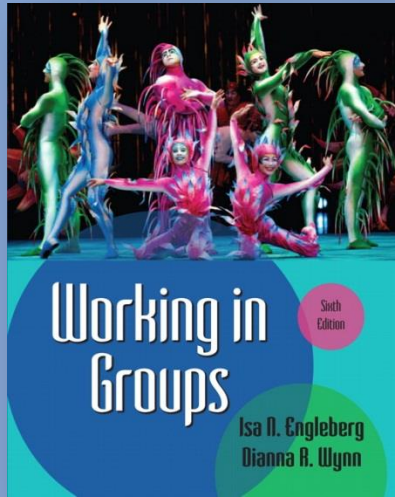


Working in Groups *6th edition*



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Group Leadership

Chapter Five

Leaders and Leadership

A leader is a person.

Leadership is a behavior.

The ability to make strategic decisions and use communication effectively to mobilize group members toward achieving a common goal

Becoming a Leader

Designated Leaders

- Are selected by group members or by an outside authority.

Emergent Leaders

- Gradually achieve leadership by interacting with group members and contributing to the achievement of the group's goals.

Types of Position Power

Legitimate Power

Relies on a job title or duty

Reward Power

Controls and gives out valued resources

Coercive Power

Controls and deals out sanctions and punishments

Informational Power

Controls and transmits information and resources

Types of Personal Power

Expert Power

Relies on expertise and credentials

Referent Power

Relies on members' high opinion of and experiences with the leader

Persuasive Power

Relies on effective communication skills

Charismatic Power

Relies on leader's character, competence & vitality

Leadership Theories

Four Theoretical Approaches to Leadership

TRAIT THEORY

You Have
It or
You Don't

STYLES THEORY

Are
Democracies
Always
Best?

SITUATIONAL THEORY

Matching
Leaders
and Jobs

FUNCTIONAL THEORY

What Do
Good Leaders
Do?

Trait Theory

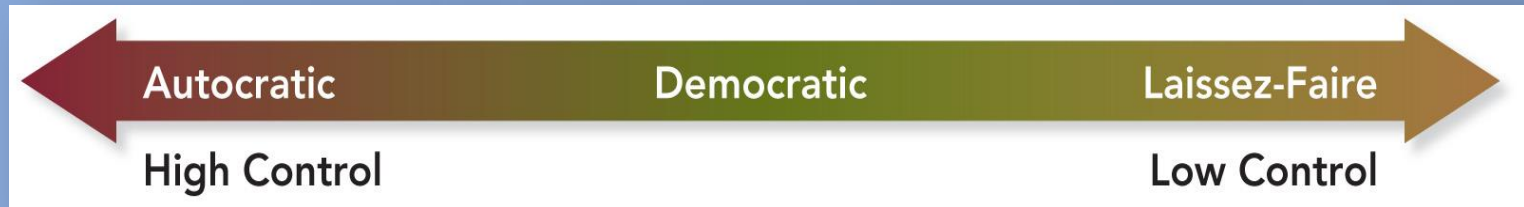
Leaders are *born*, not made.

Identifies characteristics and behaviors of effective leaders.

Leadership Traits:

- Self-confidence
- Humility
- Trustworthiness
- Tolerance of frustration

Styles Theory



Democratic leaders are usually the best.

Autocratic leaders may be more effective in a crisis or chaotic situation.

Laissez-faire leaders may succeed in mature and highly productive groups.

Situational Theory

Fiedler's Contingency Model of Leadership Effectiveness:

Effective leadership occurs only when there is an ideal match between the leader's style and the group's work situation.

Hersey-Blanchard's Situational Leadership Model:

Leadership style adapts to the level of member readiness.

Leaders are *made*, not born.

Steve Jobs Leadership Skills Breakdown – How To Motivate People



Contingency Model of Leadership

What is Your Leadership Style?

Are You Task Motivated? Do you want to get the job done at whatever cost?

Are You Relationship Motivated? Do you gain satisfaction from working well with other people even if the group neglects or fails to complete the task?

Contingency Model of Leadership

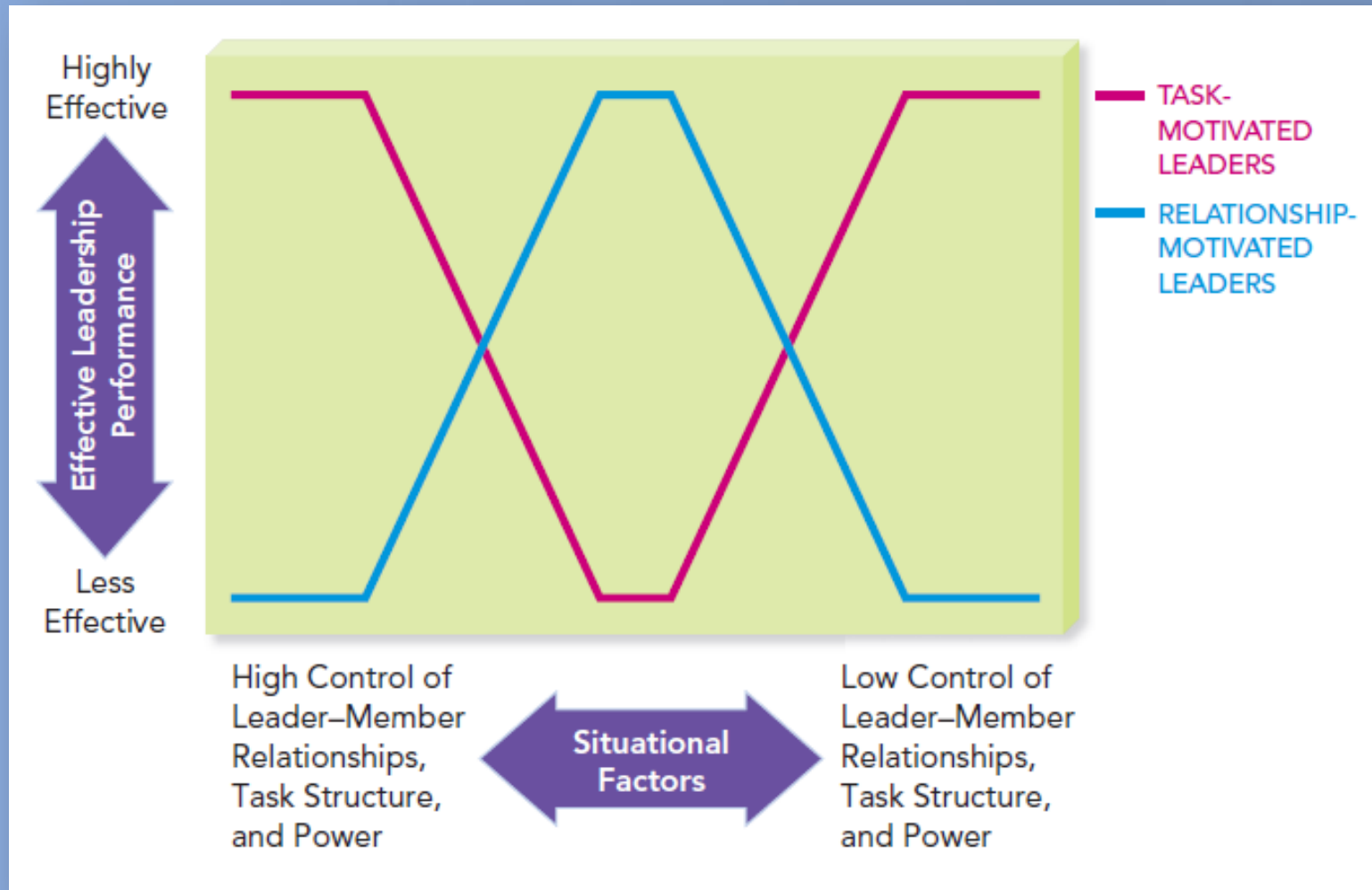
What is the Leadership Situation?

Are leader-member relations positive, negative, or somewhere in between?

Is the task highly structured, moderately structured, or unstructured?

Does the leader have a lot of power, moderate power, or little power?

Contingency Model



Implications of the Contingency Model

Change the situation to your leadership style, rather than changing your leadership style.

- You may need to gain group trust and support.
- You may need to modify the amount or type of power you have and the structure of the task.

Hersey-Blanchard's Situational Leadership Model

Leaders adapt their leadership style to the level of member readiness.

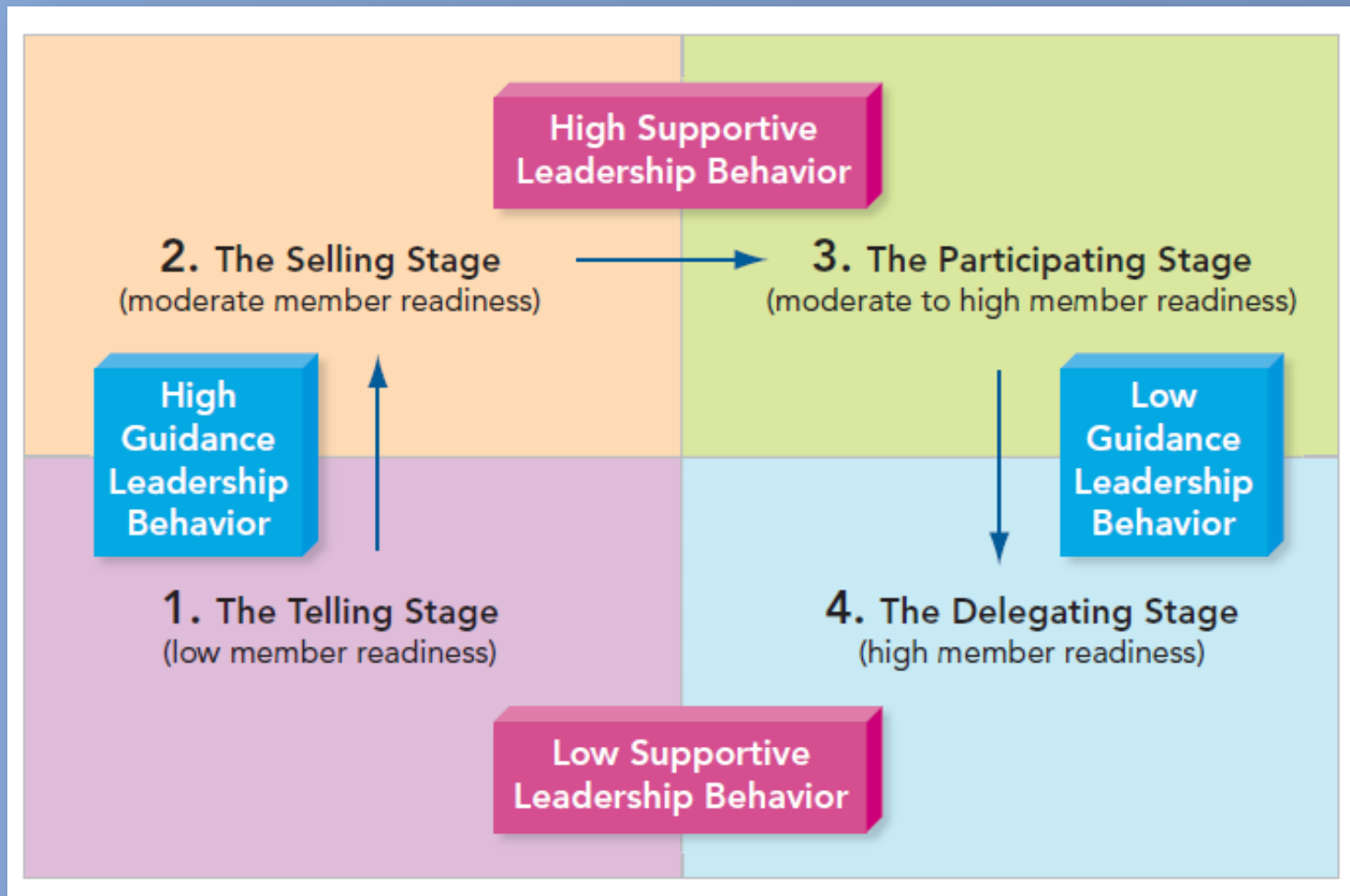
Member Readiness: The extent to which group members are *willing* and *able* to work together to achieve a common goal.

Hersey-Blanchard's Model

As a group's readiness increases, leaders should rely more on relationship behavior than task behavior.

- **The Telling Stage:** Low Readiness
- **The Selling Stage:** Moderate Readiness
- **The Participating Stage:** Moderate to High Readiness
- **Delegating Stage:** High Readiness

Hersey-Blanchard's Model



5-M Model of Leadership Effectiveness

Interdependent Leadership Functions:

- Model leadership behavior
- Motivate members
- Manage group process
- Make decisions
- Mentor members

5-M Model of Leadership Effectiveness



Fill in the Blanks

Manage Group Process

Be well-organized and prepared.

Adapt to member strengths and weaknesses.

Make Decisions

Make sure everyone gets the needed information to make a quality decision.

Discuss pending decisions and solicit feedback.

Mentor Members

Be ready and willing to mentor every group member.

Encourage and invite others to lead.

Gender and Leadership

“Although male and female leaders may act the same, there is a tendency for women to be perceived more negatively or to have to act differently to gain leadership.”

Instead of asking whether a female leader is different than a male leader, ask whether she is an *effective* leader.

Rodney Napier and Matti Gershenfeld
Groups: Theory and Experience

Are You Ready to Lead?

Do you like having people count on you?

Do you compliment others easily?

Do you cheer people up even when your own spirits are down?

Are your group's accomplishments more important than your own personal glory?

Would you enjoy representing your group at an outside gathering?

PowerPoint Quiz

At the end of every month, a sales manager awards a cash bonus to the most successful salesperson.
What type of power is this leader using?

A. Referent

B. Coercive

C. Reward

D. Legitimate

E. Expert

F. Informational

G. Persuasive

H. Charismatic

Fill in the Blanks

Model Leadership Behavior

Champion your group.

Speak and listen effectively.

Motivate Members

Secure member commitment to goals.

Appropriately reward the group and its members.

How to Become a Leader

Fill in the strategies for becoming a leader:

- Talk early and often (and _____).
- Know more (and _____).
- Offer your opinion (and _____).