

## **CHAPTER TWO**

### **TRAITS, BEHAVIORS, AND RELATIONSHIPS**

#### **CHAPTER OUTLINE**

Know Your Strengths

The Trait Approach

Behavior Approaches

Individualized Leadership

Entrepreneurial Leadership

Matching Leaders with Roles

#### **In the Lead**

Stephen Schwarzman, Blackstone Group

Stephen McDonnell, Applegate Farms

Colonel Joe D. Dowdy and Major General James Mattis, United States Marine Corps

Pamela Forbes Lieberman, TruServ, and Douglas R. Conant, Campbell Soup Company

#### **Leader's Self-Insight**

Rate Your Self-Confidence

What's Your Leadership Orientation?

Your "LMX" Relationship

#### **Leader's Bookshelf**

*Strengths Based Leadership—Great Leaders, Teams, and Why People Follow*

#### **Leadership at Work**

Your Ideal Leader Traits

#### **Leadership Development: Cases for Analysis**

Consolidated Products

D. L. Woodside, Sunshine Snacks

#### **SUMMARY AND INTERPRETATION**

The point of this chapter is to understand the importance of traits and behaviors in the development of leadership theory and research. Traits include self-confidence, honesty, and drive. A large number of personal traits and abilities distinguish successful leaders from nonleaders, but traits themselves are not sufficient to guarantee effective leadership. The behavior

approach explored autocratic versus democratic leadership, consideration versus initiating structure, employee-centered versus job-centered leadership, and concern for people versus concern for production. The theme of people versus tasks runs through this research, suggesting these are fundamental behaviors through which leaders meet followers' needs. There has been some disagreement in the research about whether a specific leader is either people- or task-oriented or whether one can be both. Today, the consensus is that leaders can achieve a "high-high" leadership style.

Another approach is the dyad between a leader and each follower. Followers have different relationships with the leader, and the ability of the leader to develop a positive relationship with each subordinate contributes to team performance. The leader-member exchange theory says that high-quality relationships have a positive outcome for leaders, followers, work units, and the organization. Leaders can attempt to build individualized relationships with each subordinate as a way to meet needs for both consideration and structure.

The historical development of leadership theory presented in this chapter introduces some important ideas about leadership. While certain personal traits and abilities indicate a greater likelihood for success in a leadership role, they are not in themselves sufficient to guarantee effective leadership. Rather, behaviors are equally significant, as outlined by the research at several universities. Therefore, the style of leadership demonstrated by an individual greatly determines the outcome of the leadership endeavor. Often, a combination of styles is most effective. To understand the effects of leadership upon outcomes, the specific relationship behavior between a leader and each follower is also an important consideration.

Entrepreneurial leadership is of great concern in today's turbulent environment because entrepreneurial leadership is an important source of innovation and change. Entrepreneurial leaders take risks to bring new organizations into being or create novel solutions to competitive challenges confronting existing organizations.

Finally, the chapter examined three types of leadership roles: operational roles, collaborative roles, and advisory roles. Recent studies suggest that different traits and behavioral styles are better suited to different types of leadership roles, and leaders can be more effective when they are in positions that best match their natural tendencies.

## **YOUR LEADERSHIP CHALLENGE**

After reading this chapter, you should be able to:

- Identify the strengths you can bring to a leadership role.
- Outline some personal traits and characteristics that are associated with effective leaders.
- Recognize autocratic versus democratic leadership behavior and the impact of each.
- Know the distinction between people-oriented and task-oriented leadership behavior and when each should be used.

- Understand how the theory of individualized leadership has broadened the understanding of relationships between leaders and followers.
- Distinguish among various roles leaders play in organizations, including operations roles, collaborative roles, and advisory roles, and where your strengths might best fit.

## KEY TERMS AND CONCEPTS

**Traits:** the distinguishing personal characteristics of a leader, such as intelligence, honesty, self-confidence, and appearance.

**Great Man approach:** a leadership perspective that sought to identify the inherited traits leaders possessed that distinguished them from people who were not leaders.

**Optimism:** a tendency to see the positive side of things and expect that things will turn out well.

**Self-confidence:** assurance in one's own judgments, decision making, ideas, and capabilities.

**Honesty:** truthfulness and nondeception.

**Integrity:** the quality of being, integrated, and acting in accordance with solid moral principles.

**Drive:** high motivation that creates a high effort level by a leader.

**Autocratic leader:** one who tends to centralize authority and derive power from position, control of rewards, and coercion.

**Democratic leader:** delegates authority to others, encourages participation, relies on subordinates' knowledge for completion of tasks, and depends on subordinate respect for influence.

**Consideration:** the extent to which a leader cares about subordinates, respects their ideas and feelings, and establishes mutual trust.

**Initiating structure:** the extent to which a leader is task oriented and directs subordinates' work activities toward goal achievement.

**Employee-centered leadership:** behavior that displays a focus on the human needs of their subordinates.

**Job-centered leadership:** behavior in which leaders direct activities toward efficiency, cost-cutting, and scheduling, with an emphasis on goals and work facilitation.

**The Leadership Grid:** a two-dimensional leadership model that describes major leadership styles based on measuring both concern for people and concern for production.

**Individualized leadership:** the notion that a leader develops a unique relationship with each subordinate or group member, which determines how the leader behaves toward the member and how the member responds to the leader.

**Vertical Dyad Lineage (VDL) Model:** a model of individualized leadership that argues for the importance of the dyad formed by a leader with each member of the group.

**Leader–member exchange (LMX):** individualized leadership model that explores how leader-member relationships develop over time and how the quality of exchange relationships impacts outcomes.

## INTRODUCTION

Julia Stewart’s first job as a 16-year-old was serving food at International House of Pancakes (IHOP) in San Diego. A few decades later, Stewart landed in the CEO’s chair at IHOP headquarters. Some of the personal characteristics that helped get her there include ambition, persistence, conscientiousness, persuasiveness, and enthusiasm. It is likely that those traits define a number of leaders who have attained higher levels in organizations. Personal traits are what captured the imagination of the earliest leadership researchers. However, look at any two successful and effective leaders and they will likely share some traits but have others that are quite dissimilar. Each individual has a unique set of qualities, characteristics, and strengths to bring to a leadership role.

## ANNOTATED LECTURE/OUTLINE

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**Leadership Challenge #1:** Identify the strengths you can bring to a leadership role.

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### Know Your Strengths

The myth of the complete leader causes frustration for leaders and followers, and damages the organization.

- *Interdependence* is the key to effective leadership.

Becoming an effective leader requires discovering your own unique strengths and learning how to make the most of them.

**Discussion Question #1:** *Why is it important for leaders to know their strengths? Do you think leaders should spend equal time learning about their weak points?*

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**Leadership Challenge #2:** Outline some personal traits and characteristics that are associated with effective leaders.

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## The Trait Approach

### *Exhibit 2.1: Personal Characteristics of Leaders*

- *Do you think some people are born with traits that make them natural leaders?*

Early efforts understand leadership success focused on the leader's personal traits.

*Traits* are the distinguishing personal characteristics of a leader, such as intelligence, values, self-confidence, and appearance.

The *Great Man approach* sought to identify the traits leaders possessed that distinguished them from people who were not leaders.

Research found only a weak relationship between personal traits and leader success.

During the 1940s and 1950s, researchers examined:

- personality traits---creativity and self confidence
- physical traits--- age and energy-level
- abilities---knowledge and fluency of speech
- social characteristics---popularity and sociability,
- work-related characteristics---the desire to excel and persistence against obstacles.

In 1948, Stogdill examined over 100 studies based on the trait approach.

Traits consistent with effective leadership:

- general intelligence
- initiative
- interpersonal skills
- self-confidence
- drive for responsibility
- personal integrity.

The importance of a particular trait is often relative to the situation.

In recent years, there has been interest in examining leadership traits that distinguish leaders from nonleaders.

- Other studies have focused on followers' perceptions.

Traits considered important:

- optimism and self-confidence,
- honesty and integrity
- drive.

**Action Memo:** *Do you believe you have the self-confidence to be a strong and effective leader? Complete the questionnaire in Leader's Self-Insight 2.1 to assess your level of self-confidence.*

## Optimism and Self-confidence

➤ *Why do leaders need optimism?*

*Optimism* is a tendency to see the positive side of things and expect that things will turn out well.

Surveys indicate that the one characteristic most common to top executives, for example, is an optimistic attitude.

- A related characteristic is a positive attitude about oneself.

Leaders who know themselves develop *self-confidence*

- assurance in one's own judgments
- decision making
- ideas
- capabilities.

A leader's confidence creates motivation and commitment among followers.

- Self-confidence helps a leader face challenges.

**Discussion Question #3:** *The chapter suggests that optimism is an important trait for a leader, yet some employees complain that optimistic leaders create significant stress because they don't anticipate problems and expect their subordinates to meet unreasonable goals. Do you agree? Why?*

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## Honesty/Integrity

➤ *Why do positive attitudes have to be tempered by strong ethics?*

An ethical leader is honest with followers, customers, shareholders, and the public.

*Honesty* refers to truthfulness and non-deception and implies an openness that subordinates welcome.

*Integrity* means that a leader's character is whole, integrated, and grounded in solid ethical principles, and he or she acts in keeping with those principles

When leaders show their convictions through actions, they command admiration, respect, and loyalty---the basis of trust between leaders and followers.

**Action Memo** *As a leader, you can develop the personal traits of self-confidence, integrity, and drive, which are important for successful leadership in every organization and situation. You can work to keep an optimistic attitude and be ethical in your decisions and actions.*

## Drive

➤ *Why is drive considered essential for effective leadership?*

Drive refers to the high motivation that creates a high effort level by a leader.

- A strong drive is associated with high energy.

**Discussion Question #2:** *Suggest some personal traits of leaders you have known. Which traits do you believe are most valuable? Why?*

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### ***In the Lead: Stephen Schwarzman, Blackstone Group***

When Schwarzman pursues deals, he's out to win, no holds barred. And more often than not, he does. "I didn't get to be successful by letting people hurt Blackstone or me. I never choose to go into battle first," Schwarzman says. "But I won't back down." Schwarzman made a financial killing when he took Blackstone public, but he says money isn't really the goal for him. Schwarzman displayed strong drive at an early age. He became president of the prestigious Century Club at Harvard Business School. After graduate school, he went to work at Lehman Brothers and quickly rose through the ranks. In 1985, he and a colleague decided to start a buyout firm. To start Blackstone, Peterson suggested they try to raise \$50 million. Schwarzman's drive kicked in once again. He decided \$1 billion, a huge amount at the time, was a better goal.

**Q:** How does Schwarzman display drive?

**A:** Ambition can enable leaders to set challenging goals and take initiative to reach them. Schwartzman couldn't understand why a person wouldn't want to reach for more. Every since he began working in his father's retail store, he has been reaching for more.

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**Leadership Challenge #3:** Recognize autocratic versus democratic leadership behavior and the impact of each.

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## Behavior Approaches

### *Exhibit 2.2: Leadership Continuum*

Research on leadership behavior has sought to uncover the behaviors of effective leaders.

Behaviors are learned more readily than traits, making leadership accessible to all.

#### **CONSIDER THIS: Leader Qualities**

- The quality of the leader determines the quality of the organization.
- A leader who lacks intelligence, virtue, and experience cannot hope for success.
- In any conflict, the circumstances affect the outcome.
- Good leaders can succeed in adverse conditions.
- Bad leaders can lose in favorable conditions.
- Therefore, good leaders constantly strive to perfect themselves, lest their shortcomings mar their endeavors.
- When all other factors are equal, it is the character of the leader that determines the outcome.

Source: Deng Ming-Dao, *Everyday Tao: Living with Balance and Harmony*

➤ Give an example of some of these ideas from history or from your personal experience.

#### **Autocratic versus Democratic Leadership**

One study recognized autocratic and democratic leadership styles.

- An *autocratic leader* tends to centralize authority and derive power from position, control of rewards, and coercion.
- A *democratic leader* delegates authority to others, encourages participation, relies on subordinates' knowledge for completion of tasks, and depends on subordinate respect for influence.

**Discussion Question #4:** *What is the difference between trait theories and behavioral theories of leadership?*

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Kurt Lewin at the University of Iowa showed that the groups with autocratic leaders performed well when the leader supervised them.

- Group members were displeased with the autocratic style of leadership, and feelings of



hostility arose.

- Groups assigned to democratic leaders performed well when the leader was absent.

These characteristics of democratic leadership explain why empowerment of employees is popular today.

According to Tannenbaum and Schmidt, leadership behavior exists on a continuum with different amounts of employee participation.

One leader might be autocratic (boss-centered) another democratic (subordinate-centered), and a third a mix of the two styles.

Leaders are boss- or subordinate-centered according to the circumstances

- leaders fit their behavior to the circumstance.

➤ *When does an autocratic leader approach work better? When can a participative style be used?*

***Action Memo*** *As a leader, you can use a democratic leadership style to help followers develop decision-making skills and perform well without close supervision. An autocratic style might be appropriate when there is time pressure or followers have low skill levels.*

### **In the Lead: Stephen McDonnell, Applegate Farms**

For most of Applegate Farms' history, its CEO hasn't even been in the office. Stephen McDonnell observed that most problems were more effectively solved within specific teams or work groups rather than by top managers. He gave everyone constant access to relevant information, empowered them with the freedom and responsibility, and stayed out of the way.

**Q:** How is Applegate thriving under this system of extreme democratic leadership?

**A:** Profits and productivity go up every year. To McDonnell, a hands-off leadership style "doesn't mean they don't need you--it means they need you looking ahead."

The University of Iowa studies found that leadership behavior had a definite effect on follower performance and satisfaction.

**Discussion question #8:** *Why would subordinates under a democratic leader perform better in the leader's absence than would subordinates under an autocratic leader?*

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**Leadership Challenge #4:** Know the distinction between people-oriented and task-oriented leadership behavior and when each should be used.

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## Ohio State Studies

Survey research at Ohio State University led to two categories of leader behavior:

- *Consideration* is the extent to which a leader is sensitive to subordinates, respects their ideas and feelings, and establishes mutual trust (e.g., listening, seeking input, and showing appreciation).
- *Initiating structure* is the extent to which a leader is task oriented and directs subordinates' work activities toward goal achievement (e.g., directing tasks, planning, and ruling with an iron hand).

A leader can display either a high or low degree of both, high consideration and low initiating structure, or low consideration and high initiating structure behavior.

- All four types of leader style combinations can be effective.

### In the Lead: Col. Joe D. Dowdy and Maj. Gen. James Mattis, United States Marine Corps

Only a few weeks into the war in Iraq, Marine Col. Joe D. Dowdy had both accomplished a grueling military mission and been removed from his command by Maj. Gen. James Mattis. One issue was the differing styles of Col. Dowdy and Gen. Mattis, as well as the tension of “men versus mission.” Gen. Mattis was consumed with battle tactics, and his battle plans in Iraq were considered brilliant. For Col. Dowdy, some risks seemed too high, and he made decisions that delayed his mission but better protected his Marines. Despite their different styles, both leaders were highly respected by followers.

**Q:** *What are the leader styles of Dowdy and Mattis?*

**A:** Gen. Mattis is task-oriented, reflecting an initiating structure approach, while Col. Dowdy is people-oriented, reflecting a consideration behavioral style. Gen. Mattis put the mission first while Col. Dowdy put Marines first.

**Action Memo** *You can discover your own leadership orientation related to consideration and initiating structure by completing the self-assessment exercise in Leader’s Self-Insight 2.2.*

**Discussion Question #5:** *Would you feel most comfortable using a “consideration” or an “initiating structure” leadership style? Discuss the reasons for your answer?.*

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Additional studies showed that "considerate" supervisors has a more positive impact on subordinate satisfaction.

- Yet, research using performance criteria such as output showed that initiating structure was more effective.

Leaders rated effective by subordinates in other studies showed both high consideration and high initiating structure behavior.

### **The University of Michigan Studies**

Studies at the University of Michigan compared the behavior of effective and ineffective supervisors.

The effectiveness of leaders was determined by productivity of the subordinate group.

Over time, two types of leadership behavior were established, each consisting of two dimensions.

- *Employee-centered* leaders display a focus on the human needs of their subordinates, as expressed through leader support and facilitating positive interaction among followers.
  - Because work relationships are so important, many organizations look for leaders who can facilitate positive interaction.
- *Job-centered* leaders direct activities towards efficiency, cost cutting, and scheduling, shown through goal emphasis and work facilitation.

A leader is identifiable by behavior characteristics of one or the other style, not both.

Goal emphasis, work facilitation, support, and interaction facilitation can be performed by a subordinate's peers, not just the leader.

While leader behavior affects the performance and satisfaction of subordinates, so do situational factors.

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### **The Leadership Grid**

#### *Exhibit 2.3: The Leadership Grid® Figure*

The *Leadership Grid* is a two-dimensional leadership model that describes major leadership styles based on measuring both concern for people and concern for production.

The Leadership Grid builds on the Ohio State and Michigan studies.

Researchers rated leaders on a scale of one to nine according to two criteria:

- *Team Management* (9,9): considered the most effective style because members work together to accomplish tasks.
- *Country club management* (1,9): emphasis is given to people rather than to work.
- *Authority-compliance management* (9, 1): efficiency in operation is the dominant orientation.
- *Middle-of-the-road management* (5,5) reflects concern for both people and production.
- *Impoverished management* (1.1) means the absence of a leadership philosophy.

**In the Lead: Pamela Forbes Lieberman, TruServ, and Douglas R. Conant, Campbell Soup Company**

Pamela Forbes Lieberman makes no apologies for her hard-driving management style. Her emphasis on tough goals and bottom-line results has restored the health of hardware cooperative TruServ, which supplies inventory to True Value hardware stores. As soon as Lieberman became CEO, she began slashing costs and setting tough performance targets. Douglas R. Conant, CEO of Campbell Soup has turned a lackluster company into one of the most innovative and profitable firms in the food industry by using a different approach. His primary emphasis has been on reinvigorating morale. Rather than looking for what is wrong, Conant says, he tries to “celebrate what’s right.”

**Q:** *Place these two leaders on the Leadership Grid.*

**A:** The leadership of Lieberman is characterized by high concern for tasks and low-to-moderate concern for people. Douglas Conant shows high on concern for people and moderate on concern for production. Both concerns shown in the Leadership Grid are present, but they are integrated at different levels.

**Theories of a "High-High " Leader**

*Exhibit 2.4: Themes of Leader Behavior Research*

The research led to people-oriented and task-oriented behaviors.

The findings raised three questions:

- whether these two dimensions are the most important behaviors of leadership
  - Leadership research identifies task-oriented behavior and people-oriented behavior as the primary categories of effective leadership.
- whether people orientation and task orientation exist together in the same leader, and how
  - The Grid theory argues that both are present when people work with or through others to accomplish an activity.
  - The belief is that the best leaders are high on both behaviors.
- whether people can actually change themselves into leaders high on people and/or task-orientation.
  - Anyone can imitate the behaviors of effective leaders.

"High-high" leadership is desirable because the leader meets both needs simultaneously.

**Action Memo** *As a leader, you can succeed in a variety of situations by showing concern for both tasks and people. People-oriented behavior is related to higher follower satisfaction, and task-oriented behavior is typically associated with higher productivity.*

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**Leadership Challenge #5:** Understand how the theory of individualized leadership has broadened the understanding of relationships between leaders and followers.

## Individualized Leadership

### *Exhibit 2.5: Stages of Development of Individualized Leadership*

In trait and behavior theories, a leader adopts a general leadership style for all group members.

In *individualized leadership*, a leader develops a unique relationship with each subordinate or group member which determines how the leader behaves and how the member responds.

Leadership is a series of *dyads*, two-person interactions.

The focus is on the *exchange*, what each party gives to and receives from each other

This viewpoint includes three stages:

- awareness of a relationship between a leader and each individual
- specific attributes of the exchange relationship
- ability of the leader to develop partnerships with each group member

### The Vertical Dyad Linkage Model

#### *Exhibit 2.6: Leader Behavior toward In-Group versus Out-Group Members*

➤ *Why do some subordinates get their needs met while others do not?*

The Vertical Dyad Linkage Model (VDL) argues for the importance of the dyad formed by a leader with each member of the group.

Initial findings showed that subordinates provided different descriptions of the same leader (i.e., high on people and tasks or low on leadership behaviors).

Based on these two exchange patterns, subordinates existed in an in-group or out-group in relation to the leader.

The model shows differences in leader behavior toward in-group versus out-group members:

- *in-group exchange* relationship---insiders, highly trusted, special privileges
- *out-group exchange*---others without trust and extra consideration
  - in-group members —close relationship with the leader
  - out-group subordinates-- low-quality relationship with the same leader.

**Discussion question #6:** *The Vertical Dyad Linkage model suggests that followers respond individually to the leader. If this were so, what advice would you give leaders about displaying people-oriented versus task-oriented behavior?*

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### Leader-Member Exchange

*Leader-Member Exchange (LMX)* is stage two in the individualized leadership model, exploring how leader-member relationships develop over time and how the quality of exchange relationships impacts outcomes.

Studies explored:

- communication frequency
- value agreement
- characteristics of followers
- job satisfaction
- job climate
- commitment.

Quality of the leader-member exchange relationship is higher for in-group members.

➤ *Why do leaders benefit from the increased initiative effort of in-group participants?*

A higher-quality LMX relationship leads to higher performance and satisfaction.

For followers, a high-quality relationship leads to:

- interesting assignments
- greater responsibility
- rewards such as pay increases and promotions.

**Action Memo** *Answer the questions in Leader's Self-Insight 2.3 to understand how LMX theory applies to your own work experience.*

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### Partnership Building

➤ *Could leaders develop positive relationships with individuals and provide all employees access to high-quality leader-member exchanges?*

When leaders offered a high-quality relationship to all group members, the followers who responded improved their performance.

- Performance and productivity increase when the leader develops positive relationships with each subordinate.

**Action Memo** *As a leader, you can build a positive, individualized relationship with each follower to create an equitable work environment and provide greater benefits to yourself, followers, and the organization.*

**Discussion Question #7:** *Does it make sense to you that a leader should develop an individualized relationship with each follower? Explain advantages and disadvantages to this approach.*

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## Entrepreneurial Leadership

*Entrepreneurship* is the process of initiating a business venture, organizing the necessary resources, and assuming the associated risks and rewards.

Entrepreneurs are leaders of innovation and change.

- Entrepreneurs assume the risks and reap the rewards or profits of the business.

Entrepreneurial leaders also exist within established organizations where they

- pursue new opportunities
- display creativity
- are action oriented

**Discussion Question #9:** *Why is an entrepreneurial leader important to an organization? How is this role different from other leader roles?*

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**Leadership Challenge #6 :** Distinguish among various roles leaders play in organizations, including operations roles, collaborative roles, and advisory roles, and where your strengths might best fit.

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## Matching Leaders with Roles

Different personal characteristics and behavioral styles might be better suited to different types of leadership roles.

The *operational role* is a vertically oriented leadership role in which an executive has direct control over people and resources and the position power to accomplish results.

- Operational leaders are analytical and knowledgeable, yet they have the ability to translate their knowledge into a vision.

The *collaborative role* is a horizontal leadership role (such as team leader) in which the leader often works behind the scenes and uses personal power to influence others and get things done.

- Collaborative leaders need excellent people skills in order to network, build relationships, and obtain agreement.

The *advisory role* is a leadership role that provides advice, guidance, and support to other people and departments in the organization.



- Leaders in advisory roles need exceptionally high levels of honesty and integrity to build trust and keep the organization on solid ethical ground.

### *Exhibit 2.7: Three Types of Leadership Roles*

**Discussion Question #10:** *Pick three traits from the list in Exhibit 2.1 that you think would be most valuable for a leader in an operational role. Pick three that you think would be most valuable for a leader in a collaborative role. Explain your choices.*

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## DISCUSSION QUESTIONS

1. *Why is it important for leaders to know their strengths? Do you think leaders should spend equal time learning about their weak points?*

Leaders face challenges that go beyond any individual's capabilities. Therefore, the best leaders recognize and hone their strengths, while trusting and collaborating with others to make up for their weak points. Becoming an effective leader requires discovering your own unique strengths and capabilities and learning how to make the most of them. Leaders should also learn about their weak points so they can rely on others to compensate for their weaknesses. For example, a leader who struggles with managing her time effectively can get assistance from a follower who excels in time-management. Many leaders are hampered by the idea that they should be good at everything.

2. *Suggest some personal traits of leaders you have known. Which traits do you believe are most valuable? Why?*

Qualities like courage, self-confidence, good communication skills, dedication come to mind. Leaders like Martin Luther King, Winston Churchill, John F. Kennedy, Rosa Parks, and others are a few suggestions.

3. *The chapter suggests that optimism is an important trait for a leader, yet some employees complain that optimistic leaders create significant stress because they don't anticipate problems and expect their subordinates to meet unreasonable goals. Do you agree? Why?*

Answers will vary. I disagree. Leaders at all levels need some degree of optimism to see possibilities even through the thickest fog and rally people around a vision for a better tomorrow. Optimism doesn't mean a lack of problems. It means a positive outlook for solving problems.

4. *What is the difference between trait theories and behavioral theories of leadership?*

The Trait Approach, an early effort to understand leadership success, focused on the leader's personal traits which are distinguishing personal characteristics such as intelligence, values, self confidence, and appearance. Fundamental to this theory was the idea that some people are born with traits that make them natural leaders. The behavior approach says that anyone who adopts the appropriate behavior can be a good leader. Behaviors can be learned more readily than traits, making leadership accessible to all.

5. *Would you feel most comfortable using a “consideration” or an “initiating structure” leadership style? Discuss the reasons for your answer.*

Answers will vary. It depends on the project. However, I would prefer using both styles as a “high-high” leader. The Grid theory argues that people orientation and task orientation in the same leader are present when people work with others to accomplish an activity. John Fryer, superintendent of Florida’s Duvall County Schools, provides an example of a leader who succeeds on both dimensions. A former U.S. Air Force officer, Fryer developed a strategic plan for the school system, set high performance standards for both teachers and students, and directed everyone toward the accomplishment of specific tasks and goals. He gained commitment by involving teachers in the planning process and learning what they needed to succeed.

6. *The Vertical Dyad Linkage model suggests that followers respond individually to the leader. If this is so, what advise would you give leaders about displaying people-oriented versus task-oriented behavior?*

The subordinates who rated the leader highly had developed close relationships with the leader and often became assistants who played key roles in the functioning of the work unit. Out-group members were not key players in the work unit. The key to developing in-group members was to form one-on-one relationships, which also resulted in higher job satisfaction and performance.

7. *Does it make sense to you that a leader should develop an individualized relationship with each follower? Explain advantages and disadvantages to this approach.*

Yes.

**Advantages:** Higher performance and improved job satisfaction which allowed leaders to rely on followers for assistance and followers to participate in decision making

**Disadvantages:** Following stage three of the leader-member relationship, it was difficult to change the pattern. The leader-member exchange determined in-group and out-group status.

8. *Why would subordinates under a democratic leader perform better in the leader's absence than would subordinates under an autocratic leader?*

The democratic leader shares in decision making and values the opinions of subordinates. Therefore, in his absence, the subordinates have already engaged in decision-making and are able to carry on. The autocratic leader does not allow subordinate decision making, and subordinates would be afraid

to change their behavior in the absence of the leader. In addition, autocratic leadership is used when there is a great difference in skill level and the subordinates cannot function independently.

9. *Why is an entrepreneurial leader important to an organization? How is this role different from other leader roles?*

Entrepreneurial leaders are important to an organization because they take risks to create novel solutions to competitive challenges confronting a business, especially the development or enhancement of products and services. Unlike other leader roles, entrepreneurial leadership is a source of innovation and change for established companies. Entrepreneurial leaders proactively pursue new opportunities and translate new ideas into practice. Entrepreneurial leaders display creativity, drive, enthusiasm, and future vision. They tend to be persistent and independent. Entrepreneurial leaders are more concerned with innovation and creating new processes than with maintaining the status quo.

10. *Pick three traits from the list in Exhibit 2.1 that you think would be most valuable for a leader in an operational role. Pick three that you think would be most valuable for a leader in a collaborative role. Explain your choices.*

#### *Operational Role:*

According to Exhibit 2.1, work-related characteristics include: Drive, desire to excel; responsibility in pursuit of goals; and persistence against obstacles, tenacity. These traits are valuable for operational leaders who fill traditional line and general management positions in a business, for example. They set goals, establish plans, and get things done primarily through the vertical hierarchy and the use of position power. Operational leaders are doggedly on delivering results, tend to be assertive, and are always pushing forward and raising the bar.

#### *Collaborative Role:*

According to Exhibit 2.1, social characteristics include: interpersonal skills; cooperativeness; and the ability to enlist cooperation. Leaders in collaborative roles often work behind the scenes, using their personal power to influence others and get things done. Collaborative leaders need excellent people skills in order to network, build relationships, and obtain agreement through personal influence.

## **TEACHING TOOLS AND EXERCISES**

1. *Leadership Bookshelf: Strengths Based Leadership— Great Leaders, Teams, and Why People Follow* by Tom Rath and Barry Conchie

According to Rath and Conchie, here's what the most influential leaders do: continually invest in strengths; maximize the team.; and understand followers' needs. This book is packed with resources to help people identify their strengths and apply the lessons of influential leadership in real-life situations.

2. *On the Web:* Go to Leadership501 [www.leadership501.com/](http://www.leadership501.com/) and read *Five Most Important Leadership Traits*.
3. *Discuss the following leader:* **Napoleon Bonaparte**

His brain is among the most perfect that have ever been. His ever ready attention seizes indefatigably upon facts and ideas, which his memory registers and classifies. His imagination plays with them freely, and a state of incessant secret tension enables it tirelessly to produce those political and strategic theses which reveal themselves to him as sudden intuitions comparable to of the mathematician and the poet. This happens especially at night when he wakes up suddenly. He himself speaks of "the moral spark" and "the after-midnight presence of mind."

Out of this physical and intellectual disposition arose that irresistible impulse towards action and domination, which is called his ambition. He saw clearly into himself, "It is said that I am ambitious, but this is an error, or at least my ambition is so intimately allied to my whole being that it cannot be separated from it." It cannot be better expressed. Napoleon is before all else a temperament.

Source: Pieter Geyl, *Napoleon For and Against* (New Haven: Yale University Press, 1968), 422-423.

- Using Exhibit 2.1, *Personal Characteristics of Leaders*, identify the leadership characteristics of Napoleon.
- Napoleon had the ability to rally the French army. Researchers have shown that effective leaders were often identified with exceptional follower performance. What traits made Napoleon's followers support him?
- Could Napoleon be considered a people-oriented, task-oriented leader, or a "high-high"? Explain. This question could be used as an out-of-class library assignment.

4. *Read and discuss:* Ronald Heifetz, Alexander Grashow, and Marty Linsky, "Leadership in a (Permanent) Crisis," *Harvard Business Review* (July- August 2009).

#### 5. *Leadership Styles in Action*

Divide the class into two groups. One group works for a leader who has a "consideration" leadership style while the other works for a leader who has an "initiating-structure" style. Each group has ten minutes to defend its leader, giving reasons and examples.

- Group I: *Consideration* describes the extent to which a leader is sensitive to subordinates, respects their ideas and feelings, and establishes mutual trust (e.g., listening, seeking input, and showing).
- Group II: *Initiating structure* describes the extent to which a leader is task oriented and directs subordinates' work activities toward goal achievement (e.g., directing tasks, planning, and ruling with an iron hand).

## LEADERSHIP DEVELOPMENT: CASES FOR ANALYSIS

### I. Synopsis: Consolidated Products

Consolidated Products is a medium-sized manufacturer of consumer products. Ben Samuels was a plant manager who was well liked by employees. They were grateful for the fitness center, picnics, and holiday parties. Ben believed it was important to treat employees properly so they would have a sense of loyalty. Under Ben, the plant had the lowest turnover but the second worst record for costs and production levels. He was asked to take early retirement and Phil Jones replaced him. Phil had a reputation as a manager who could get things done. Supervisors were instructed to establish high-performance standards. Costs were cut by trimming the fitness center, picnics and parties, and training. Phil believed that if workers did not want to work, the company should get rid of them.

### Case questions and answers

#### 1. *Compare the leadership traits and behaviors of Ben Samuels and Phil Jones.*

Ben Samuels is an employee-centered or people-oriented boss. Ben shows more interest in people. Employee-centered leaders display a focus on the human needs of their subordinates, as expressed through the dimensions of leader support and facilitating positive interaction among followers.

Phil Jones is a job or task-oriented boss who shows more interest in productivity. Job-centered leaders direct activities towards efficiency, cost cutting, and scheduling, as expressed through the dimensions of goal emphasis and work facilitation

#### 2. *Which leader do you think is more effective? Why? Which leader would you prefer to work for?*

Ben is more democratic, and Phil is more autocratic. An autocratic leader achieves high productivity, but the workers feel hostile and when the boss is absent, they produce less. A work environment that leads to job satisfaction is more democratic than Phil's. In the short run, Phil is more effective in terms of reducing costs and increasing productivity, but in the long term, the high employee turnover will increase company costs. I would rather work for Ben.

#### 3. *If you were Phil Jones' boss, what would you do now?*

Phil should be encouraged to change his leadership behavior and become a "high-high" leader. A 9,9 Team Management style shows the same level of concern for people, but it takes on completely different characteristics as it joins with a high level of concern for results. There is a general belief that "high-high" leadership is a desirable quality, because the leader meets both needs simultaneously.

## II. Synopsis: D.L.Woodside, Sunshine Snacks

D.L. Woodside had become research and development director for Sunshine Snacks, a snack food company. Woodside had been the research director at Skid's, a competitor. Despite his ambition, hard work, and excellent technical knowledge, Woodside was considered an easy-going fellow. He listened to his assistant's problems and covered the mistakes of an employee with a drinking problem. At Sunshine, Woodside sensed a loyalty to his assistant Harmon Davis who lacked technical knowledge and had been passed over for the job. Woodside knows he needs to build good relationships with the team, but he was selected because of his record of accomplishment with new product development.

### Case questions and answers

1. *What traits does Woodside possess that might be helpful to him as he assumes his new position? What traits might be detrimental?*

Woodside has self-confidence, the degree to which one is self-assured in judgments, decision making, ideas, and capabilities. Woodside will need self-confidence to gain trust and commitment from Davis and the other employees at Sunshine. Woodside will need to initiate change and take risks. Self-confidence will help him face these challenges. He also has drive, high motivation that creates a high effort level by a leader. The people-pleasing trait might be detrimental to Woodside because he has to get the job done. He was hired to bring new products to market.

2. *Would you consider Woodside a people-oriented or a task-oriented leader? Discuss which you think would be best for the new research director at Sunshine?*

Woodside is a people-oriented leader, which may lead him ignore tasks. A 1,9 Country Club style shows a leader who puts people first even at the expense of achieving results. When a team member was abusing policies and drinking on the job, Woodside ignored the problem and covered for him.

At Sunshine, a "high-high" leader is needed to build relationships and develop new products. A 9,9 Team Management style shows the same level of concern for people, but it takes on different characteristics when joined with a high concern for results.

3. *How might an understanding of individualized leadership theory be useful to Woodside in this situation? Discuss.*

Woodside knows he needs to build good relationships with the team, and especially with Davis, quickly and develop the new products. In individualized leadership, a leader develops a unique relationship with each subordinate or group member, which determines how the leader behaves toward the member and how the member responds to the leader. Leadership is a series of two-person interactions. Since Henry Meade's assistant, Harmon Davis, was passed over for the job given to Woodside, it is important for Woodside to develop a one-to-one positive relationship

with Davis and help him resolve his feelings of resentment. Sunshine expects Woodside to be productive, but he needs Davis to be a committed member of his team.