

Organizational behavior

Week 6

Leadership

Organizational Change

Organizational behavior

Leadership:

Trait Approaches to Leadership.

Leadership is a form of organizationally based problem-solving that attempts to achieve organizational goals by influencing the action of others.

Leadership then is about power; the issue then is to understand the source of influence.

If the one who has the power is the leader who leads the lead, what happens is two leaders meet?

Organizational behavior

Trait Approaches to Leadership.

Under the trait approach, the source of influence are personality traits are seen as distinctive internal qualities that include physical and personality characteristics, skills and abilities and social factors.

Under the trait approach the following traits are central:

- Intelligence
- Self-confidence
- Determination
- Integrity
- Sociability

Is there a correlation between traits and leadership effectiveness?

Organizational behavior

Behavioral approaches to leadership

Under the behavioral approach the focus is on what a leader does.

The following types:

- Autocratic: making all the decisions alone
- Participative: making the decisions collectively
- Laissez-faire: leaving complete autonomy to others
- Considerate: seeking relationships of trust
- Structured: defining the parameters of work
- Production-centered: focusing on tasks
- Employee-centered: focusing on people

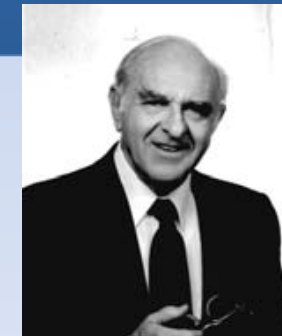
But here is not the case that the word “leader” is used synonymously with “manager” as a formal title?

Organizational behavior

Contingency approaches to leadership

Under the contingency approach the focus is on the situational factors that bring about different relationships between what leaders do and their effectiveness.

Contingency theory (Fiedler): a focus on leader orientation and not behavior affected by leader-member relations, task structure and position power



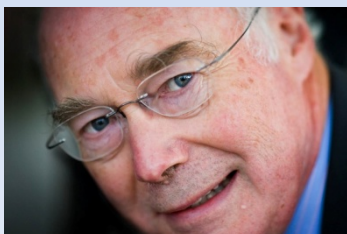
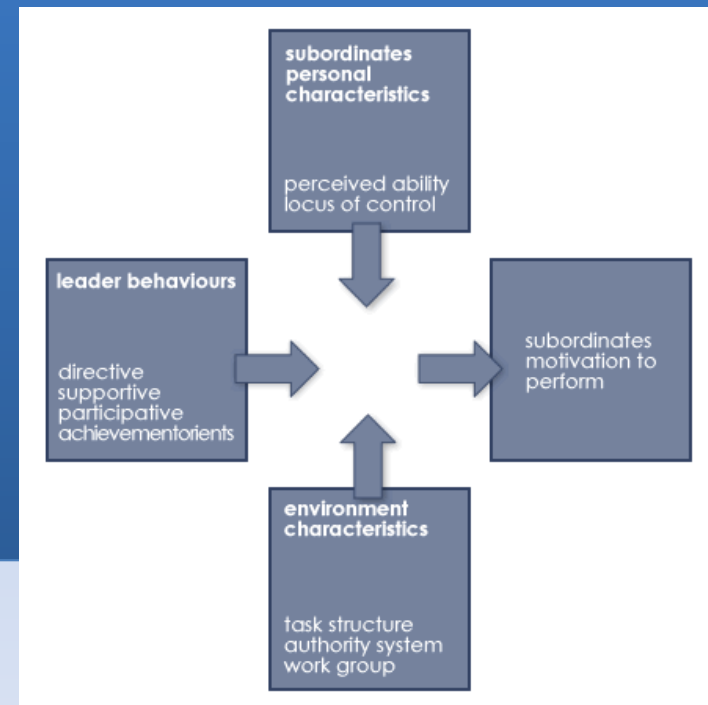
Organizational behavior

Contingency approaches to leadership

Path-goal theory (Evans): a focus on what particular behavior (path) leads to a particular outcome (goal).

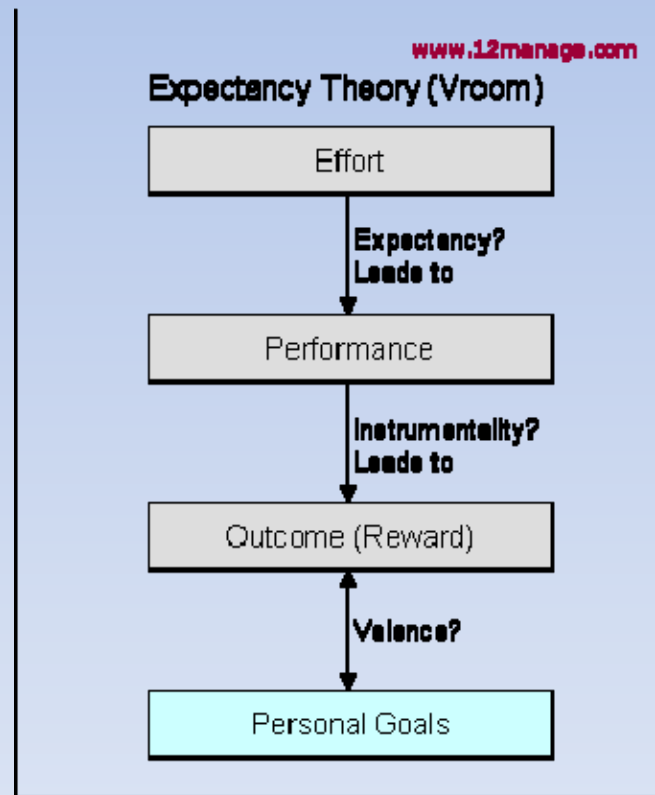
Thus leadership can be:

- Directive
- Supportive
- Participative
- Achievement oriented



Contingency approaches to leadership

Expectancy theory (Vroom): a focus on what motivates employees.



Organizational behavior

Process approaches to leadership

Transformational leadership theory (Bass): a focus on how leaders develop and enhance the commitment of followers.

Leadership behaviors include:

- Idealized influence: identification with the leader.
- Intellectual stimulation: view problems from a new perspective.
- Individualized considerations: encourage followers.
- Inspirational motivation: modeling of appropriate behaviors.

Organizational behavior

Process approaches to leadership

Transformational leaders are contrasted with transactional leaders who focus on trade-offs.

Leadership behaviors include:

- Contingent reward: use of incentives
- Passive management by exception: use of corrective actions
- Active management by exception: monitor work
- Laissez-faire: show passive indifference about the task

Organizational behavior

Organizational Change:

How Our Work Life is Changing.

Change at the workplace is instigated by:

Changes in the work itself

Structural changes

Globalization

Increased diversity

Organizational behavior

Stages of effective change

A way to understand change is to adopt a biological perspective in that an organism adapts to pressures in their environment

There are three stages:

- Unfreezing: change in the status quo
- Transformation: change proper
- Refreezing: the new state

But since an organization is meant to be stable over time, why bother change?

Organizational behavior

Resistance to change

The causes include:

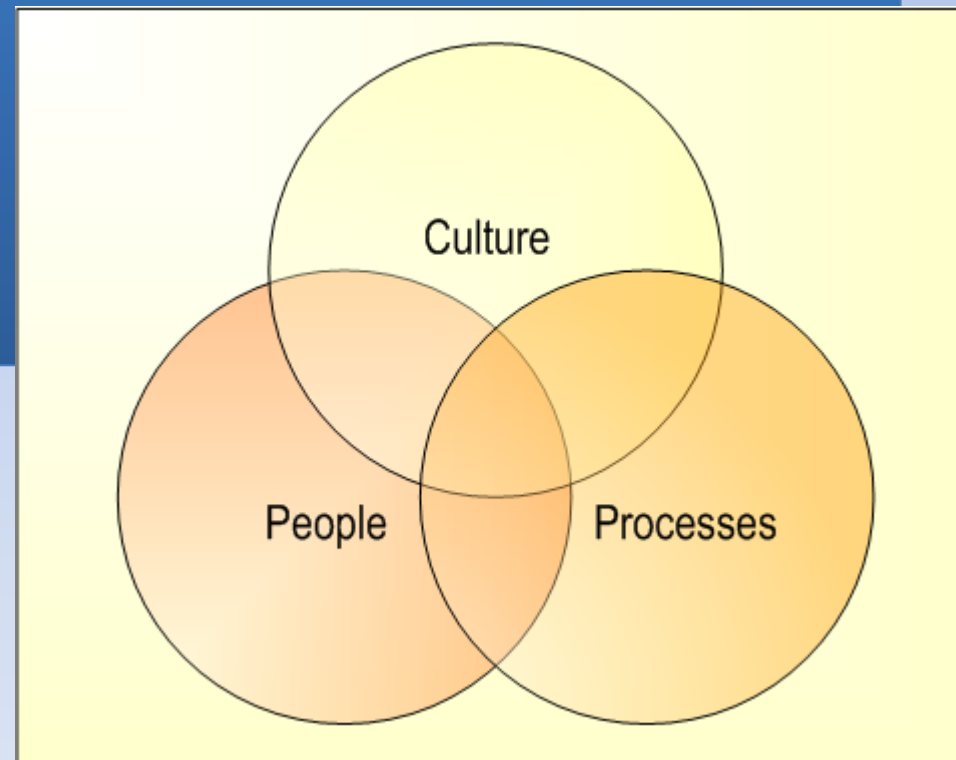
Individual personalities

Group/team work processes

Organizational structure

Corporate culture

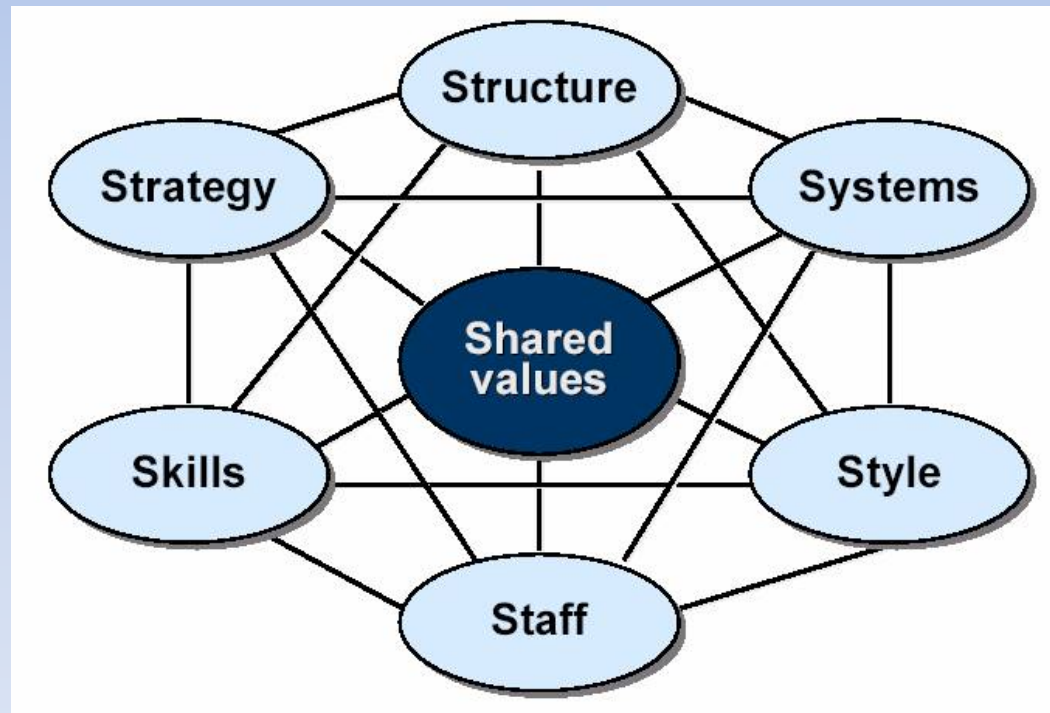
Power and politics



Organizational behavior

Resistance to change

The McKinsey 7-S model shows the interdependence among the change variables (leverage points of change):



Organizational behavior

Coping with change

Individual reactions to change are affected by trigger events i.e. events that has a lasting impact according to one's mindset i.e. one's understanding of change.

There are four timeframes comprise trigger events:

- Pre-event stage: rumors about change
- Event confirmation stage: official announcement
- Event actualization: change proper
- Post-event stage: event assessment

Organizational behavior

Organizational development

Organizational development is the attempt to change through an organization-wide program that involves:

- Organizational analysis: identifying needs and setting goals
- Organizational development methods: ways for achieving goals
- Organizational assessment: evaluating the change process