Lecture Notes

# Chapter 1: Understanding Leadership

## Chapter Summary

1. **Leadership Explained**
   1. Trait Approach
   2. Behavior Approach
   3. Situational Approach
   4. Relational Approach
   5. “New Leadership” Approach
   6. Emerging Leadership Approaches
2. **Global Leadership Attributes**
   1. American Perspective
   2. The GLOBE Studies
3. **The Dark Side of Leadership**
   1. Definitions
   2. Three Preconditions
4. **Practicing Leadership**
   1. Demand for Leadership
   2. Effective Leadership
5. **Leadership Snapshot**
   1. Indra Nooyi, CEO, PepsiCo
6. **Case Study: King of the Hill**

## Chapter Objectives

1. **Review the evolution of leadership.**
2. **Examine the different perspectives on leadership.**
3. **Understand the impact of culture on leader effectiveness.**

## Lecture Notes

* **Which dimension of leadership seems closest to how you think of leadership?**
* **How would you define leadership?**

1. Defining Leadership
   1. The evolution of leadership
      1. Leadership has been the topic of extensive literature for centuries.
      2. Studies of leadership have emerged from every discipline.
      3. As a result, there are many approaches to leadership.
   2. Leadership is a trait.
      1. Early trait theories were called “Great Man” theories.
      2. Identification of “The Big 5” personality factors
      3. Definition: A trait is a distinguishing quality of an individual, which is often inherited. Thus the view that, “leaders are born, not made.”
      4. Most important is that leaders have the traits that a particular situation demands.
      5. Effective leadership is a result of utilizing the right traits at the right time.
   3. Leadership is ability.
      1. Definition: Ability refers to a natural capacity, but can be acquired.
      2. Example: Athletic ability can be both innate and learned through exercise and practice.
      3. Individual’s abilities create outstanding leadership.
      4. UCLA Coach John Wooden’s four principles: explanation, demonstration, imitation, and repetition.
   4. Leadership is a skill.
      1. Definition: Skill is a competency developed to accomplish a task effectively.
      2. Example: Fund-raising
      3. People can learn or develop competencies.
   5. Leadership is a behavior.
      1. Research began in 1930s at Ohio State University and University of Michigan on how leaders act in small groups.
      2. Definition: Behavior is what leaders do when in a leadership role; observable actions.
      3. Task behaviors get the job done.
      4. Process behaviors help people feel comfortable with other group members and feel included.
      5. Challenge for leaders is to combine the two behaviors to achieve desired outcomes.
   6. Leadership is situational.
      1. Premise is that different situations demand different kinds of leadership.
      2. Serious research began in 1960s with Hersey, Blanchard and Reddin.
      3. Path goal theory and contingency theory are outgrowths of this early research.
   7. Leadership is a relationship.
      1. Research began in the 1990s.
      2. Research evolved into *Leader-Member Exchange Theory,* which predicts that high quality relations generate more positive leader outcomes than lower-quality relations.
      3. Leadership is not one-way, but interactive.
      4. Leadership is not restricted to the formally designated leader in a group.
      5. Ethical overtone; working together for a common good.
   8. Leadership is transformational.
      1. Research began in the mid 1980s.
      2. Leadership can change people and organizations.
      3. Charismatic leadership.
   9. Leadership is multi-dimensional.
      1. Authentic leadership
      2. Spiritual leadership
      3. Servant leadership
      4. Gender based leadership
      5. Cultural and global leadership
   10. Leadership is an influence process.
       1. Definition: Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.
       2. Not a trait or ability but interactive event.
       3. Stresses common goals.
       4. Leadership and management overlap at times.
       5. Managers are people who do things right, whereas leaders are people who do the right thing.
   11. Theory or Approach?
       1. Terms not the same
       2. Approach is more general concept, not research based.
       3. Theory uses hypotheses, principles or propositions to explain the leadership process.
2. Global Leadership Attributes
   1. Are there global leadership attributes?
   2. The leadership concepts in this book are from an American perspective.
   3. The GLOBE studies (2004)
      1. Surveyed 17,000 people in 62 countries
      2. Identified 22 positive leader attributes, 8 negative leader attributes.
3. The Dark Side of Leadership
   1. Same processes at work as above, but for selfish or amoral purposes.
   2. Toxic leaders leave followers worse off then before.
   3. Three preconditions for destructive leadership to occur:
      1. Destructive leader
      2. Susceptible followers
      3. Conducive environment
4. Practicing Leadership
   1. Strong demand for effective leadership today.
   2. Effective leadership is intended influence that creates change for the greater good.
   3. Challenge is for each of us to be prepared to lead when we are asked to.
5. Leadership Snapshot
   1. Indra Nooyi, CEO, PepsiCo
   2. One of top female executives in the US.
   3. Masters in Management from Yale
   4. Chief dealmaker for PepsiCo during Tropicana and Quaker Oats acquisitions.
   5. Invested in R&D to create healthy alternatives to traditional snack products.
6. Case Study