Advanced Organizational Behavior
Unit One – Leadership

Course Layout and Overview

- Five units
  - **Unit One: Leadership**
  - Unit Two: Motivation
  - Unit Three: Conflict Management
  - Unit Four: Team Development
  - Unit Five: Group Dynamics

Unit One Learning Outcomes

▶ Compare and contrast the different leadership styles, such as autocratic, servant, and transformational, and the most appropriate one for a given situation

▶ Critique how leadership values contribute to the overall organizational culture and achievement of business outcomes

▶ Analyze the qualities of a good leader and their importance to organizational results

▶ Appraise the relationship between leadership style and effectively managing change

Why are Learning Outcomes Important?

▶ Every learning outcome ties back to course materials and content.

▶ Assessments are tied to each learning outcome.

▶ Test preparation

Unit One Overview Topics

- Leadership styles

- Leadership - organizational culture and business outcomes

- How leaders affect company results
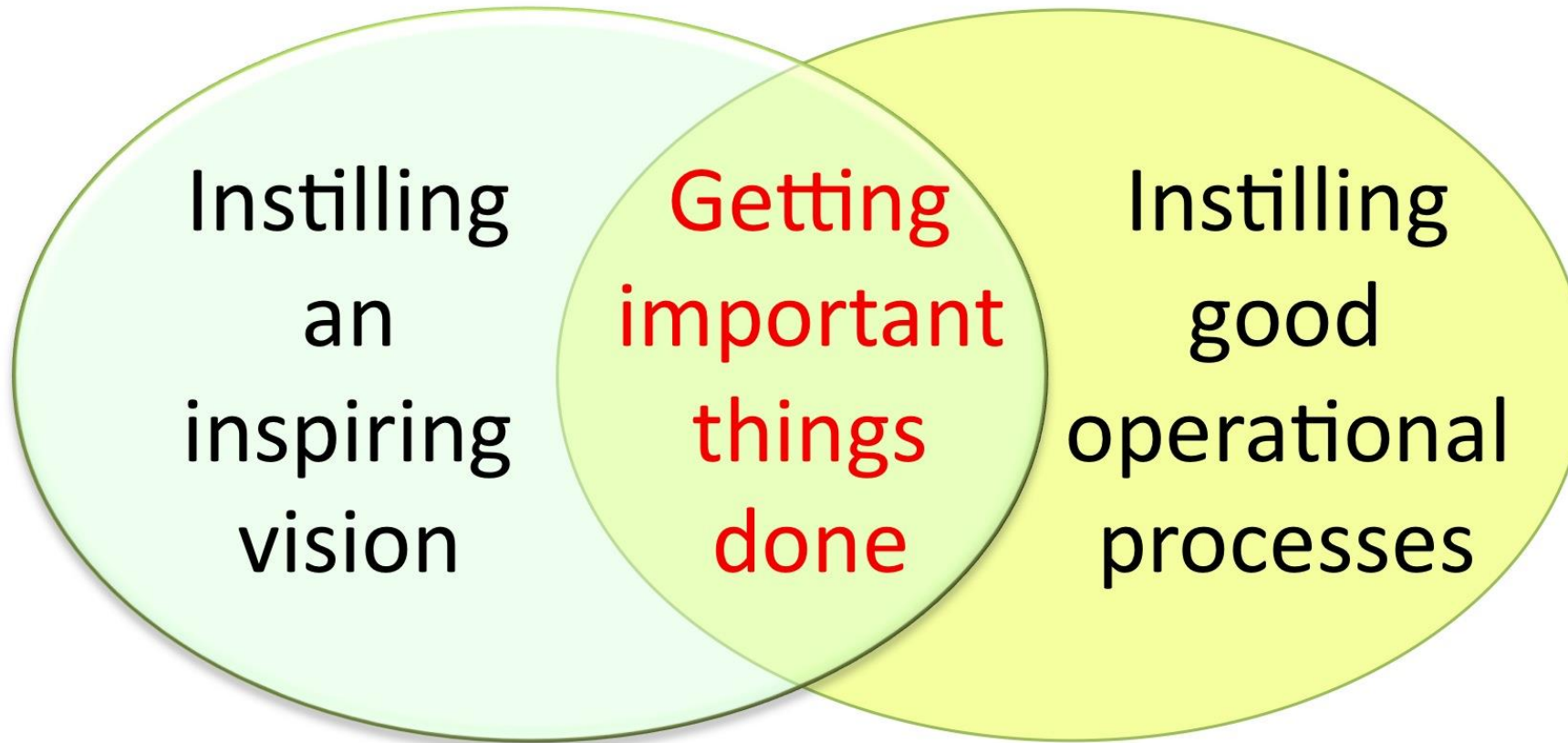
- Leadership style and managing change

Leadership Vocabulary

- Leadership Styles

- Autocratic leaders

- Company values

- Servant leaders

- Transformational leaders

Leadership & Management

Instilling an inspiring vision

Getting important things done

Instilling good operational processes

Leadership Styles

➢ Why are leadership styles important?

➢ Company values

➢ Autocratic leaders

➢ Servant leaders

➢ Transformational leaders

Leadership and Organizational Cultural

▶ Leadership values

▶ Company values

▶ Organizational culture

How Leaders Affect Company Results

- How might a leader affect company results?
- Good and bad leaders

Charismatic Leaders

Why charismatic leaders are effective

Charismatic leaders challenge the status quo by using charisma as a source of authority.

Emotional impact

Charismatic leaders are visionary, appeal to emotions, and effectively arouse followers' motives.

Strong values

Charismatic leaders are role models who set an example by demonstrating desired behaviors.

Powerful language

Charismatic leaders gain credibility from communicating in a likeable, trustworthy, and knowledgeable way.

Meaningful goals

Charismatic leaders use framing techniques to create a vision worth aspiring to.

Facing adversity

Charismatic leaders use their foundation of trust, empowerment and authenticity to help overcome obstacles.

See for example House, R. J., & Shamir, B. (1993). Toward the integration of transformational, charismatic and visionary theories. In Chemers, M. M. & Ayman, R. (Eds). Leadership Theory and Research: Perspetives and Directions. San Diego: Academic Press.

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Leadership Style and Managing Change

► Creating change

► How leaders affect the change process

► How can you ensure a good leader/job match?

Conclusion

▶ Unit One Learning Objectives

  ▶ Compare and contrast the different leadership styles, such as autocratic, servant, and transformational, and the most appropriate one for a given situation

  ▶ Critique how leadership values contribute to the overall organizational culture and achievement of business outcomes

  ▶ Analyze the qualities of a good leader and their importance to organizational results

  ▶ Appraise the relationship between leadership style and effectively managing change

What's Next?

- Unit Two: Motivation