Difference between Leader and Leadership

- **Leader** - an *individual* who is perceived by group members as having a legitimate position of power or influence in a group.
- **Leadership** - the *process* of influencing the group to help it reach its goal.

How to NOT become a leader

- Be late or miss important appointments
- Be uninformed about the problem
- Show apathy and lack of interest
- Attempt to dominate the conversation
- Listen poorly
- Be rigid and inflexible when expressing viewpoints
- Bully group members
- Use offensive and abusive language

How do leaders emerge?

- Selected through a two-phase process of elimination:
  1. Elimination of obviously unqualified candidates
  2. Elimination of those with irritating or inappropriate communication styles
- **Who emerges?**
  - If group feels threatened, choice is often someone who had a solution to a crisis
  - Candidates may acquire “lieutenants”

Theories of Leadership

- **Trait perspective** - leaders are born, not made
- **Styles perspective** - three leadership styles (dimensions)
  - Autocratic - highly directive
  - Democratic - nondirective and participative
  - Laissez-faire - “do nothing” approach
- **Situational (Contingency) perspective** - “it depends”
- **Functional perspective** - leaders perform certain functions necessary for the group to be successful
- **Transformational perspective** - “got charisma?”

Trait Approach

- Examine successful leaders to determine what traits they possess
  - **Physical traits**: tall, of “ideal” weight, and good-looking
  - **Communication traits**: talkative, confident, motivated, knowledgeable, punctual, adaptable, good listeners
  - **Psychological traits**: high need to influence others, friendly, etc.

Styles Approach

- Three leadership styles:
  - **Autocratic** - highly directive
  - **Democratic** - nondirective and participative
  - **Laissez-faire** - “do nothing” approach
- No one style of leadership will be suitable for all situations
Situational (Contingency) Approach

- The leadership style is adapted to the specific situation ("it depends")
- Fred Fiedler’s Contingency Model
- Hersey & Blanchard’s Situational Model
  - task emphasis
  - socio-emotional emphasis
  - readiness level

Hersey & Blanchard’s Four Leadership Styles

<table>
<thead>
<tr>
<th>Style</th>
<th>Task</th>
<th>Relationship</th>
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<tbody>
<tr>
<td>Telling Style</td>
<td>High</td>
<td>Low</td>
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<tr>
<td>Selling Style</td>
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<tr>
<td>Participating Style</td>
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<td>Delegating Style</td>
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Readiness

- Readiness - how ready a person is to perform a particular task (willing & able)
- Ability - the knowledge, experience, and skill that an individual or group brings to a particular task or activity
- Willingness - the extent to which an individual or group has the confidence, commitment, and motivation to accomplish a specific task

Functional Approach

- Views leadership in terms of certain functions that must be performed for the group to be successful
  - Task requirements
  - Social or maintenance needs
- “Leader as Completer” (Schultz)
- “Vital Functions” (Fisher & Ellis)