

Chapter 9 - Leading People

Learning Objectives

- **Identify the elements of leadership**
- **Discuss three main leadership approaches**
- **Explain the cross-cultural role of leadership**
- **Compare and contrast five contingency approaches to leadership**
- **Discuss change-oriented leadership models**
- **Examine the leaders and contextual factors in organizations**

**Group
Phenomenon**

**Influence
and Persuasion**

**The Basics
of Leadership**



**Some Form
of Hierarchy**

**Goal Directed
Behavior**

Understanding Leadership



**Trait
Approach**

**Behavior
Approach**

**Contingency
Approach**

Fiedler's Contingency Model

Least-Preferred Coworker (LPC) Scale

**Task
Motivation**

**Relationship
Motivation**

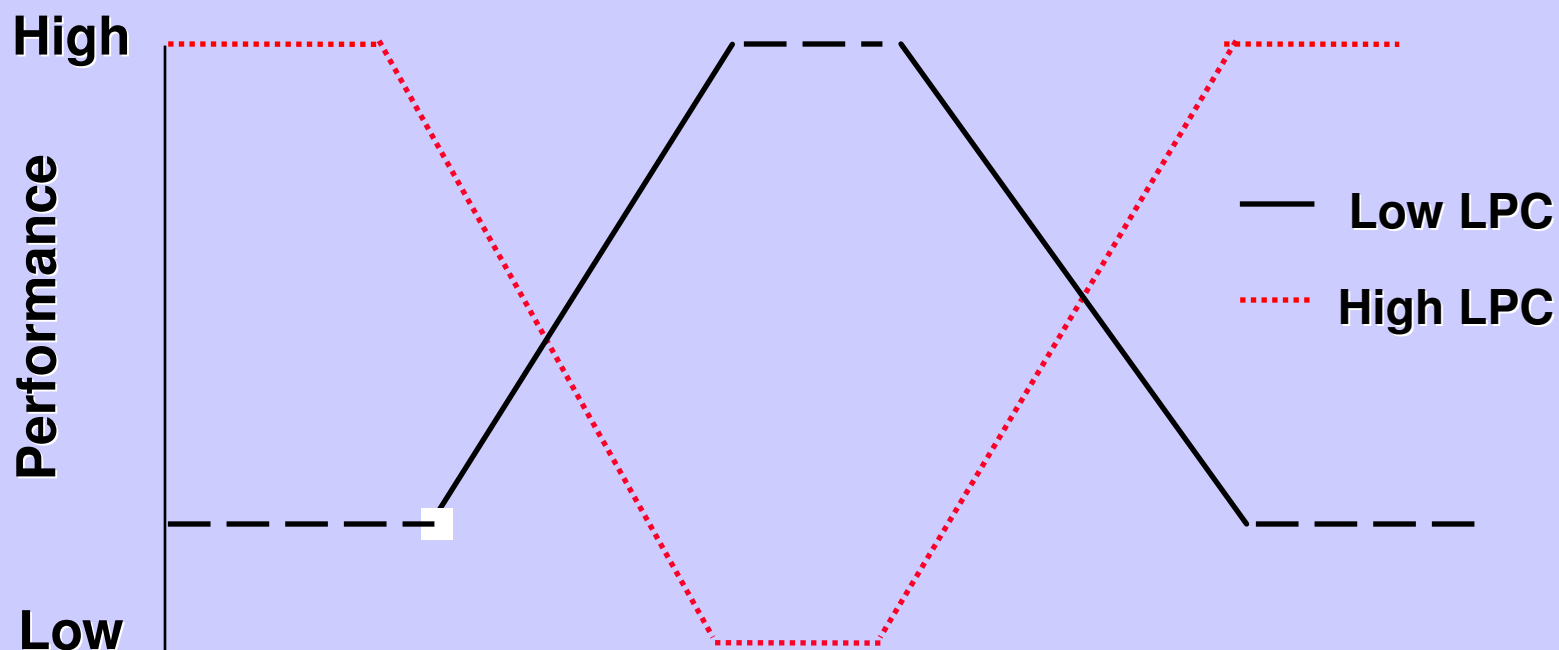
Three Situation Control Factors

**Leader-
Member
Relations**

**Task
Structure**

**Position
Power**

Findings of the Fiedler Model



Leader-Member	Good				Bad			
Task Structure	High		Low		High		Low	
Position Power	High	Low	High	Low	High	Low	High	Low
	High		Moderate				Low	
	Situational Control							

The Normative Decision Model

Autocratic

Group

Consultation

The Normative Decision Model

Contingency Factors

- **Quality Requirement**
- **Commitment Requirement**
- **Leader Information**
- **Problem Structure**
- **Commitment Probability**
- **Goal Congruence**
- **Employee Conflict**
- **Subordinate Information**

The Model's Predictions

- Autocratic decision-making
- Consultative decision-making
- Group-oriented decision making



Path-Goal Theory

Elements and Predictions

**The Nature
of the Task**

**Characteristics
of Followers**

Limitations and Applications

- Removing obstacles
- Meeting needs of followers
- Providing minimum guidance
- Supporting and understanding



Leader-Member Exchange (LMX) Theory

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graph TD; A[Leader-Member Exchange (LMX) Theory] --- B[Elements and Predictions]; A --- C[Effects of Culture]
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**Elements
and Predictions**

**Effects
of Culture**

Substitutes for Leadership

Follower Characteristics

Task Characteristics

Organizational Characteristics

Change-Oriented Leadership

Charismatic Leadership

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graph TD; A[Charismatic Leadership] --- B[Leaders and Followers]; A --- C[The Charismatic Situation]; A --- D[Cultural Factors];
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Leaders and Followers

The Charismatic Situation

Cultural Factors

Transformational Leadership



Charisma and Inspiration

Intellectual Stimulation

Individual Consideration

Visionary and Exemplary Leadership

Create and Articulate a Vision

Set an Example for Followers

Limitations of Change-Oriented Leadership

**Measuring Behaviors or
the Ability to Inspire**

**Learning to Be Charismatic
and Inspirational**

**Finding the “One
Best Way” to Lead**