups



Styles Perspective

- Three leadership styles:
 - Autocratic Style
 - Democratic Style
 - Laissez-Faire Style
- Autocratic - exerts control over group members.
- Democratic - encourages participation and responsibility from group members.
- Laissez-Faire - do-nothing approach to leadership.

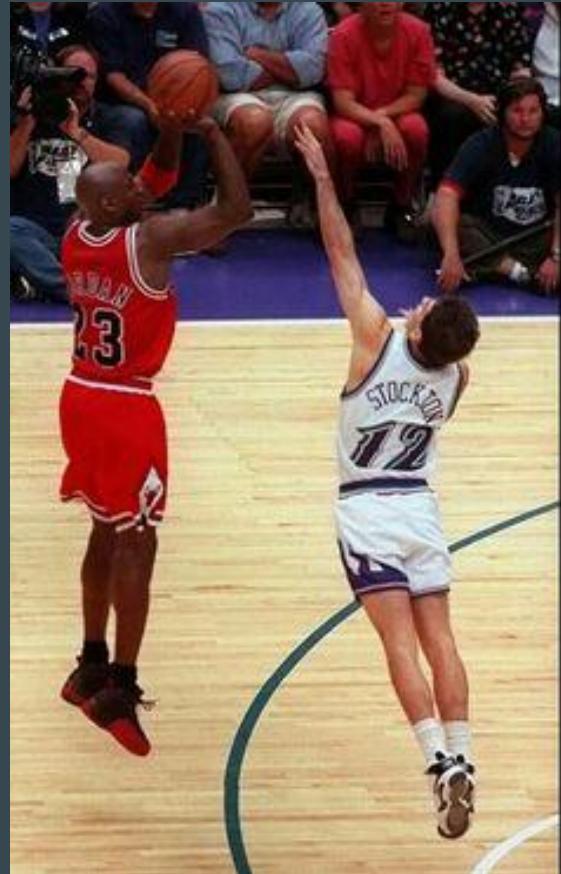


Situational Perspective

- Leadership effectiveness may be influenced by situational forces beyond control of any leader (Vroom & Jago, 2007)
 - Group success and failure is credited to the coach or leader
 - Success and failure is greatly affected by the system (outside factors)
- Gifted leaders are often plagued by inadequate resources, adversarial hostilities, weak systematic support, etc.
- However, leaders who can adapt to these changes have the best chance

Leaders in Extraordinary Circumstances

- Michael Jordan vs. John Stockton & Karl Malone
 - The Utah Jazz were extremely talented, but will never be recognized because they ran into MJ and the Bulls



Hersey and Blanchard's Model

The amount of:

- Guidance/direction a leader provides (task emphasis)
- Relationship support a leader provides (socio-emotional emphasis)
- Readiness level in performing a specific task that followers demonstrate

Leadership Styles Associated with Situational Perspective

1. Telling Style (high task, low relationship emphasis)
 - a. Provides specific instructions, does not work to develop relationships
2. Selling Style (high task, high relationship emphasis)
 - a. Leader explains and clarifies, but also works to convince members to buy into decisions
3. Participating Style (low task, high relationship emphasis)
 - a. Promotes shared decision making with emphasis on developing intragroup relationships
4. Delegating Style (low task, low relationship emphasis)
 - a. Allows group to self-direct, responsibility falls on the group members

The key to leadership effectiveness is matching the appropriate style to the group

Functional Perspective: Leadership Responsibilities

- The functional perspective views leadership in terms of functions, or responsibilities, that must be performed for the group to be successful.
- These functions fall into two categories: task requirements and social needs.
- This perspective was also divided into two viewpoints: Leader-as-completer and vital functions.
- Leader-as-completer: Leaders are thought to perform those essential functions within a group that other members have failed to perform.
- Vital functions: This sees leaders performing key responsibilities different in kind and/or degree from other members.
- Of the two functional viewpoints, the leader-as-completer seems to have greater merit.
- The functional perspective truly embraces the view that leadership is a process, not a person.

Servant Leadership Perspective

- A key principle of ethical leadership recently gaining popularity is the dictum to “serve others”
- Leaders who lead in a servant leadership perspective style develop strong moral behavior towards their followers.
- They are considered often the moral leader

Case Study

“Who Leads More and Why? A Meditation Model from Gender to Leadership Role Occupancy”

- Purpose: To contribute to a deeper understanding of why women are underrepresented in higher management.
- Method: Sampled 256 employees.
- Results: Show a comprehensive understanding for central dynamics that link gender and leadership role occupancy.
- Conclusion: Provided important insights for interventions that are targeted at reducing the gender gap in leadership.

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