

Leadership

03. Contingency Leadership Theories

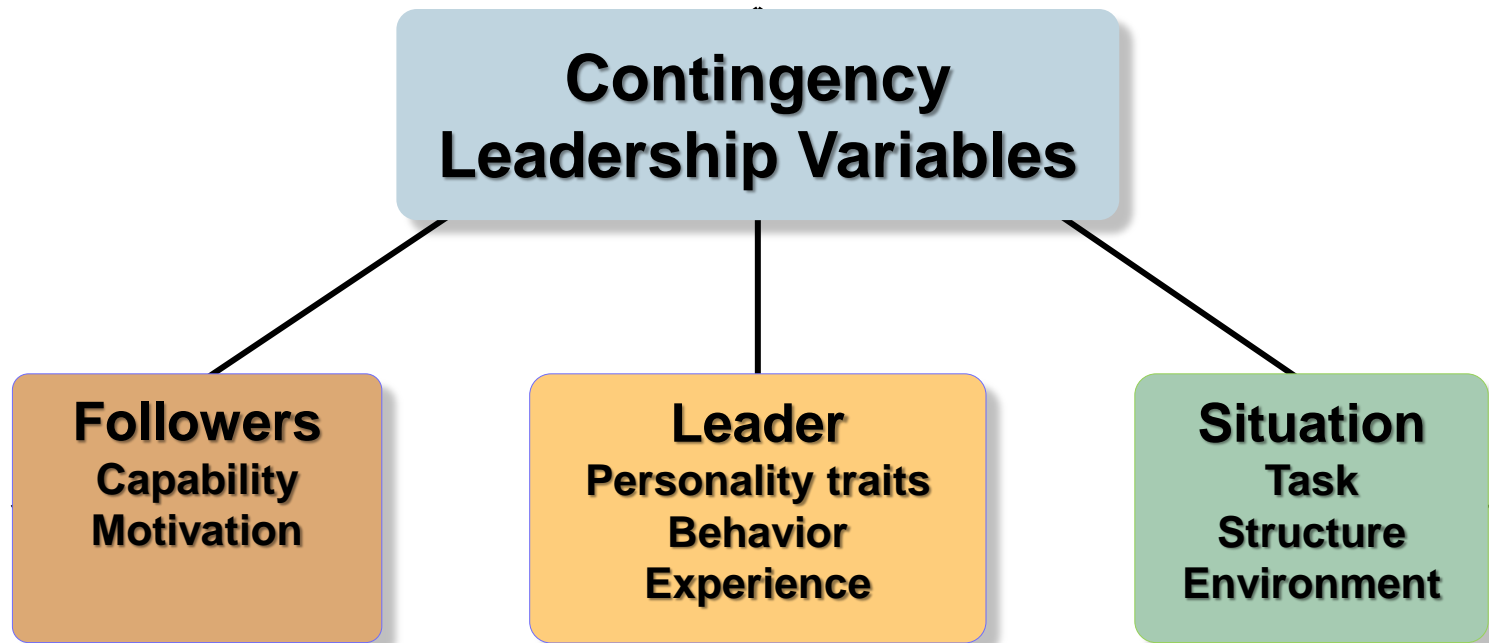


~~PLAN A~~
PLAN B



CONTINGENCY LEADERSHIP THEORIES

Framework for Contingency Leadership Variables



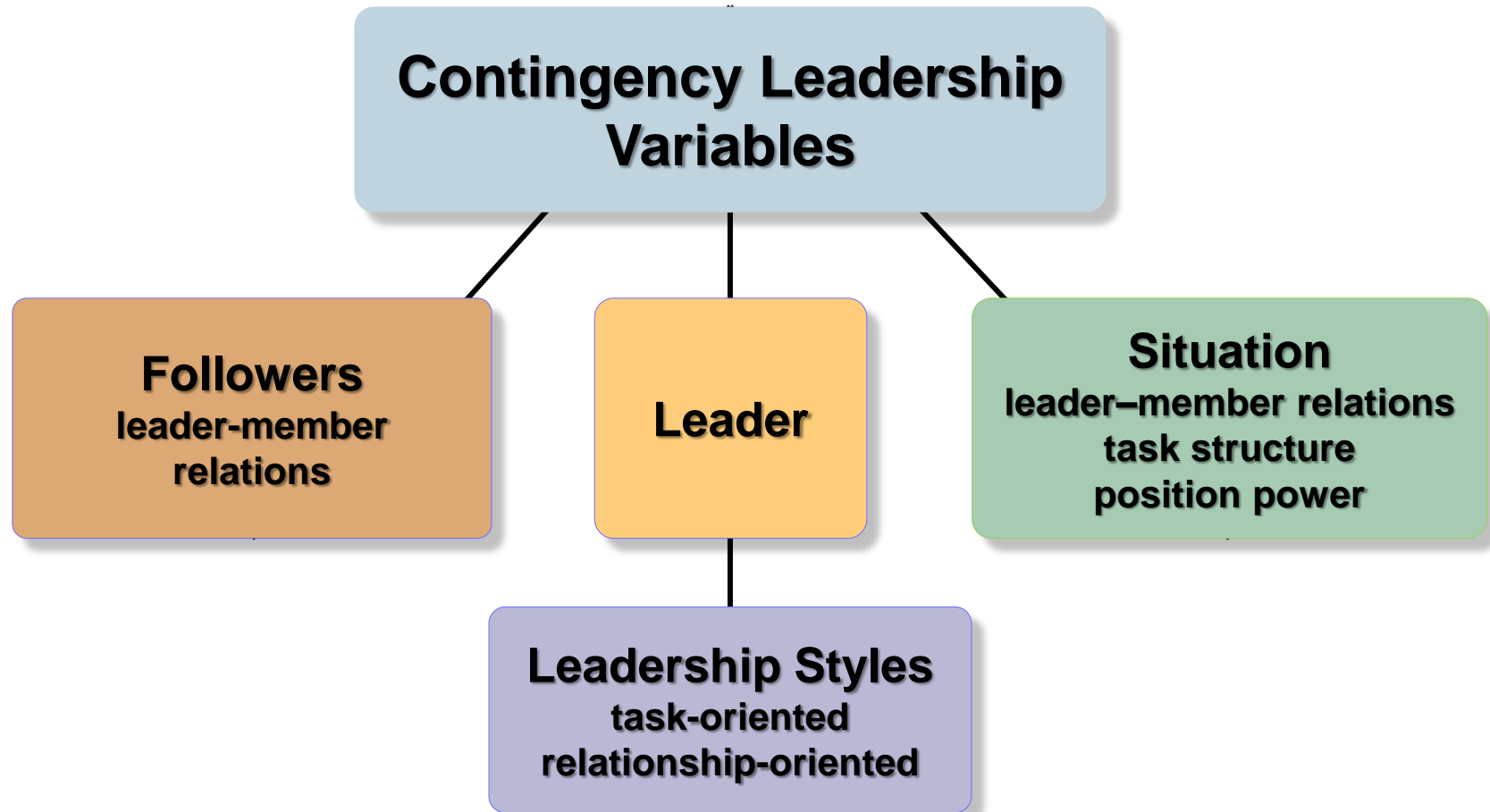


Contingency Leadership Model

■ Contingency Leadership Model

- Focuses on maximizing group performance by matching leadership style with situational contingences
- Is used to determine if:
 - A person's leadership style is task- or relationship-oriented
 - The situation (leader–member relationship, task structure, and position power) matches the leader's style

Contingency Leadership Model Variables Within the Contingency Leadership Framework



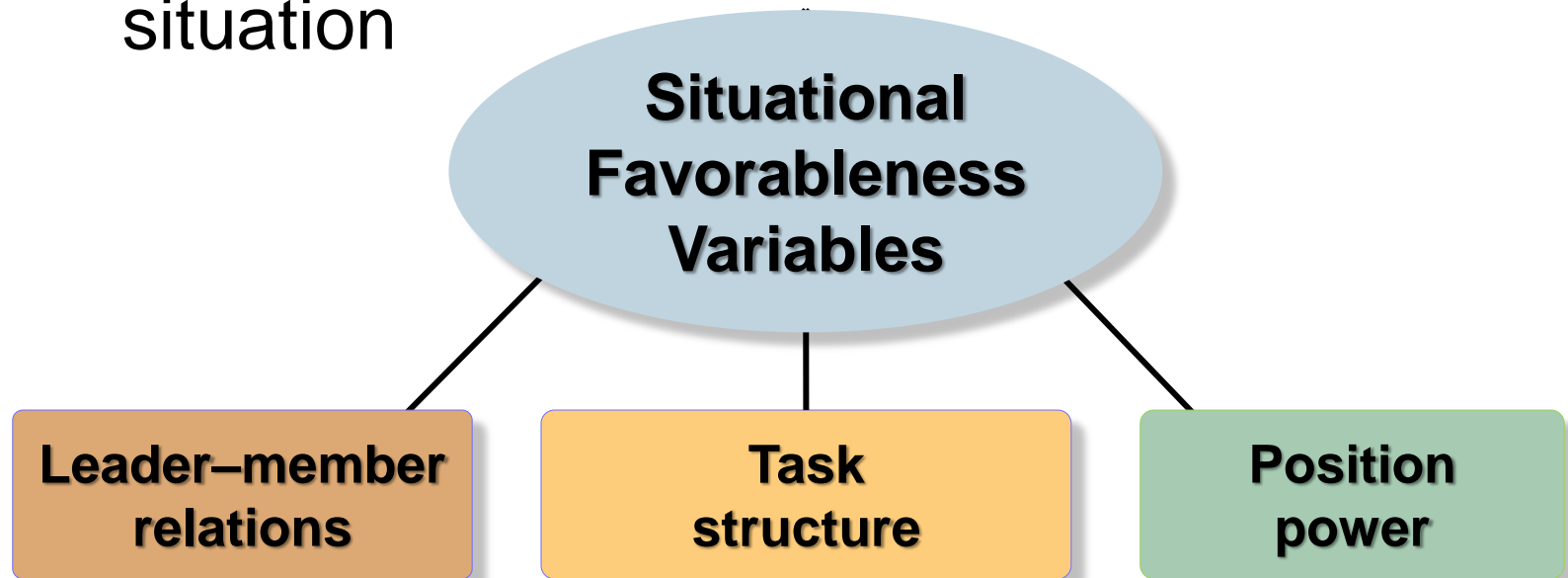


Leadership Style and the LPC

- Least Preferred Coworker (LPC) Scale
 - Measures whether a person's dominant leadership style is task-oriented or relationship-oriented
- Seeks to answer the question:
 - "Are you more task-oriented or relationship-oriented?"

Situational Favorableness

- Refers to the degree to which a situation enables the leader to exert influence over the followers
 - The more control, the more favorable the situation

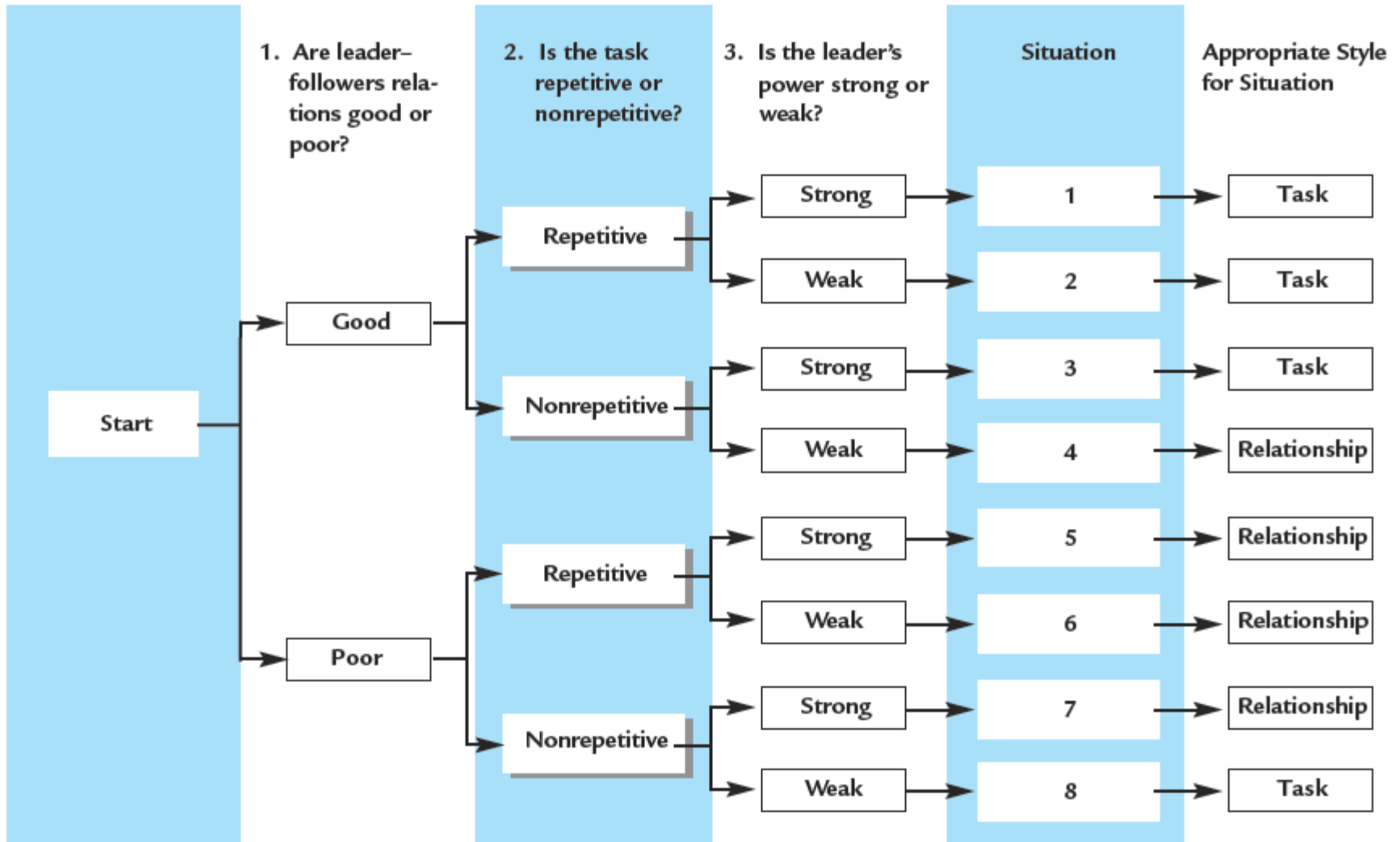




Changing the Situation

- If the leadership style does not match the situation, the leader may be ineffective
- The leader may need to change the situation by:
 - Working to improve poor relations
 - Restructuring the standards, procedures and deadlines for completing the task
 - Altering their use of position power to become more or less autocratic

Fiedler Contingency Leadership Model



If the manager's LPC leadership style matches the situation, the manager does nothing. If the LPC leadership style does not match the situation, the manager changes the situation to match his or her LPC leadership style.

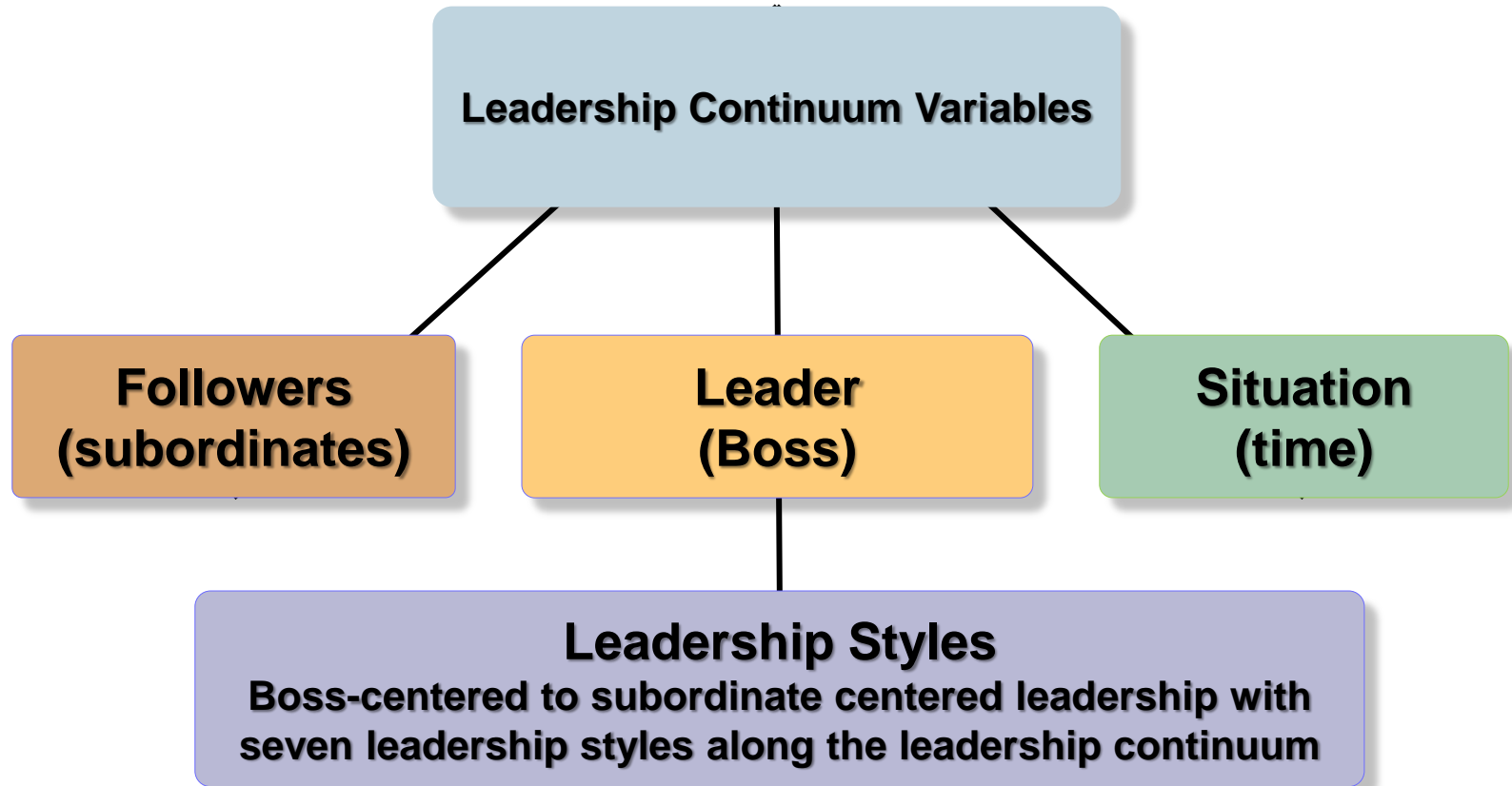


Leadership Continuum Model

■ Leadership Continuum Model

- Is used to determine which one of seven styles to select, based on one's use of boss-centered versus subordinate-centered leadership, to meet the situation (boss, subordinates, situation/time) in order to maximize performance.

Leadership Continuum Variables Within the Contingency Leadership Framework





Leadership Continuum Model

Variables: The Boss

- The leader's personality and behavioral preferred style is considered in selecting a leadership style based on:
 - ☐ Experience
 - ☐ Expectation
 - ☐ Values
 - ☐ Background
 - ☐ Knowledge
 - ☐ Feeling of security
 - ☐ Confidence in the subordinates



Leadership Continuum Model

Variables: Subordinates

- The followers' preferred style for the leader is based on:
 - ☐ Personality
 - ☐ Behavior



Leadership Continuum Model

Variables: Situation

- Environmental considerations include
 - The organization's size, structure, climate, goals, and technology
 - Upper-level managers
 - Amount of time available for decision making
 - Participative decisions take more time
 - A lack of time can result in autocratic leadership

Tannenbaum and Schmidt's Leadership Continuum Model

Autocratic Style

1. Leader makes decision and announces it to followers individually or without discussion.

2. Leader makes decision and sells it to followers.

3. Leader presents ideas and invites follower questions.

4. Leader presents tentative decision subject to change.

5. Leader presents problem, gets suggested solutions, and makes the decision.

6. Leader defines limits and asks the followers to make a decision.

7. Leader permits followers to make ongoing decisions within defined limits.

Participative Style



Path-Goal Leadership Model

- Is used to select the leadership style (directive, supportive, participative, or achievement-oriented) appropriate to the situation (subordinate and environment) to maximize both performance and job satisfaction

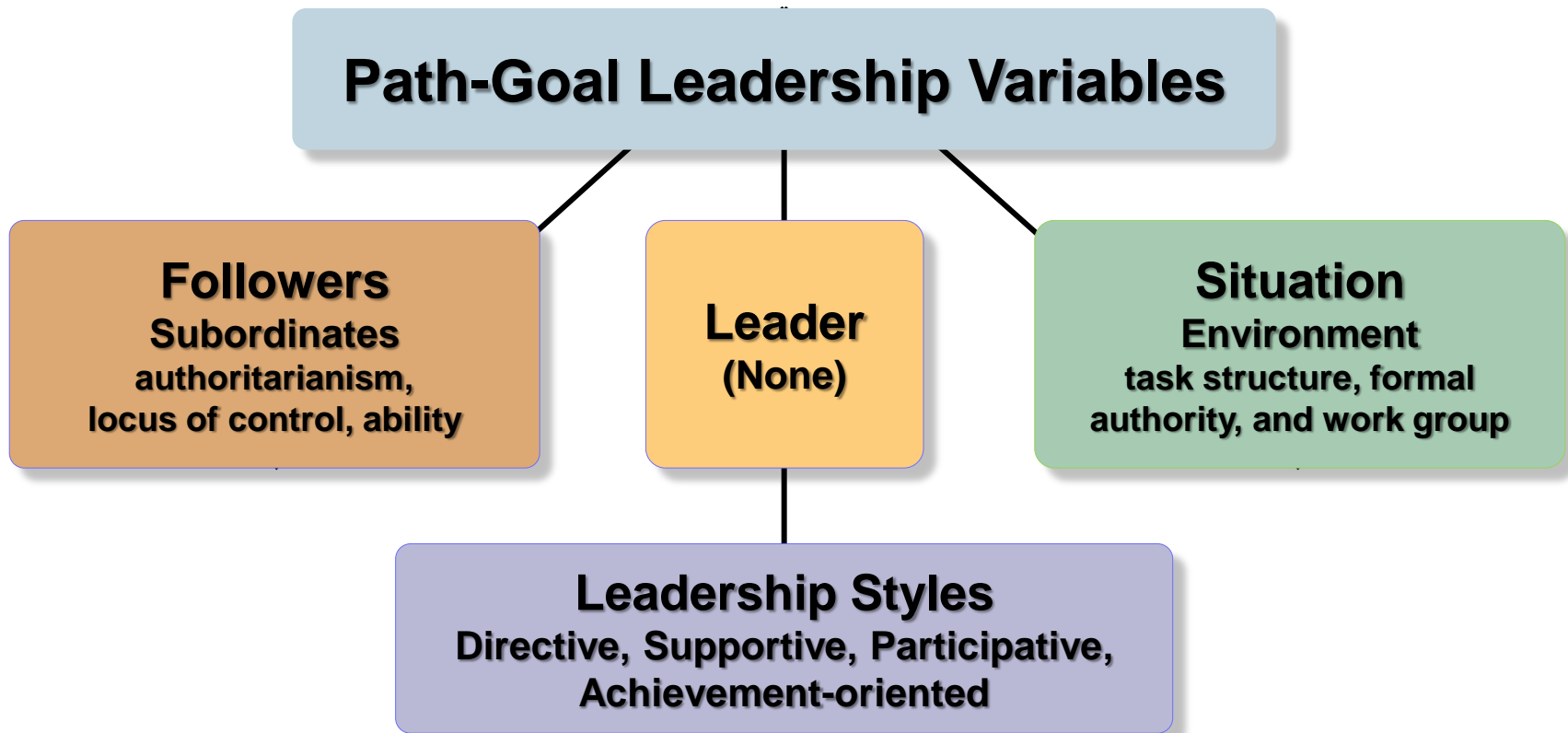


Path-Goal Leadership Theory and Model

- Attempts to explain how leader behavior influences performance and satisfaction of followers
- Fits into the framework of contingency leadership variables but does not have a leader trait and behavior variable
- Leader is supposed to use the appropriate leadership style, regardless of preferred traits and behavior

House Path-Goal Leadership Model

Model





Path-Goal Leadership Theory and Model

- Motivation is increased by:
 - Clarifying the follower's path to the rewards that are available
 - Working with followers to identify and teach them behaviors which will lead to successful task accomplishment and organizational rewards
 - Increasing the rewards that are valued and wanted by the followers



Leadership Styles

■ Directive

- The leader provides high structure
- Is appropriate when:
 - The followers want authority leadership
 - The followers have external locus of control
 - Follower ability is low
 - The environmental task is complex or ambiguous
 - Formal authority is strong
 - The work group provides job satisfaction

Leadership Styles (cont'd)

■ Supportive

- The leader provides high consideration

- Is appropriate when:

- The followers do not want authority leadership
- The followers have internal locus of control
- Follower ability is high
- The environmental tasks are simple
- Formal authority is weak
- The work group does not provide job satisfaction

Leadership Styles (cont'd)

■ Participative

- The leader includes employee input into decision making
- Is appropriate when:
 - Followers want to be involved
 - Followers have internal locus of control
 - Follower ability is high
 - The environmental task is complex
 - Authority is either strong or weak
 - Job satisfaction from coworkers is either high or low

Leadership Styles (cont'd)

■ Achievement-oriented

- The leader provides both high directive (structure) and high supportive (consideration) behavior
- Is appropriate when:
 - Followers are open to autocratic leadership
 - Followers have external locus of control
 - Follower ability is high
 - The environmental task is simple
 - Authority is strong
 - Job satisfaction from coworkers is either high or low



Normative Leadership Model

- Has a time-driven and development-driven decision tree
- Enables a user to select one of five leadership styles (decide, consult individually, consult group, facilitate, and delegate) appropriate for the situation (seven questions/variables)
- Maximizes decisions

Normative Leadership Model Variables Within the Contingency Leadership Framework

Followers

Development-Driven

Decision Model

2. Importance of commitment
3. Likelihood of commitment
4. Group support for objectives
5. Group expertise
6. Team competence

Leader

3. Leader expertise

Leadership Styles

- Decide
- Consult individually
- Consult group
- Facilitate
- Delegate

Situation

Time-Driven

Decision Model

1. Decision Significance



Leadership Participation Styles

■ Decide

- The leader makes the decision alone and announces it, or sells it, to the followers

■ Consult individually

- The leader tells followers individually about the problem, gets information and suggestions, and then makes the decision

■ Consult group

- The leader holds a group meeting and tells followers the problem, gets information and suggestions, and then makes the decision



Leadership Participation Styles

(cont'd)

■ Facilitate

- The leader holds a group meeting and acts as a facilitator to define the problem and the limits within which a decision must be made
- The leader seeks participation and concurrence on the decision without pushing his or her own ideas

■ Delegate

- The leader lets the group diagnose the problem and make the decision within stated limits



Determining the Appropriate Leadership Style

- Decision Significance
- Importance of Commitment
- Leader Expertise
- Likelihood of Commitment
- Group Support for Objectives
- Group Expertise
- Team Competence



Characteristics of the Time-Driven Model

■ Focus

- The model is concerned with making effective decisions with minimum costs
- Time is costly

■ Value

- Value is placed on time
- No value is placed on follower development

■ Orientation

- The model has a short-term horizon



Characteristics of the Development-Driven Model

■ Focus

- ☐ The model is concerned with making effective decisions with maximum development of followers
- ☐ Follower development is worth the cost

■ Value

- ☐ Value is placed on follower development
- ☐ No value is placed on time

■ Orientation

- ☐ The model has a long-term horizon
- ☐ Development takes time



Prescriptive and Descriptive Models

■ Prescriptive Models

- Tell users exactly which style to use in a given situation

■ Descriptive Models

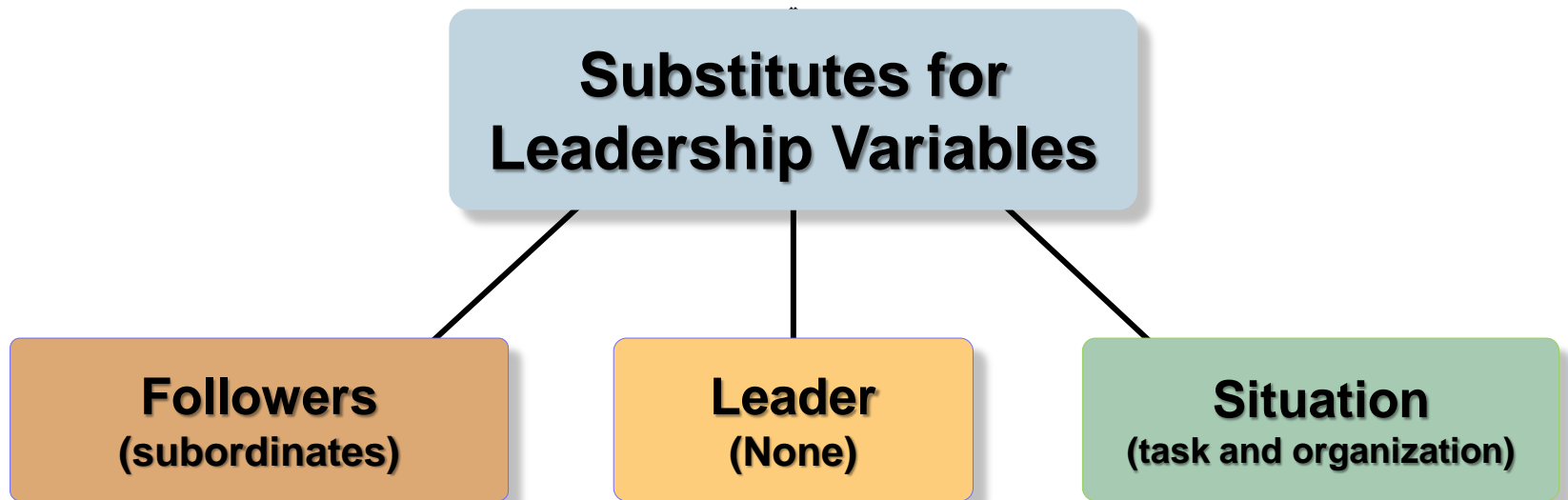
- Identify contingency variables and leadership styles without directing which style to use in a given situation



Leadership Substitutes Theory

- Factors outside the leader's control
 - Have a larger impact on outcomes than do leadership actions
 - Include characteristics of the subordinate, task, and organization that replace the need for a leader
 - Can neutralize the leader's behavior

Substitutes for Leadership Variables Within the Contingency Leadership Framework





Substitutes and Neutralizers

■ Characteristics of Followers

- ☐ Ability
- ☐ Knowledge
- ☐ Experience
- ☐ Training
- ☐ Need for independence
- ☐ Professional orientation
- ☐ Indifference toward organizational rewards



Substitutes and Neutralizers (cont'd)

■ Characteristics of the Task

- ☐ Clarity
- ☐ Routine
- ☐ Invariant methodology
- ☐ Provision of own feedback concerning accomplishment
- ☐ Intrinsic satisfaction

Substitutes and Neutralizers (cont'd)

■ Characteristics of the Organization

- ☐ Formalization
- ☐ Inflexibility
- ☐ Highly specified and active advisory and staff functions
- ☐ Closely knit, cohesive work groups
- ☐ Organizational rewards not within the leader's control
- ☐ Spatial distance between leader and followers



Leadership Style

- Leaders can analyze the situation to determine the most appropriate leadership style
 - The leader role is to provide direction and support that is not being provided by the task, group, or organization
 - The leader needs only to fill the gaps in leadership
 - Leaders can sometimes change the situation rather than their leadership style