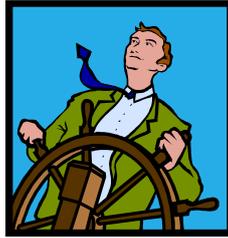# Leadership is...

- setting a positive example for my peers and being a constant source of inspiration.
- ways to manage people as well as manage myself around people in effective ways.
- being independent.
- being in a position to help others by support and guidance.
- leading by example.
- being able to keep an organization intact while improving its overall well-being.
- the ability to teach, conduct, and take charge of activities and lessons.
- taking an active role in something.
- taking an active and strong role in activities in which one acts as a role model.
- to guide and help people to achieve a goal.
- the ability to guide yourself and others in positive and well-thought out paths.
- being able to guide a group in a specific direction.
- the ability to get people to follow you.
- possessing qualities of a good leader to lead a group of people in a good direction.

- taking charge and helping those around you.
- being a role model in a group setting and being able to delegate responsibilities.
- the ability to have some form /exert some form of control in various situations.
- ability to be a role model and get people excited.
- rising to the occasion of helping and conducting a group.
- a way to have people follow in your ways and to enhance a group's success and performance.
- being a positive and effective example to people.
- helping others move forward towards a goal.
- fair, respectful.
- someone who has the responsibility to be a leader of a group.
- guiding others through action and advice to positive outcomes.

- being able to work with others as well as being able to guide others when needed without being overly aggressive or controlling.
- the ability to get people excited about their jobs or organizations if I am in charge, but also following when needed.
- the ability to lead others and make good decisions that will affect people positively.
- someone taking charge of a situation hopefully for the better of society but sometimes for the worse.

Historical Approaches to Understanding Leadership:

I. Trait approach: Seeks to identify individual characteristics that are associated with leadership.

*little evidence supports the idea that traits can differentiate leaders from non-leaders.

*there is a weak, but positive, relationship between traits and leadership effectiveness.

*Six traits that seem to be related to effective leadership:
1) work-oriented motivation; intrinsic motivation
2) the desire to influence others
3) honesty and integrity
4) self-confidence
5) intelligence
6) in-depth technical knowledge related to area of expertise

II. Behavior Approach

A) Ohio State studies: studied behaviors of leaders and sought to identify what they actually do. Two categories of leadership behavior emerged:

1) Consideration: relations-oriented behavior. Friendliness, concern for subordinates, open communication, other behaviors useful for establishing and maintaining good relationships with subordinates.

2) Initiating structure: task-oriented behaviors. Directing subordinates, clarifying roles, planning, coordinating, pressuring subordinates to work harder.

Finding from these studies: the best leaders exhibit high levels of both consideration and initiating structure. The managerial grid is a tool to help see where we are on these dimensions and devise strategies to move toward (9,9) leadership.

III. Situational Approach. Idea here is that no single style of leadership is best; the most effective style depends upon the situation in which the leader finds himself/herself.

1) Fiedler's Contingency Theory: Complex theory based on classifying leadership style as task or relations oriented, classifying situations, and matching the two. Started scholars thinking about the importance of situations.

2) Vroom and Yetton's model of participative leadership. Asks how much participation is appropriate in a particular situation. Decision tree model helps the leader identify the optimal amount. Decision tree is based on decision quality, acceptance, and time constraints.

3) Path-Goal theory: very complex theory that says there are four leadership styles: supportive, directive, partipative, and achievement-oriented. The appropriateness of each is a function of subordinate characteristics and environmental factors.

Formal vs. Emergent Leadership:

How do informal leaders emerge from among a group of peers?

1) Ascribed based on fitting a prototype of what a leader should be like. Typically includes intelligence, masculinity (assertive, decisive), dominance (inflexible, uncooperative, low agreeableness from a Five-factor model of personality perspective), and extraversion.

2) Based on performing important roles for the team. Examples include high performance, advising others or fulfilling a facilitative role in the team, and diagnosing situations and interpreting them for the team.

Current, State-of-the-Art Perspectives on Leadership:

1) *Substitutes for leadership:* some jobs and occupations offer built-in leadership behaviors, so the formal leader is less important.

2) *Leader-Member Exchange Theory:* A descriptive theory that says that leaders treat subordinates differently depending upon their relationship with them.
    *in-group: the leader's small group of most trusted subordinates.
    *out-group: everybody else.

    In- group members are given more latitude and autonomy, and generally treated more favorably than out-group members.

3) *Transformational Leadership*: charismatic leaders who get people to sacrifice individual goals for the good of group goals. They communicate a vision to followers and get followers excited about it. Visions articulate what a desired future for the company would look like. They are helpful because they guide behavior.

Management & leadership

Style

Theoretically described and categorized by:

1. How does the manager/management typically make decisions? (e.g. time-horizon and degree of risk)

2. How is information processed and distributed and what type of information is valued?

3. How does the manager/management build and retain social relations with other people (e.g. super-ordinates, subordinates, colleagues, and partners?)

4. How does the manager/management motivate and practice control over others?

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• Leadership: a process of influence, usually by one person, whereby another individual or group is oriented towards setting and achieving certain goals (Bowditch & Buono, 2001:186)

• Leader: a person being formally and/or informally legitimized to influence the agency of other people

• Manager: organizational member with legitimate power (authority) to direct the work related activities of at least one subordinate (Bowditch & Buono, 2001:205)

Leadership	Management
People	Systems and Processes
Vision and mission	Goals and measurement
Commitment to vision	Control
Serving	Directing
Initiating	Reacting
Innovation	Improvement

Leadership will usually entail management and management will usually, but not always, entail leadership.

Peter Drucker Quotes related to Management

"In a few hundred years, when the history of our time will be written from a long-term perspective, it is likely that the most important event historians will see is not technology, not the Internet, not e-commerce. It is an unprecedented change in the human condition. For the first time - literally - substantial and rapidly growing numbers of people have choices. For the first time, they will have to manage themselves. And society is totally unprepared for it."

"Wherever you see a successful business, someone once made a courageous decision."

"We know nothing about motivation. All we can do is write books about it."

"You can either take action, or you can hang back and hope for a miracle. Miracles are great, but they are so unpredictable."

"Production is not the application of tools to materials, but logic to work."

"The most important thing in communication is to hear what isn't being said."

"You have to learn to treat people as a resource......you have to ask not what do they cost, but what is the yield, what can they produce?"

"Most of what we call management consists of making it difficult for people to get their work done."