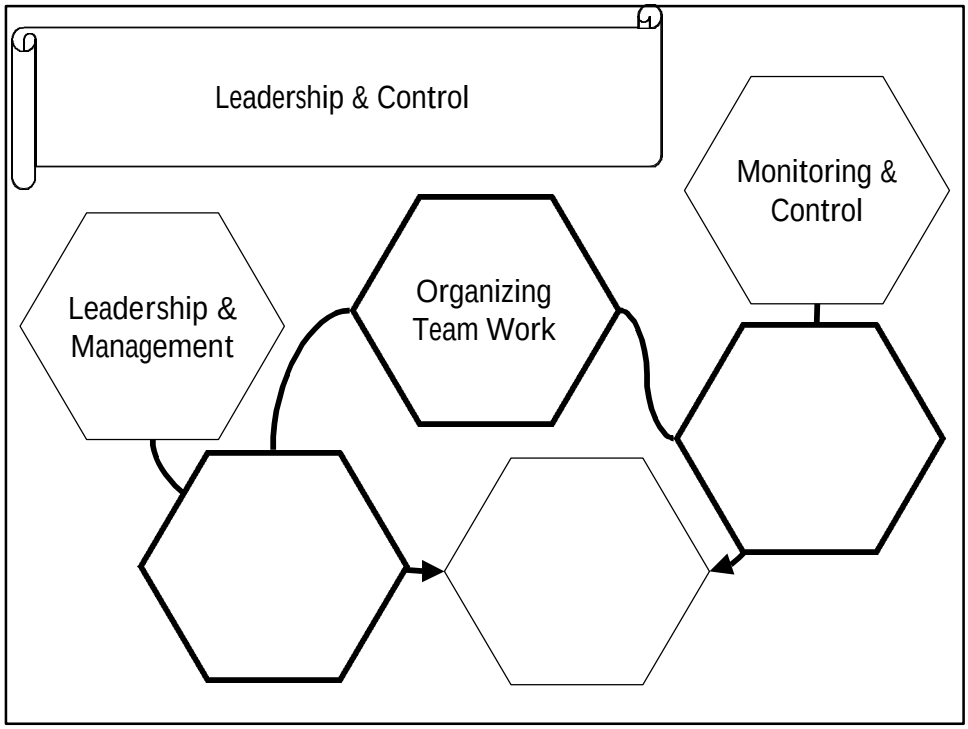

Core Notions

- Theories of Leadership
  - Trait Theories
  - Style Theories
  - Contingency Theory
- Theories of Teams
  - Team roles
  - Team cohesion (sport)
  - Group action

- Leaders may assert themselves to pull a situation together
- Groups may throw up a leader to help them get through their work
- In the same situation different people may lead different aspects of the work

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Explaining Leadership

Trait Theories

"To be a leader, you have to have the right …"

- **Intelligence**
  - *Problem Solving Ability / Understanding*
- **Character**
  - *Initiative / Confidence*
- **Physique**
  - *Health / Height*
- **Social Category**
  - *Gender / Social Class / Ethnic Origin*

Style Theories

"… or the right style …"

- Autocratic (Exploitative/ Benevolent), Participative, Democratic
- Tells, Sells, Consults, Joins
- Country Club, Team, Middle-of-the-Road, Impoverished, Authority/Compliance
- Telling, Selling, Participating, Delegating
- Artist, Craftsman, Technocrat

Contingency Model of Leadership

Source: Fiedler

Style depends on Circumstance

- Leader-Member relations
  - Good / Poor
- Task Structure
  - Structured / Unstructured
- Position Power & Authority
  - High / Low

Gauge Situation Favourableness

- Very Favourable
  - Task-Oriented
- Moderately Favourable
  - Person-Oriented
- Very Unfavourable
  - Task-Oriented

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Leadership Example

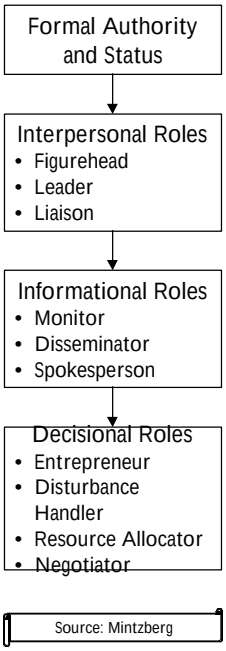
- "It is said that there was once a young platoon officer who was believed by his commanding officer to be inclined to run away in battles. This belief was shared by the men in the platoon, not without reason. But the men liked this young officer and wished him no harm. They therefore backed him up strongly on the battlefield so that he should feel less inclined to run away. The commanding officer was uneasy about this platoon officer and as soon as possible replaced him with another young officer about whose braveness there was no possible question. When the platoon went into action the platoon commander was as brave as expected. But now the men ran away."

General Sir John Hackett, The Profession of Arms (Sidgewick & Jackson, 1983) p 215

Management Roles

Administration (Fayol)

- Forecasting, Planning
- Organizing, Coordination
- Commanding, Controlling



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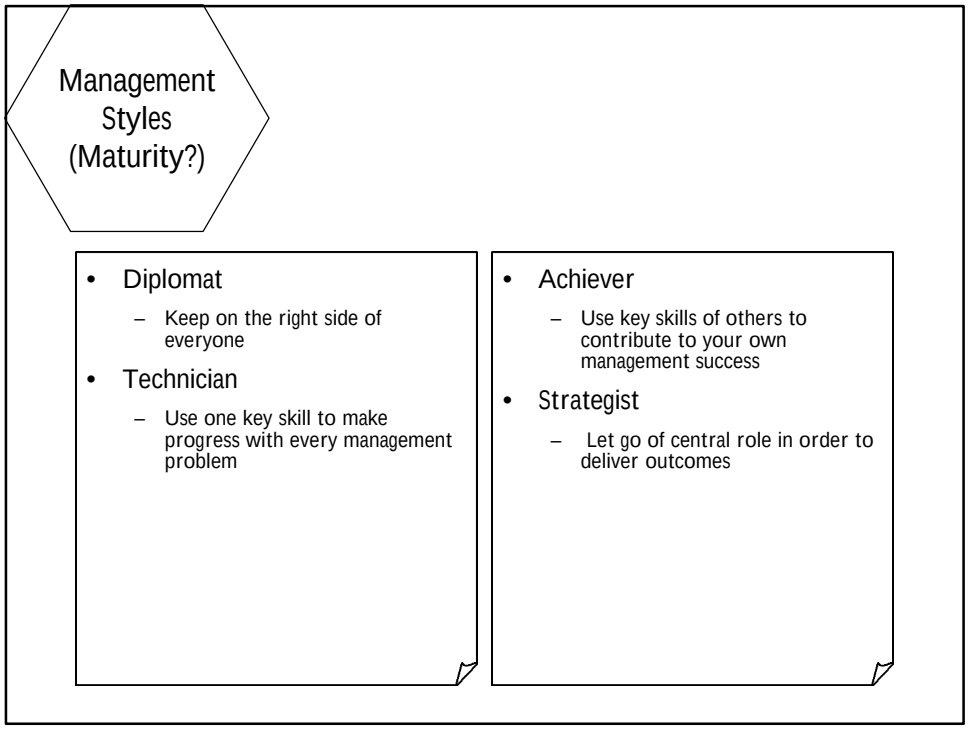

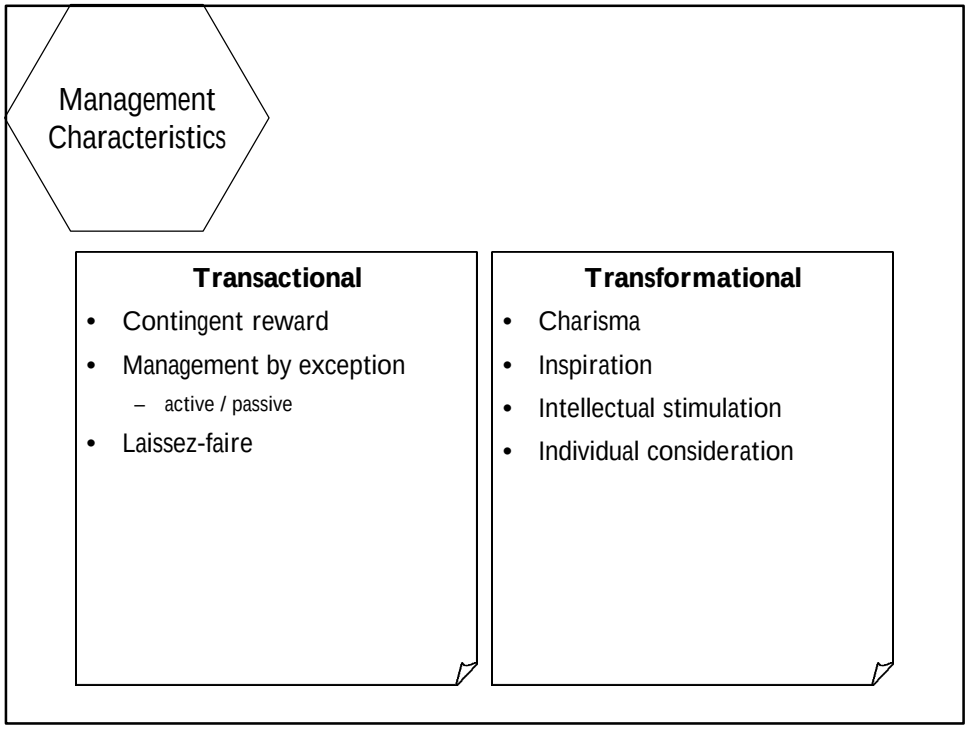

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Management Approach

Top down

- Set policy framework
- Police the use of resources
- Arbitrate between functions
- Justify management by maximising returns

Inverted

- Management as a service function
- Support the front line workers
- Keep the decks clear
- Justify management by maximising front line effectiveness

Organizing Work

- What do you think of this RAEW arrangement?
- Can you suggest any improvements?
- How would you implement these improvements?

RAEW analysis

- Responsibility
  - Accountability for the satisfactory performance of the task
- Authority
  - Power and resources needed to perform the task.
- Expertise
  - Knowledge and skill to perform the task
- Work
  - Performing the task

Person / Role

Task								
	R	A	R					
	E		E	W				
		A			R			
						W		
		A			R			
	E					W	E	
		A	R		R			
							E	W
		A		A	R		R	
			E		E			W

Source: Roger Crane

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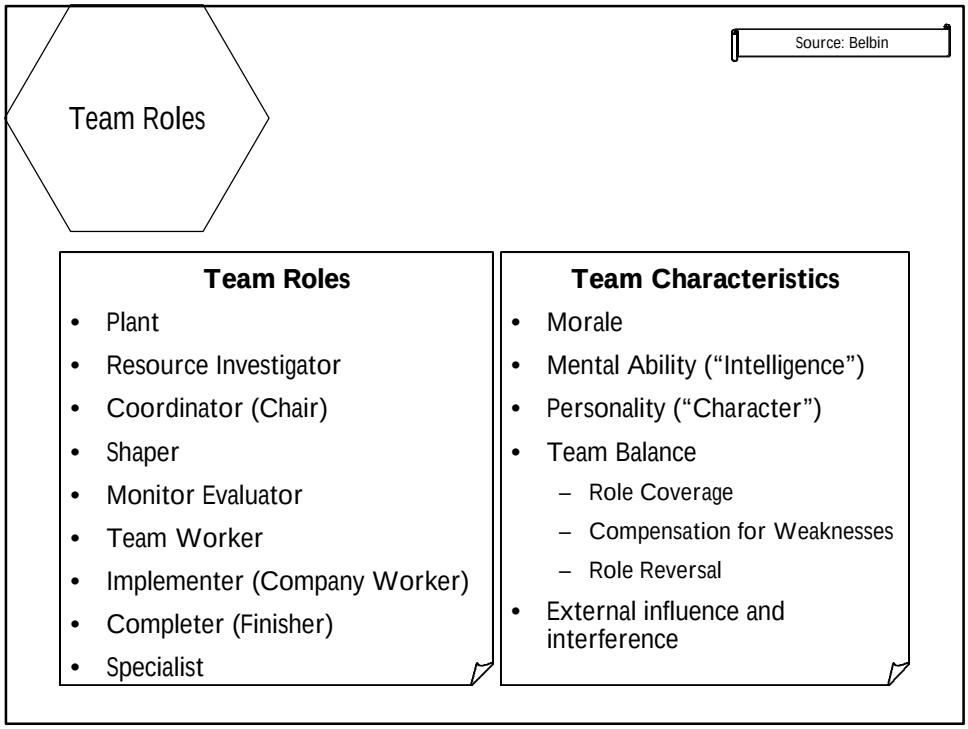

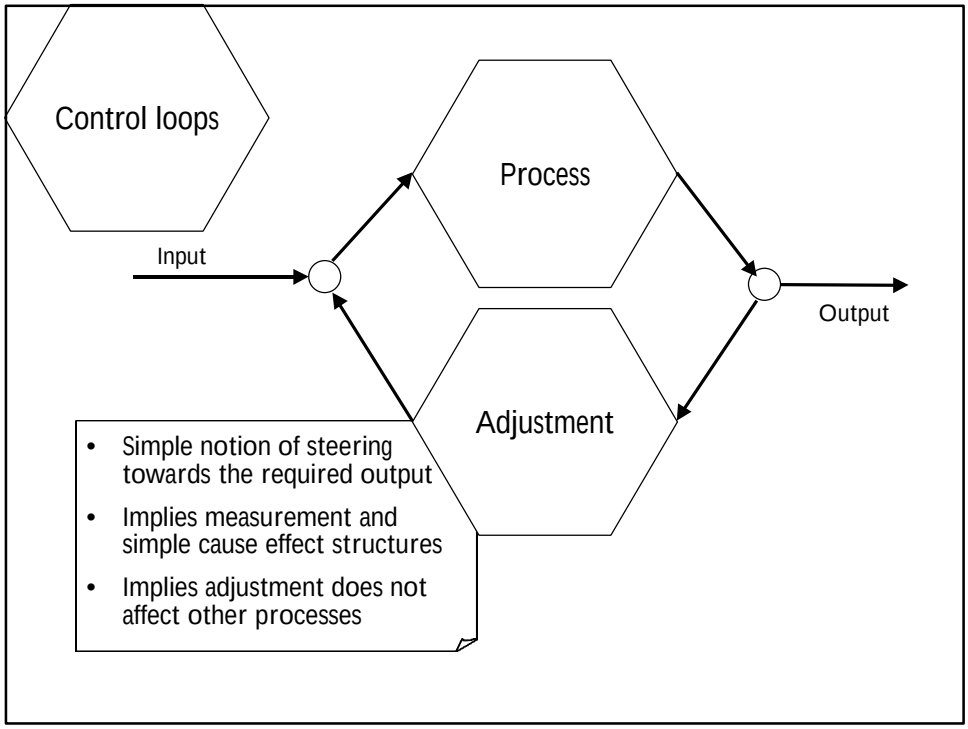

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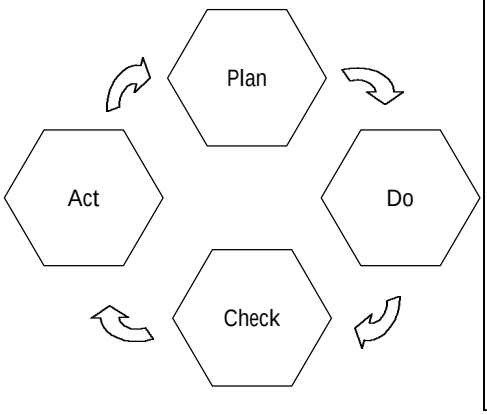

- Applicable to most situations if interpreted broadly.
- Acting includes changing the premises of the plan or changing the environment
- Checking is much broader in scope than measurement

Control

In Control

- Centralization
  - "Control freak" management
- Local Centralization
  - Strong divisional management
- Virtual Centralization
  - Broad delegation and empowerment
  - Reduced middle management
  - Tight monitoring and regulation
  - Facilitated by corporate IT

Out of Control

- Autonomy
- Swarm Management

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Discussion Questions

- Is there a difference between management and leadership?
- When people are acknowledged as good leaders, is their leadership transferable to a new situation?
- What happens to leadership in a merger of organisations? Why?
- When leadership is weak, what options are there for the followers in a business organisation?
- Business leaders have been accused of narcissism. What would convince you that a business leader was not simply acting for his own glory?

Reading

Required

- Hatch Chapter 11
- Handy Chapters 4, 5

Suggested

- Larry Hirschhorn, Reworking Authority: Leading and Following in the Post-Modern Organization (MIT Press)
- Garry Wills, Certain Trumpets: The Nature of Leadership (Simon & Schuster)

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