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Leadership excellence

JUN GU, PHD







Leadership theories



- Purpose: introduce basic leadership concepts and theories
 - Introduce the classical leadership theoretical approaches
 - Show examples of good and bad leadership examples
- Leader traits
- Leader categorization theory
- Identity-based leadership
- Managerial grid
- Situational theory
- Leader-member exchange
- Transformational leadership
- Servant leadership
- Ethical leadership
- Destructive leadership
- Narcissistic leadership
- Abusive supervision

Leadership trait theories



- There is a set of traits associated with being a good leader
- Distal traits
 - Personality (e.g., extraversion and agreeableness)
 - Motives and values
 - Cognitive abilities
- Proximal attributes
 - Social appraisal skills
 - Problem solving skills
 - Expertise/tacit knowledge
- There might be biological and neurological processes that explain leadership emergence and effectiveness



Leader categorization theory



- we categorize individuals with characteristics similar to the leader prototype as "leaders" and those with opposite characteristics as "non-leaders"
- In the west, the prototypical leader = White male
 - Female/Asian leaders face the glass/bamboo ceiling
- Prototypical leader behavior = set of behaviors that we generally associated with being a leader
 - Exercising great influence on her subordinates
 - Wanting her own way on issues at hand
 - Asking her subordinates to work harder
 - Talking to her subordinates frequently



Social identity theory of leadership



- Group prototype = the impression of individuals most representative of group values and behaviors
 - Can be different of others' stereotype of the group
- Resembling group prototype benefits a leader
 - Prototypical employees are more likely to be promoted as leaders
 - Prototypical leaders are perceived as more effective, suitable, charismatic, and persuasive
 - Prototypical leaders are blamed less when the organization is ineffective



Blake and Mouton's Managerial Grid



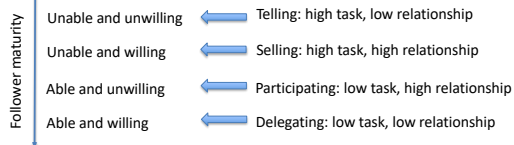
- An effective leader need to balance two aspects of leadership:
 - Concern for relationship: emphasizes interpersonal relationship quality
 - Concern for task: emphasizes the technical aspects of the job



Hersey and Blanchard's Situational theory of leadership



- A leader should use the appropriate approach based on a subordinate's readiness (i.e., ability and willingness to accomplish a specific task)



- Similar to parenting styles at different stages of child development
 - From toddler to school-aged to adolescent to young adult
 - Use different parenting styles depending on the stage the child is at

Leader-member exchange



- Key idea: leadership occurs when leaders and followers are able to develop effective relationship/partnerships with effective influence and resource benefits
- Followers who experience high LMX tend to
 - Receive higher performance rating from the leader
 - Experience higher satisfaction with the leader
 - Exhibit higher commitment to the organization
 - Experience higher role clarity and less role conflict
 - Exhibit less turnover intentions and behavior



Transformational leadership



Similar concepts: charismatic leadership, visionary leadership, inspirational leadership, etc.

Five key dimensions

- Idealized influence attributes: leader traits that show confidence, power, purpose, and ethics.
- Idealized influence behaviors: leader behaviors centered on values and a sense of mission
- Inspirational motivation: energizing followers with an optimistic future and an idealized vision
- Intellectual stimulation: appealing to follower's sense of logic to solve difficult problems creatively
- Individualized consideration: supporting followers' individual needs and allowing them to self-actualize



Servant Leadership



- A leadership approach that focuses on making positive impacts in the followers' growth and wellbeing
- Genuine servanthood from the heart
- Focuses more on followers than on organizations

- **Main dimensions:**
- Altruism - consider others' needs and interests
- Authenticity - not defensive when confronted
- Intimacy - treats followers as equal partners
- Morality - takes a resolute stand on moral principles
- Spirituality - helps followers identify clear purpose
- Transformation - remove obstacles of follower growth



Ethical leadership



- The ethical dimension of the leading process
 - Right vs. wrong, moral vs. immoral
- Moral person
 - Honest and trustworthy
 - Fair, principled, and socially responsible decision-makers
 - Generally behave ethically in personal and professional lives.
- Moral manager
 - Communicate messages on ethics and values
 - Visibly and intentionally role model ethical behaviour
 - Manage followers' ethical behaviour with rewards and discipline



Destructive leadership



- Similar concepts: aversive leadership, intolerable bosses, petty tyrants, derailed leaders, psychopaths, harassing leaders, etc.
- The systematic and repeated leader behaviours that
 - Violate the legitimate interest of the organisation
 - Undermine the organisation's goals, tasks, and resources
 - Sabotage subordinates' effectiveness, motivation, and well-being



Destructive leadership



- Prevalence of destructive leadership
 - Tyrannical leadership
 - Supportive-disloyal leadership
 - Derailed leadership
 - Laissez-faire leadership

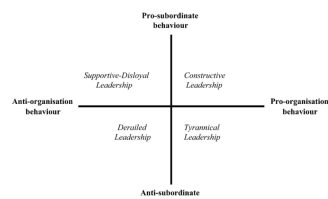


Fig. 1. A model of destructive and constructive leadership behaviour.

Consequences of destructive leadership



- Organization-related outcomes
 - Increased counter-productive behavior and turnover
 - Reduced organizational justice perception
- Leader-related outcomes
 - Increased resistance toward leader
 - Reduced trust toward leader
- Follower-related outcomes
 - Increased stress and negative emotions
 - Reduced well-being, satisfaction, and commitment

Narcissistic leadership



A leader whose actions are principally motivated by their own egomaniacal needs and beliefs, superseding the needs and interests of the constituents and institutions they lead.

- Related to narcissistic personality disorder: grandiosity, arrogance, self-absorption, entitlement, fragile self-esteem, and hostility
- Might be effective with certain followers in a particular context (e.g., Mr. Trump)
- Leads to enhanced self-rating of leadership but reduced other-rating of leadership



Abusive supervision



- The extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact
- Subordinates who experience abusive supervision tend to exhibit
 - Voluntary turnover
 - Low job satisfaction and life satisfaction
 - Low normative and affective commitment
 - Higher continuance commitment
 - Lower OCB