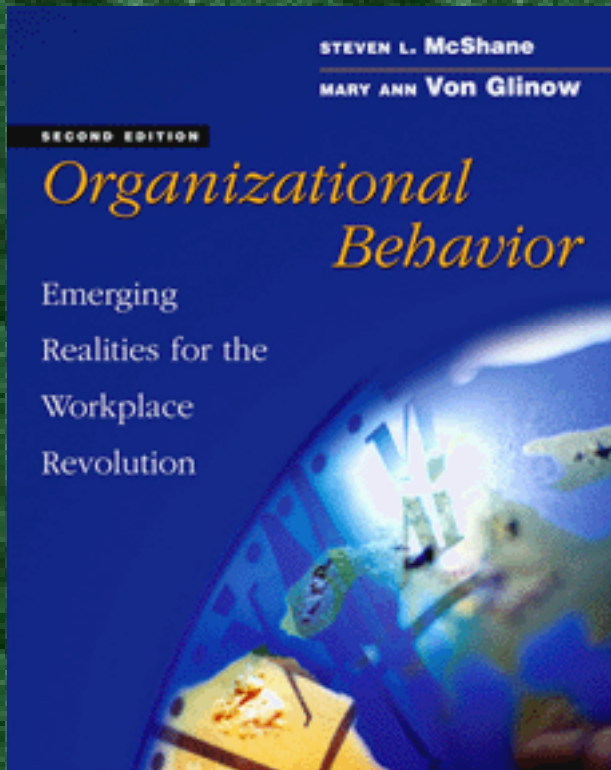
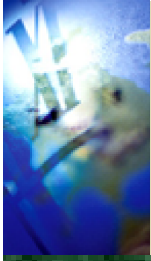


CHAPTER

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Organizational Leadership

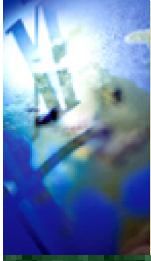


The Changing Concept of Leadership

Our concept of leadership is changing, according to recent studies. “A great leader is one who has vision, perseverance, and the capacity to inspire others,” says Cynthia Trudell, president of Sea Ray Group and former CEO of Saturn Corp.



Mike Hungerford

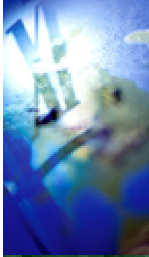


What is Leadership?

Leadership is the process of influencing people and providing an environment for them to achieve team or organizational objectives.

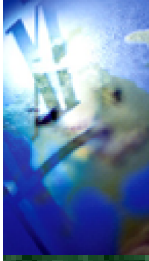


Mike Hungerford



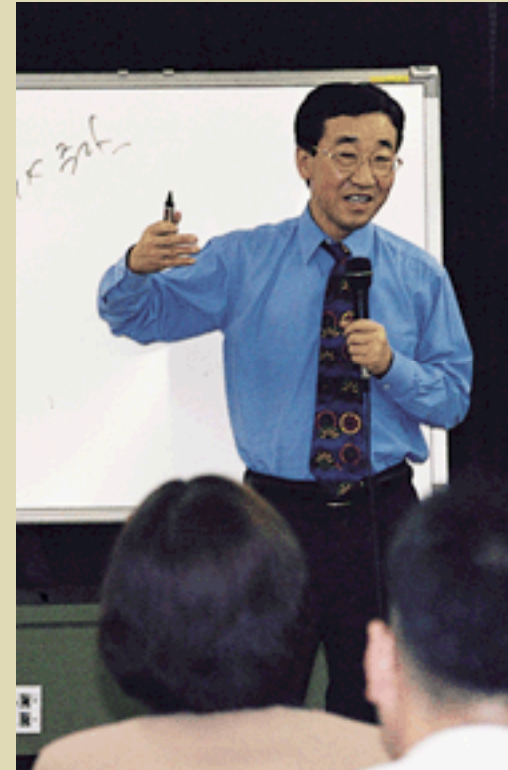
Perspectives of Leadership



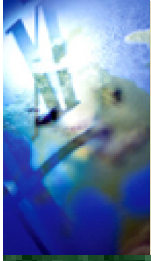


Leader Competencies of Kim Jung Tae

Kim Jung Tae has a strong inner motivation, self-confidence, integrity, and extensive experience in the banking industry. These leadership competencies were likely considered when a selection panel chose Kim as CEO of South Korea's Kookmin Bank after a recent merger.

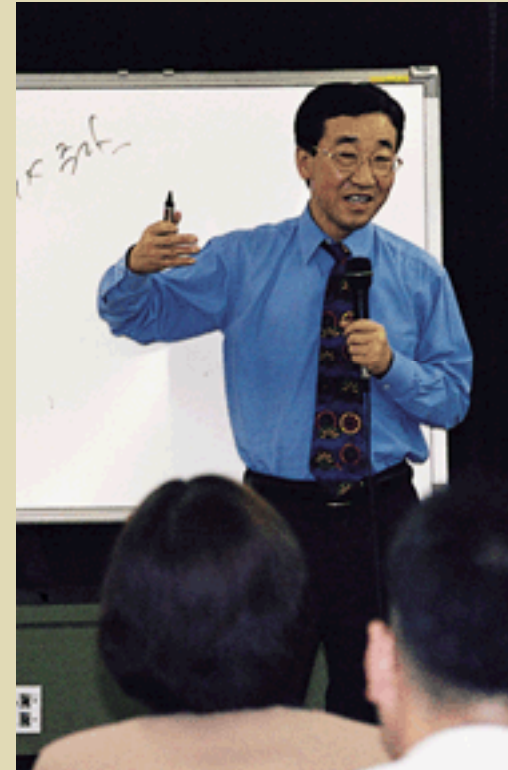


Courtesy of Kookmin Bank

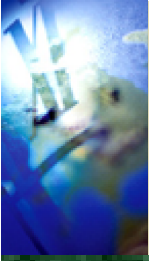


Seven Leadership Competencies

- Drive
- Leadership motivation
- Integrity
- Self-confidence
- Intelligence
- Knowledge of the business
- Emotional intelligence



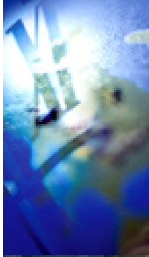
Courtesy of Kookmin Bank



Leader Behavior Perspective

- People-oriented Behaviors
 - Showing mutual trust and respect
 - Concern for employee needs
 - Desire to look out for employee welfare

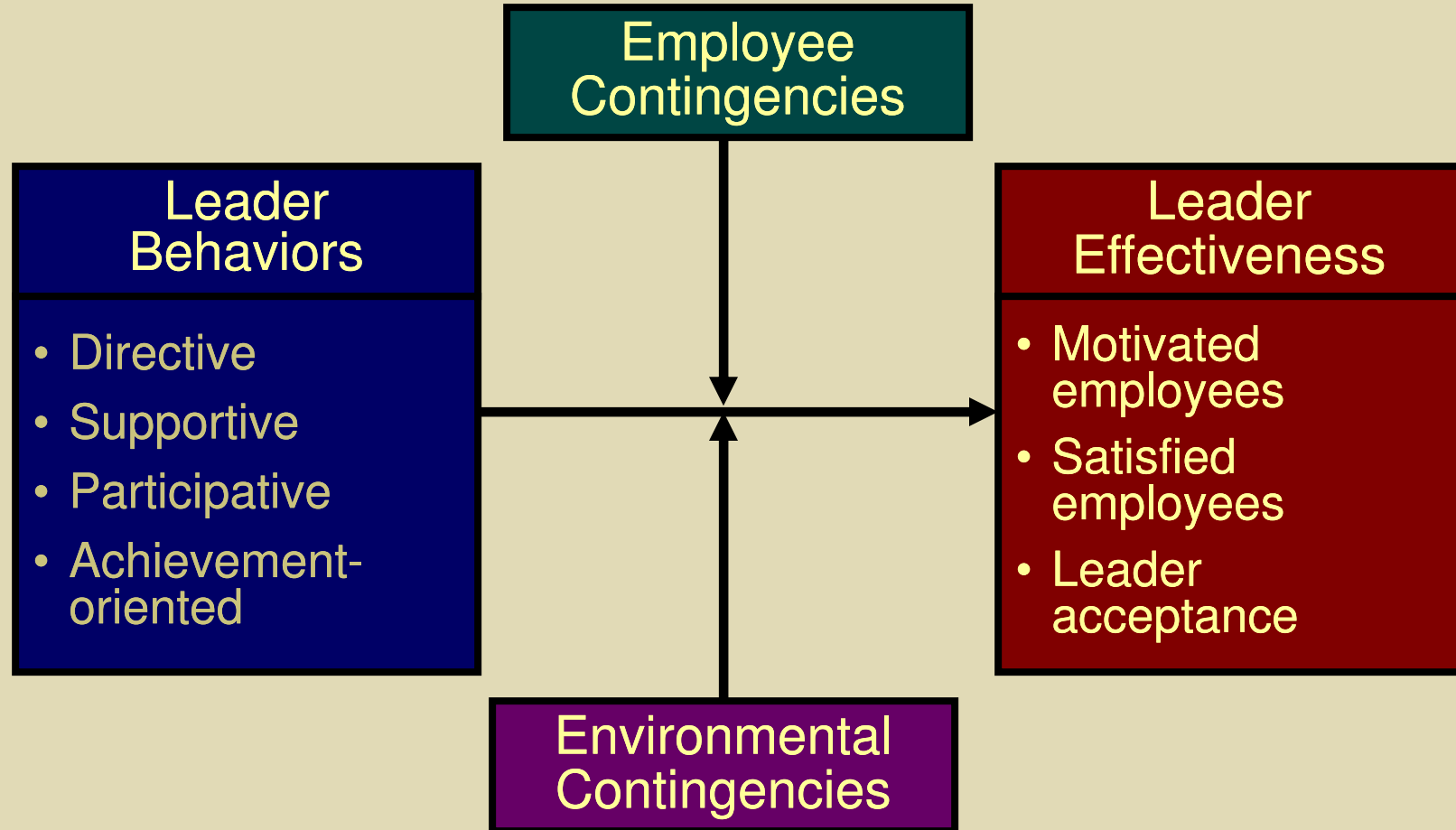
- Task-oriented Behaviors
 - Assign specific tasks
 - Ensure employees follow rules
 - Push employees to reach peak performance

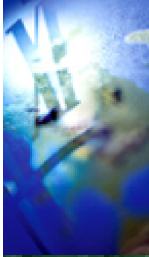


Path-Goal Leadership Styles

- Directive
 - Task-oriented Behaviors
- Supportive
 - People-oriented Behaviors
- Participative
 - Encouraging employee involvement
- Achievement-oriented
 - Using goal setting and positive self-fulfilling prophecy

Path-Goal Leadership Model





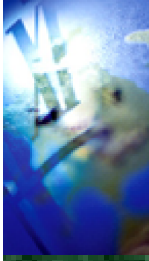
Path-Goal Contingencies

Employee Contingencies

	Directive	Supportive	Participative	Achievement
Skill/Experience	low	low	high	high
Locus of Control	external	external	internal	internal

Environmental Contingencies

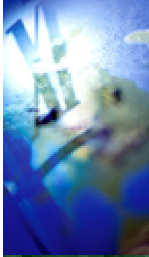
	Directive	Supportive	Participative	Achievement
Task Structure	nonroutine	routine	nonroutine	?
Team Dynamics	-ve norms	low cohesion	+ve norms	?



Other Contingency Leadership Theories

- Situational Leadership Model (Hersey/Blanchard)
 - Effective leaders vary style with follower “readiness”
 - Leader styles – telling, selling, participating, and delegating

- Fiedler’s Contingency Model
 - Leadership style is stable --based on personality
 - Best style depends on situational control -- leader-member relations, task structure, position power

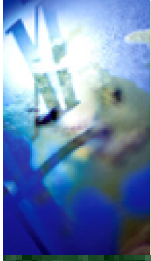


Leadership Substitutes

Conditions that limit a leader's influence or make a particular leadership style unnecessary.

Examples:

- Training and experience replace directive leadership
- Cohesive team replaces supportive leadership
- Self-leadership replaces achievement-oriented leadership

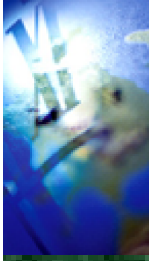


Transformational Leadership at AES Corp.

AES looks for people who are both transactional and transformational leaders . “We need people who can both lead and manage,” says Dennis W. Bakke (right), CEO and co-founder of the global power company. “[A] manager takes what is there and makes certain it works well, while a leader takes a visionary look at what is already known to discover something new.”



Courtesy of AES Corp.



Transformational & Transactional Leaders

Transformational leaders

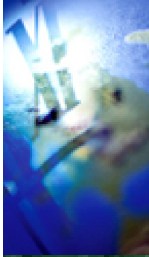
- Leading -- changing the organization to fit the environment
- Develop, communicate, enact a vision

Transactional leaders

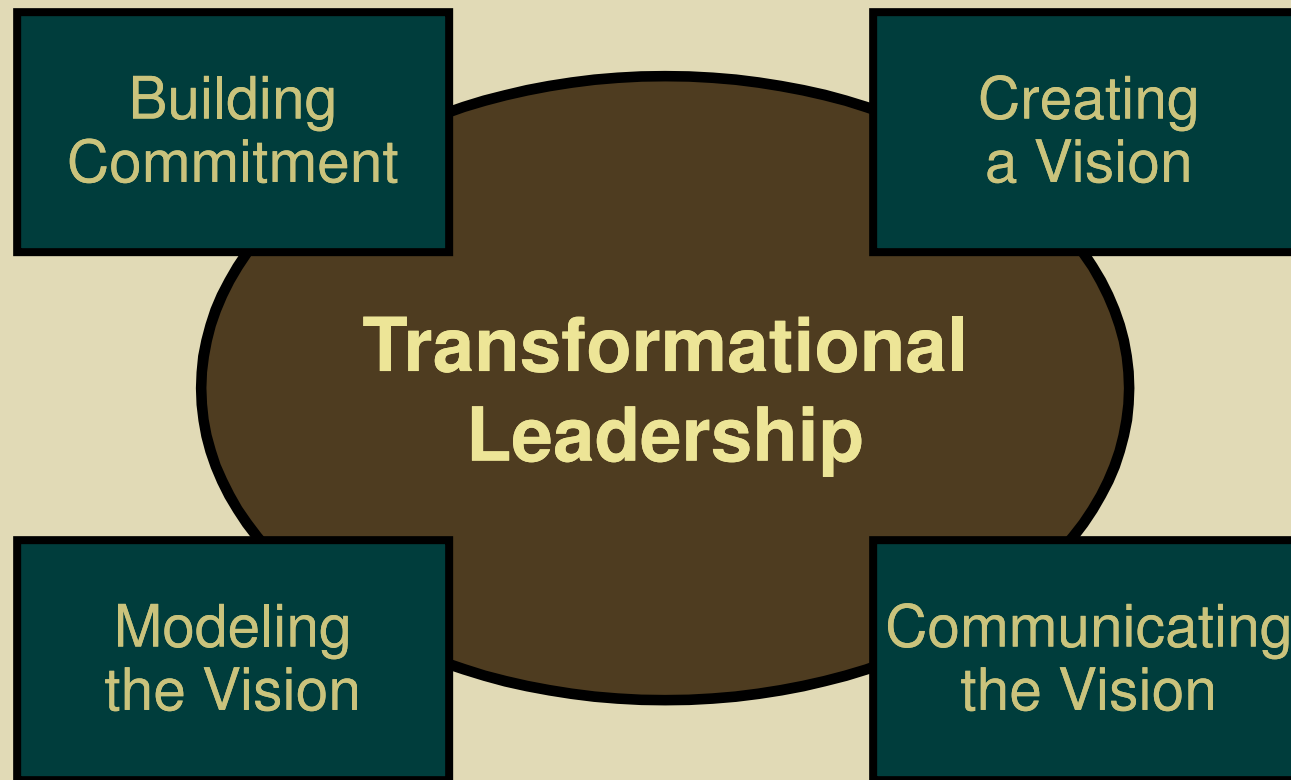
- Managing -- linking job performance to rewards
- Ensure employees have necessary resources
- Apply contingency leadership theories

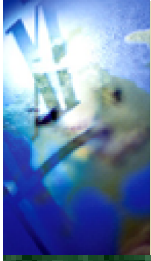


Courtesy of AES Corp.



Transformational Leadership Elements



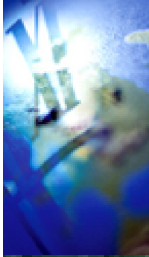


Romance Perspective of Leadership

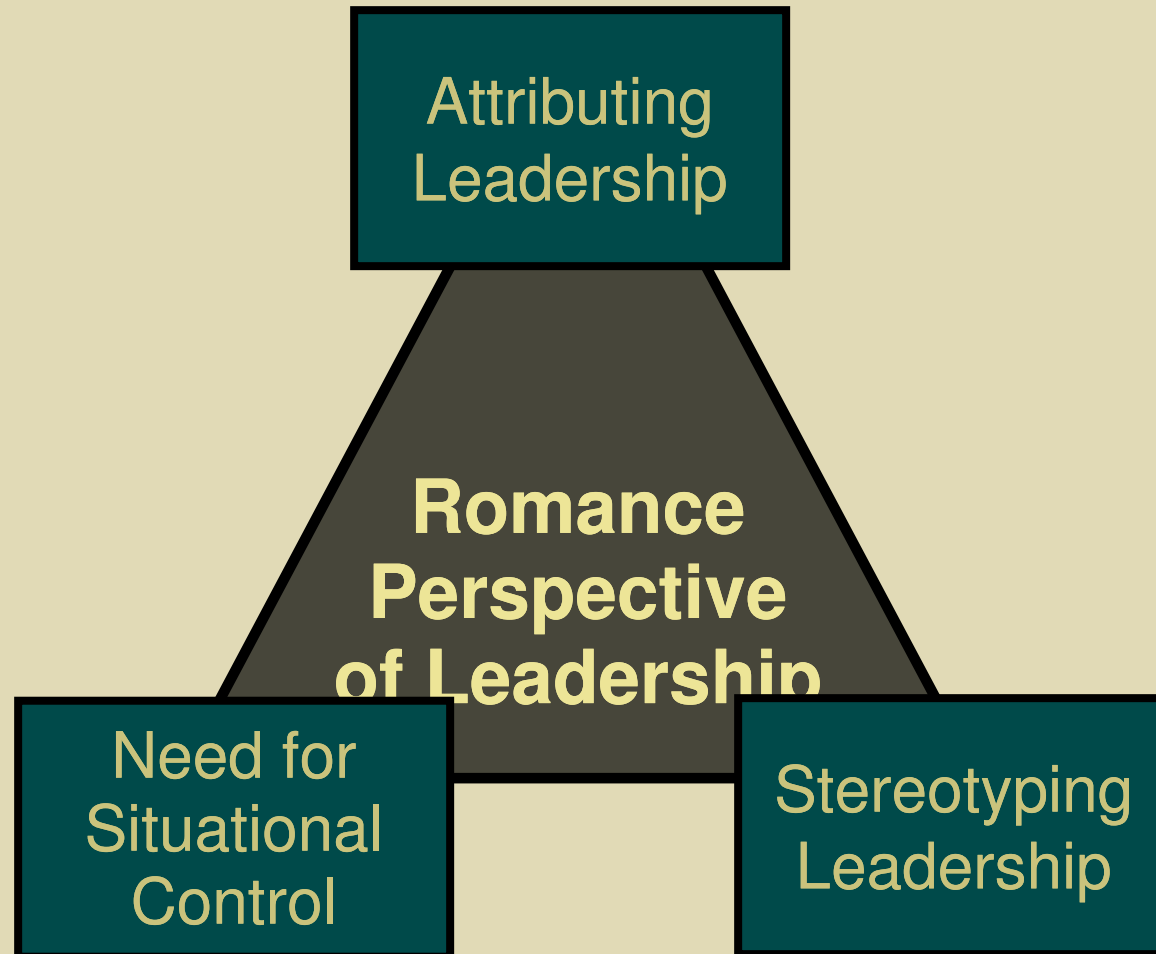
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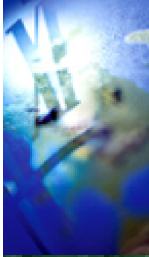


**"A year ago, I was a skinny, green-haired, skate boarding
CEO of a dot-com company. But that didn't work out."**



Romance Perspective of Leadership



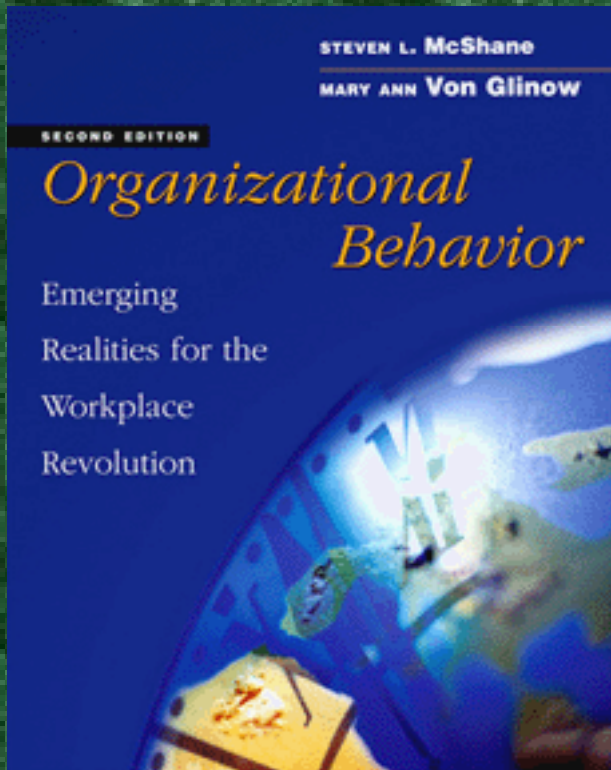


Gender Issues in Leadership

- Male and female leaders have similar task- and people-oriented leadership.
- Participative leadership is used more often by female leaders.
- Evaluating female leaders:
 - Past evidence that women rated less favorably than equivalent male leaders due to stereotyping
 - Recent evidence that women rated more favorably than men, particularly on emerging leadership styles (coaching, participating)

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