



Managing People

Unit Five

Course Unit Structure

- ▶ Managing People Course Structure
 - ▶ Unit 1: Individual Behavior
 - ▶ Unit 2: Motivation
 - ▶ Unit 3: Business Communication
 - ▶ Unit 4: Managing Human Capital
 - ▶ **Unit 5: Leadership**
 - ▶ Unit 6: Managing Groups and Teams
 - ▶ Unit 7: Create a Winning Organizational Culture
 - ▶ Unit 8: Power, Politics and Change



Unit Learning Objectives



- ▶ categorize behavioral styles such as laissez-faire, autocratic, democratic, transformational, transactional, or charismatic and models of situational leadership using the contingency approach
- ▶ characterize leader effectiveness based on theories and traits of leadership such as behavioral theory and modern trait theory
- ▶ assess the effects of leadership on human support systems and workforce planning to ensure employee well-being and achieve high organizational performance
- ▶ compare the characteristics of trustworthy leaders (fairness, role models, trust in followers, passionate, inspirational, align values and actions) to those of untrustworthy leaders (i.e. narcissistic, abuse power, irrational, disagreeable, dishonest, and careless)
- ▶ explain the benefits of organizational trust and its role in conflict management and creating a collaborative culture

Unit Vocabulary

- autocratic leadership
- behavioral theory
- contingency approach to leadership
- democratic/participative leadership
- emotional leadership
- ethical/moral leadership
- Fiedler situational contingency model
- Hersey and Blanchard situational leadership
- House's Path-Goal theory
- interactive leadership
- laissez-faire leadership
- leader carelessness
- leader disagreeableness
- leader dishonesty
- least-preferred coworker (LPC)
- Theory X
- Theory Y
- Three Nightmare Traits (TNT) in leadership
- transactional leaders
- transformational leaders
- Vroom-Yetton-Jago model of leadership and decision making



Overview: Unit Five Topics

- ▶ Examples of behavioral styles of leadership
- ▶ Approaches to leadership
- ▶ Trait leadership styles
- ▶ Trustworthy vs untrustworthy leaders
- ▶ Workplace planning in leadership
- ▶ Leadership trust and collaboration



5a: Leadership Styles

- ▶ Task Centered Style
 - ▶ Focused on getting the job done
- ▶ Employee Centered Style
 - ▶ Focused on employee relationships



5a: Leadership Styles, continued

- ▶ Autocratic
- ▶ Democratic
- ▶ Laissez-faire



5a: Leadership Styles-Path Goal

► Path-Goal Model

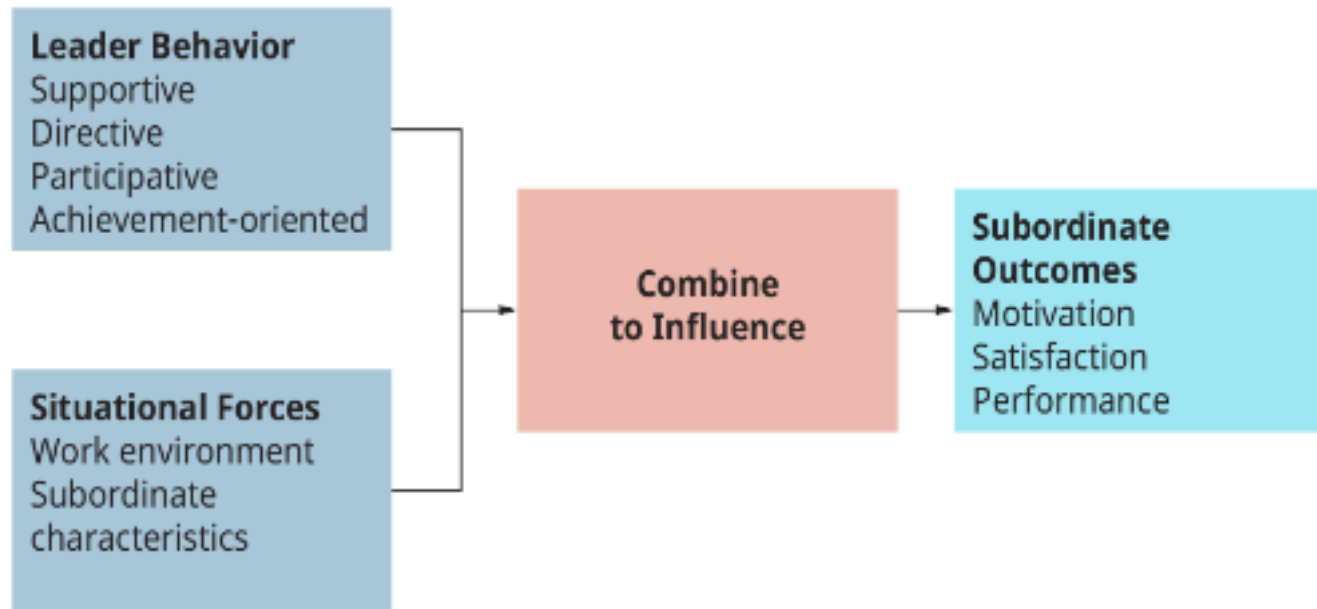


Exhibit 12.11 The Path-Goal Leadership Model (Attribution: Copyright Rice University, OpenStax, under CC-BY 4.0 license)



5a: Leadership Styles

- ▶ Transformational Leaders
 - ▶ Inspire others through vision and passion
- ▶ Transactional Leaders
 - ▶ Focuses on getting the job done
- ▶ Servant Leaders
 - ▶ Focus on people and their growth



5b: Theory X and Y

- ▶ Theory X
 - ▶ Assumptions about not liking work
 - ▶ Coersion/need a leader
- ▶ Theory Y
 - ▶ People get inner satisfaction from work
 - ▶ Will participate if given the chance



5b: Contingency Theory

- ▶ Every situation calls for a different leadership style
- ▶ Situational Factors – Fiedler

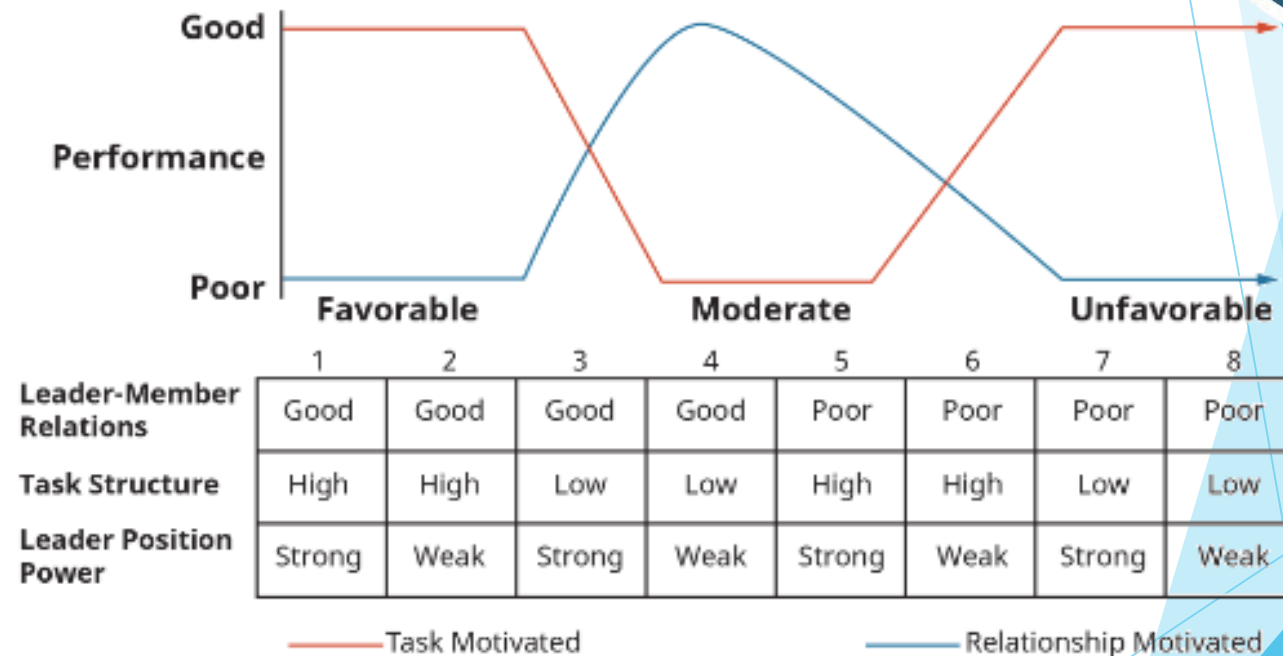


Exhibit 12.10 Fiedler's Contingency Model of Leader-Situation Matches Source: Adapted from F. E. Fiedler and M. M. Chemers. 1974. *Leadership and effective management*. Glenview, IL: Scott, Foresman.

5c: TNT Leadership



- ▶ Three Nightmare Traits
 - ▶ Dishonesty
 - ▶ Doesn't create trust and satisfaction
 - ▶ Disagreeable
 - ▶ Culture of fear, overly critical, inflexibility
 - ▶ Carelessness
 - ▶ Sloppy, impulsive
- ▶ Toxic leaders...
 - ▶ Don't listen, are never wrong, it's about their ego, they need to control everything, it is about their power

5d: Strategy and Planning



5e: Trust in Leadership

- ▶ Trust is “confidence in another’s goodwill”
- ▶ Sources of trust
 - ▶ Familiarity through interaction
 - ▶ Values and norms that create trust
 - ▶ Past experiences
- ▶ Lack of trust creates productivity issues, communication issues, and empowerment issues



Conclusion

- ▶ Here is what you learned:
 - ▶ categorize behavioral styles such as laissez-faire, autocratic, democratic, transformational, transactional, or charismatic and models of situational leadership using the contingency approach
 - ▶ characterize leader effectiveness based on theories and traits of leadership such as behavioral theory and modern trait theory
 - ▶ assess the effects of leadership on human support systems and workforce planning to ensure employee well-being and achieve high organizational performance
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What's Next?

- ▶ To prepare you for the practice exam, consider one more review of the study guide and course materials.
- ▶ Good luck on the practice exam!

