

WEEK 2

ORGANIZATIONAL INDIVIDUALS AS LEADERS

- Organizational identities
- Leadership theories
 - Person theories: trait, style
 - Contingent leaders: contingency, path-goal
 - Juridical leaders: transactional, transformational
- Self-awareness activities
- Case studies

Organizational Identities

When one qualifies an individual as a “leader” or “manager”, one bestows an identity upon them. The same goes for all such signifiers. There are two ways to conceptualize this identity

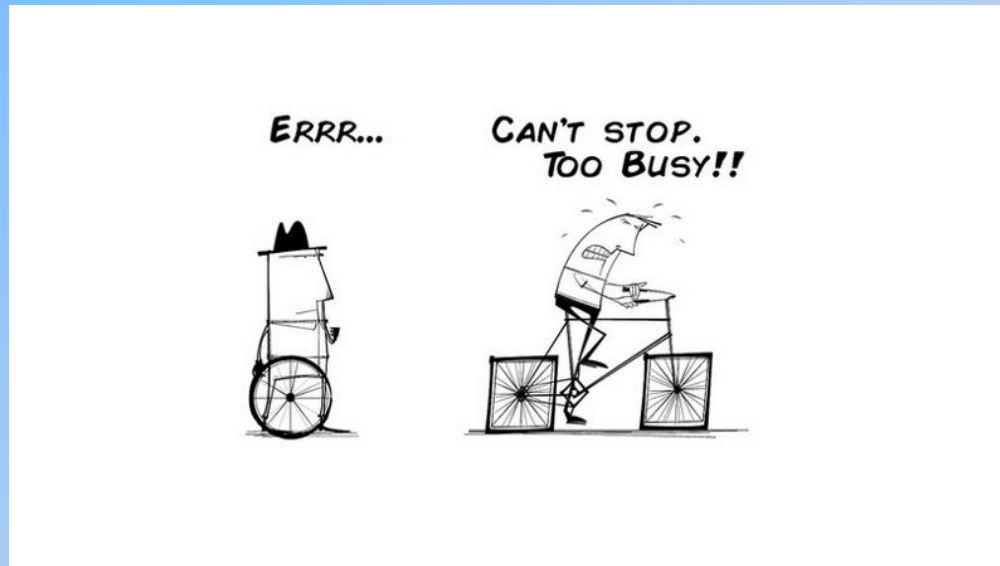
a/ Essentialist identities

- Constructed through discourses that highlight essential features in individuals e.g. age, race
- The assumption is that one is (être); e.g. leadership trait theories

Organizational Identities

b/Unessential identities (and not non-essential or anti-essential):

- Premised on difference and change they are constantly becoming (devenir) e.g. situational leadership theories



Leadership theories

a/Trait

Traits are seen as distinctive internal qualities that include physical and personality characteristics, skills and abilities and social factors. The following traits are essential:

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

Leadership theories

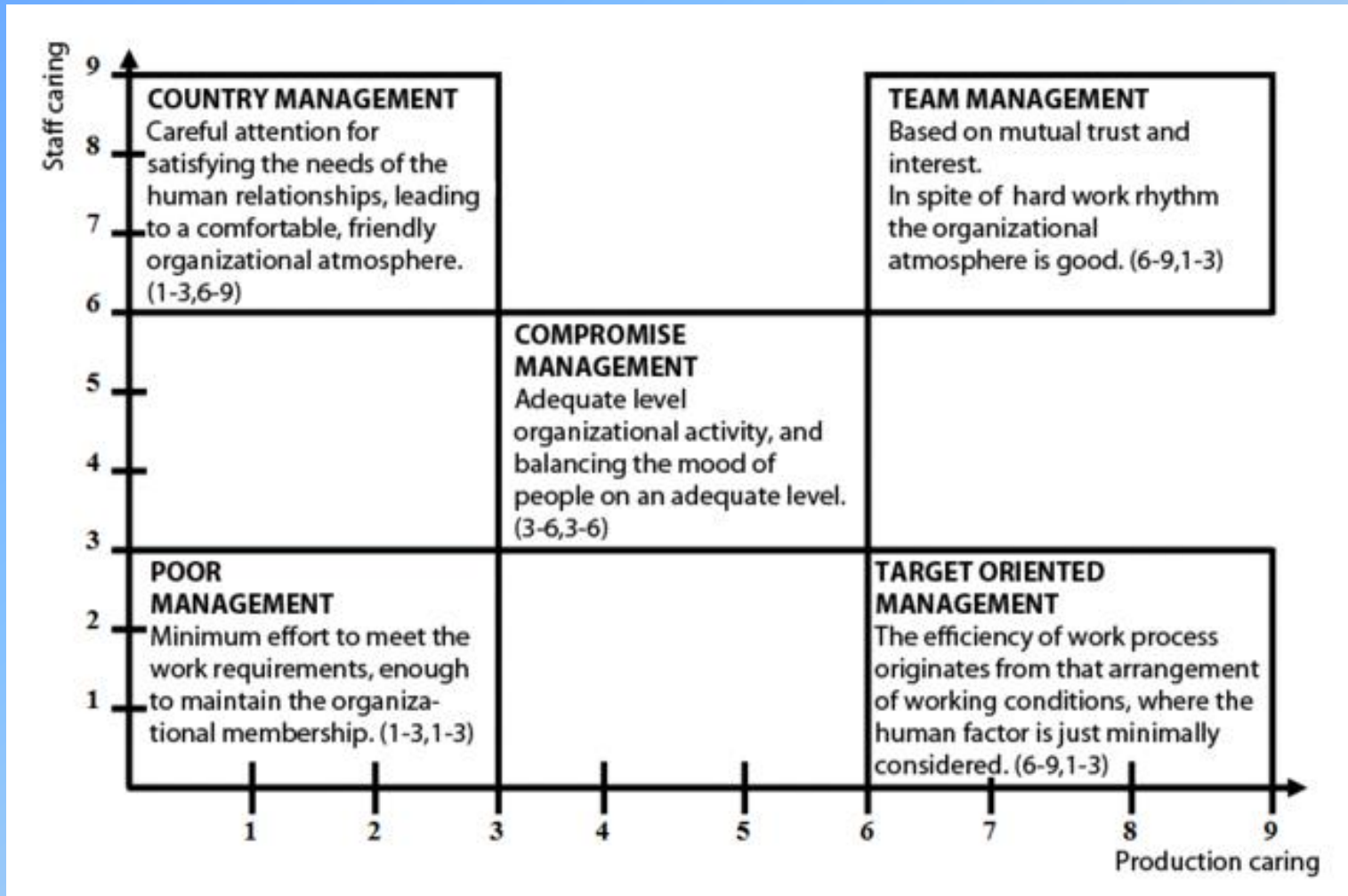
b/Style

The style approach emphasizes the behavior of the leader.

The latter is distinguished between

- Task behaviors (results-driven)
- Relationship behaviors (people-driven)

Leadership theories



Leadership theories

c/Contingency

It is concerned with both styles and situations in that certain styles will be effective in certain situations, that can be either favorable or unfavorable, and which are described along three factors:

- Nature of relations
- Structure of tasks
- Position power

Leadership theories

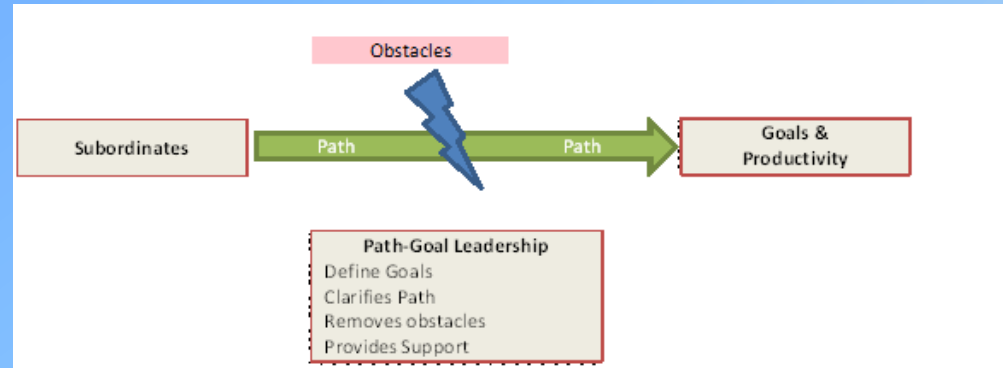
		Situations (i.e., contingencies)							
Leader-Member Relations		Low				High			
Task Structure		Low		High		Low		High	
Position Power		Low	High	Low	High	Low	High	Low	High
Favored Style		Task	Relational	Relational	Relational	Relational	Task	Task	Task

Consequence:

- Task-motivated leaders: effective in situations where either events run smoothly or are out of control (very favorable, least favorable).
- Relationship-motivated leaders: effective in uncertain situations (moderately favorable).

Leadership theories

d/Path-goal



Concerned with how leaders motivate members for the achievement of tasks. Leadership behaviors include:

- Directive: instructions and guidelines
- Supportive: attend to the well-being of members
- Participative: share in decision-making
- Achievement-oriented: challenge others to perform quality work

Leadership theories

e/Transactional

Occurs when leaders approach followers with a transaction i.e. trade off in mind. 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

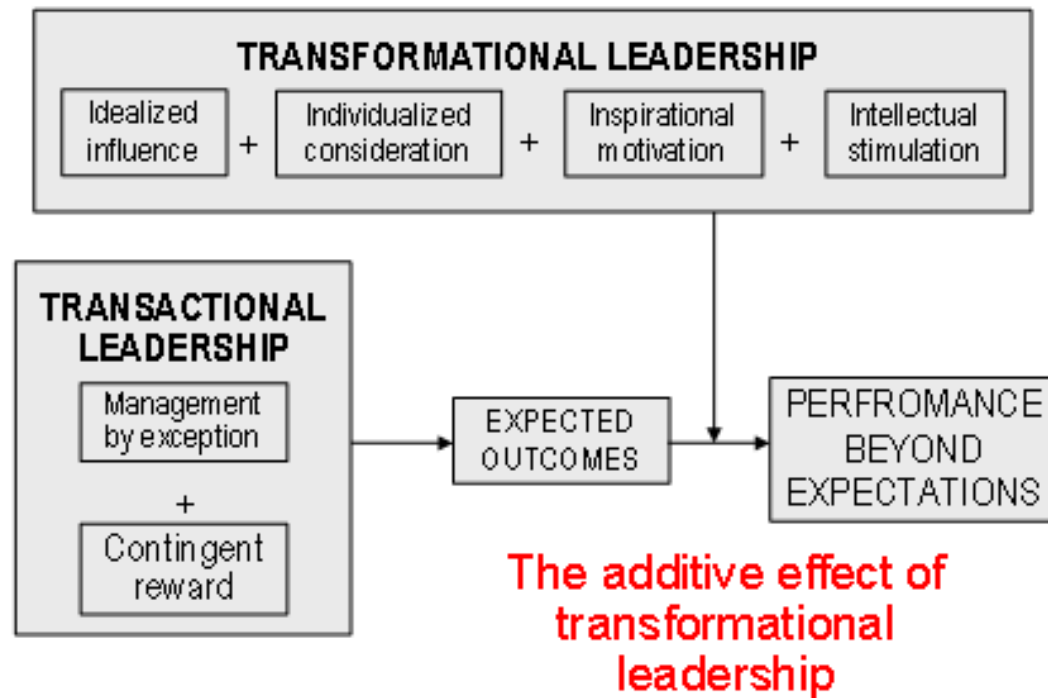
Leadership theories

f/Transformational

Occurs when leaders attempt to raise participants' needs to higher levels of motivation. 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.

Leadership theories



(Adapted from Bass & Avolio, 1990)