

ORGANIZATIONAL LEADERSHIP

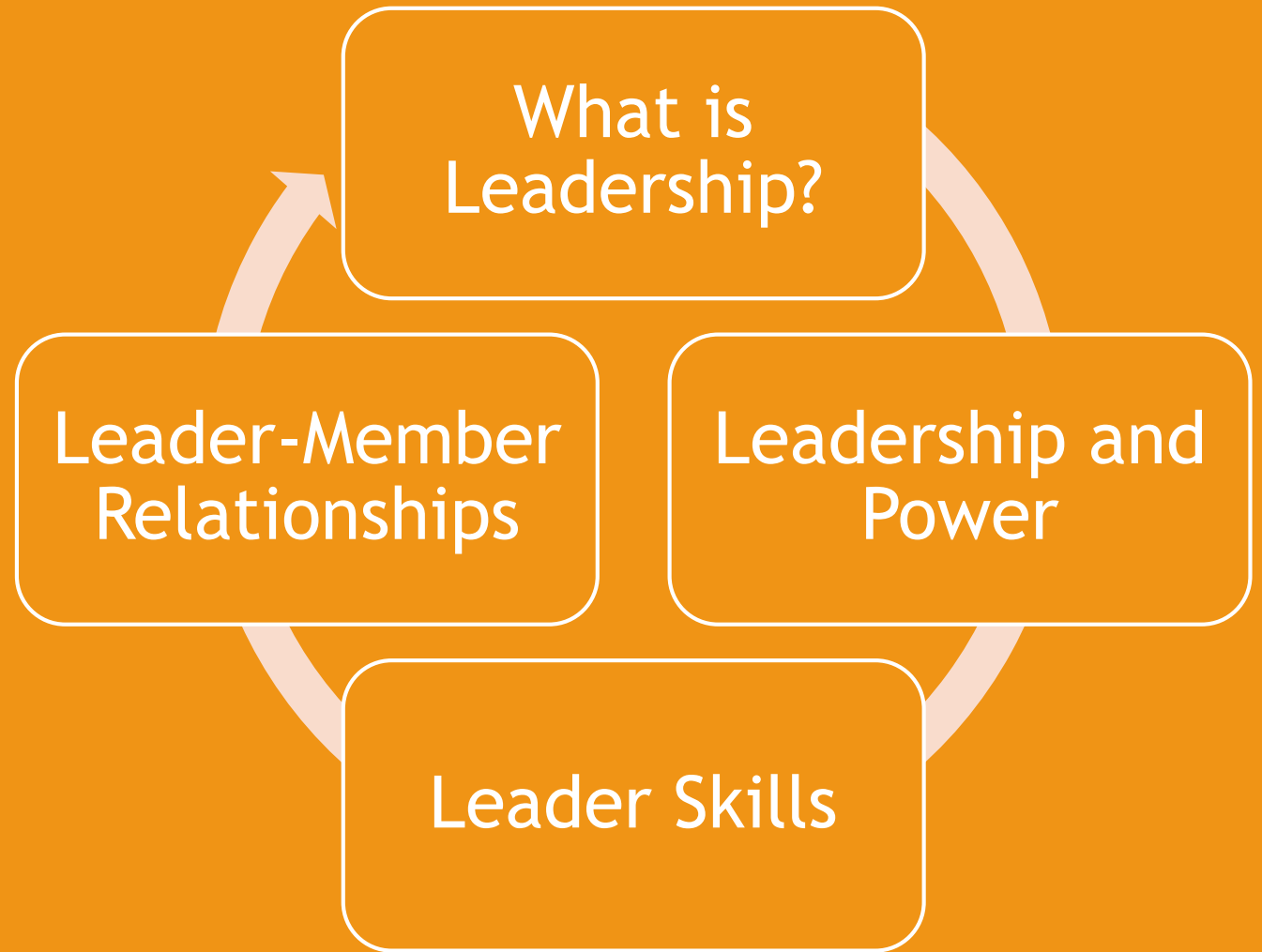


SEMA Show 2018

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Objectives





Management is
doing things right;

Leadership is
doing the right things.

- Peter Drucker



What is Leadership?



Organizational Leadership

- An interpersonal process that involves attempts to influence other people in attaining organizational goals

Leadership behavior:

- Can be shown by anyone
- Is expected of most “managers” - this could also be Board Members or executive directors of organizations
- Is part of effective management

What is Leadership?

Effective leadership

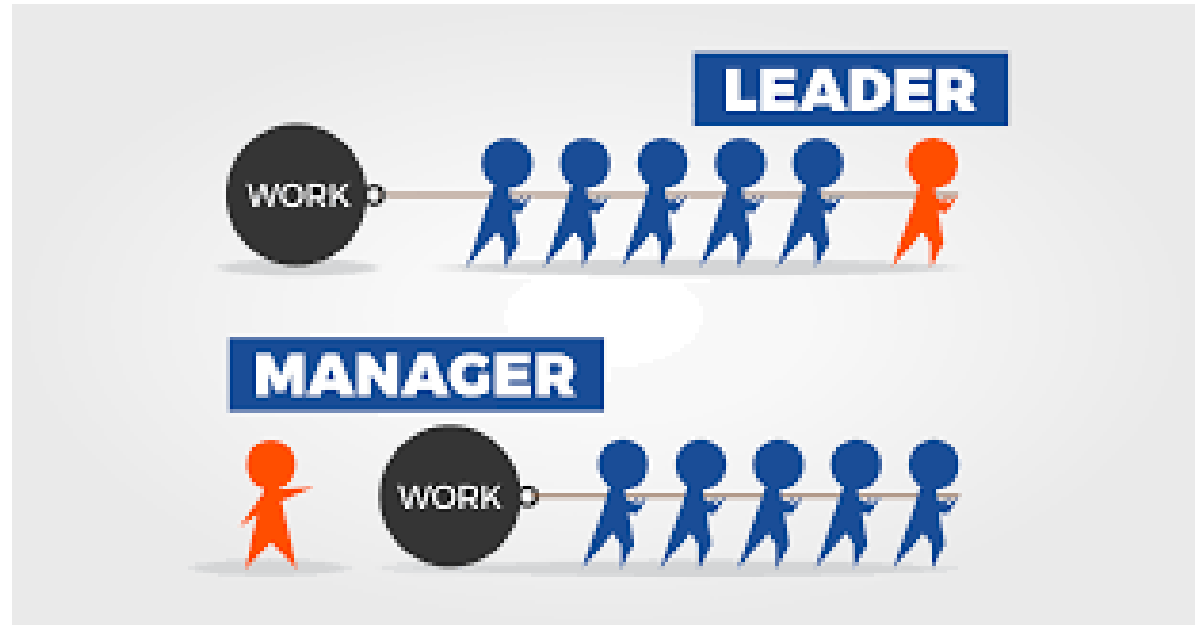
- Influence that assists an organization to meet its goals and perform successfully

Effective leaders:

- Enable people to accomplish more than if there had been no such leadership
- Unlock other people's potential



Leading and Managing: The Same or Different?



- Managing *ought* to involve most of the activities thought of as leading
- Organizations need to incorporate leadership roles into their behavior

Leadership and Power



Power

- The capacity or ability to influence

Power can:

- Lead to greater capacity to influence
- Be used to overcome resistance
- Be abused and lead to undesirable consequences
- Produce positive outcomes if used skillfully

Types of Power

Position Power

Legitimate—How much authority does the organization give to your position?

Reward—Are you able to give others the rewards they want?

Coercive—Are you able to punish others or withhold rewards?

Personal Power

Expert—Do you have knowledge that others need?

Referent—Do others respect you and want to be like you?

Four Key Issues in Using Power

How much power should
be used?

Should power
be shared?

Which types of power
should be used?

How can power
be put to use?

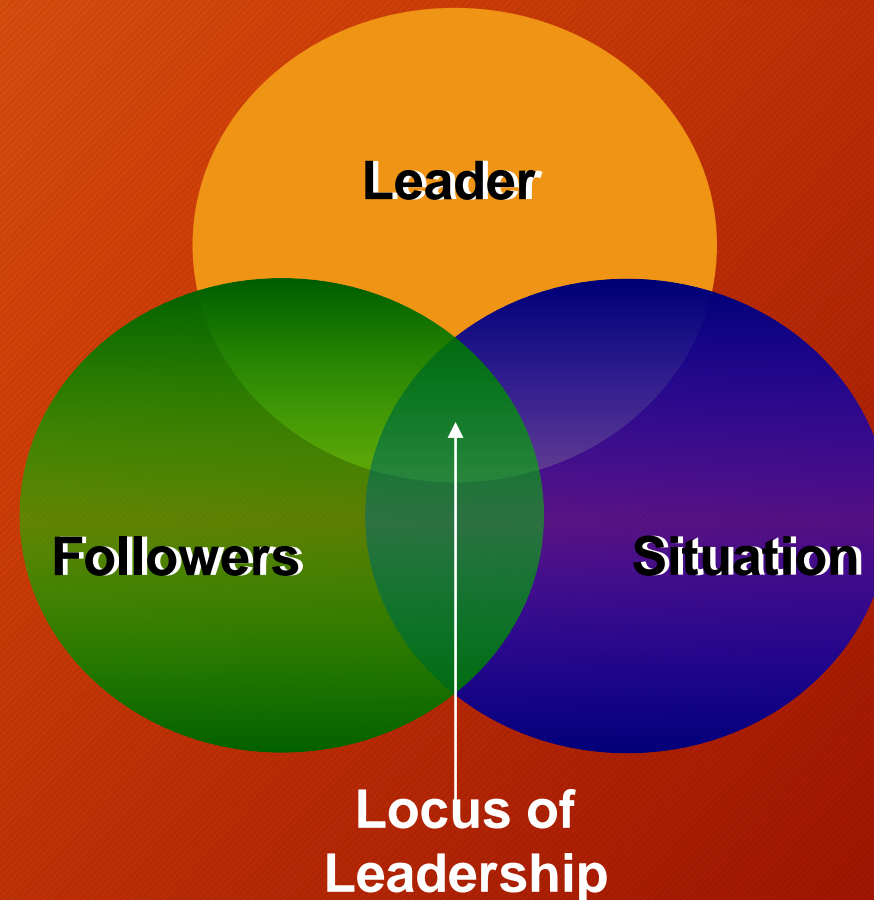
The Leadership Process and the Locus of Leadership

Three leadership variables:

- The leader
- The situation
- The followers

Locus of leadership:

- Where the three variables intersect



Traits of Effective Leadership

Drive
Achievement, ambition, energy, tenacity, initiative

Emotional maturity
Even tempered, calm under stress, unself-centered, nondefensive

Motivation to Lead
Desire to influence others, comfortable using power

Leader

Honesty and Integrity
Trustworthy, open, forthright

Self-confidence
Set high goals for self and others, optimistic about overcoming obstacles (if taken to extreme, can lead to arrogance and sense of infallibility)

Charismatic Leadership

Is a strong form of referent power

Is based on individual inspirational qualities rather than formal power

Generates followers who identify with charismatic leaders because of these exceptional qualities

Is rare; very few people are considered truly “charismatic”

Leaders' Skills



TECHNICAL SKILLS
Specialized knowledge



INTERPERSONAL SKILLS
Sensitivity, persuasiveness, empathy



CONCEPTUAL SKILLS
Logical reasoning, judgment, analytical abilities



EMOTIONAL INTELLIGENCE
Self-awareness, self-regulation, motivation, empathy and social skill



SOCIAL INTELLIGENCE
Ability to “read” other people

Leaders' Behaviors

Two fundamental types of leader behaviors

Task Behaviors

- Specifies roles and tasks
- Schedules work
- Sets performance standards
- Develops procedures

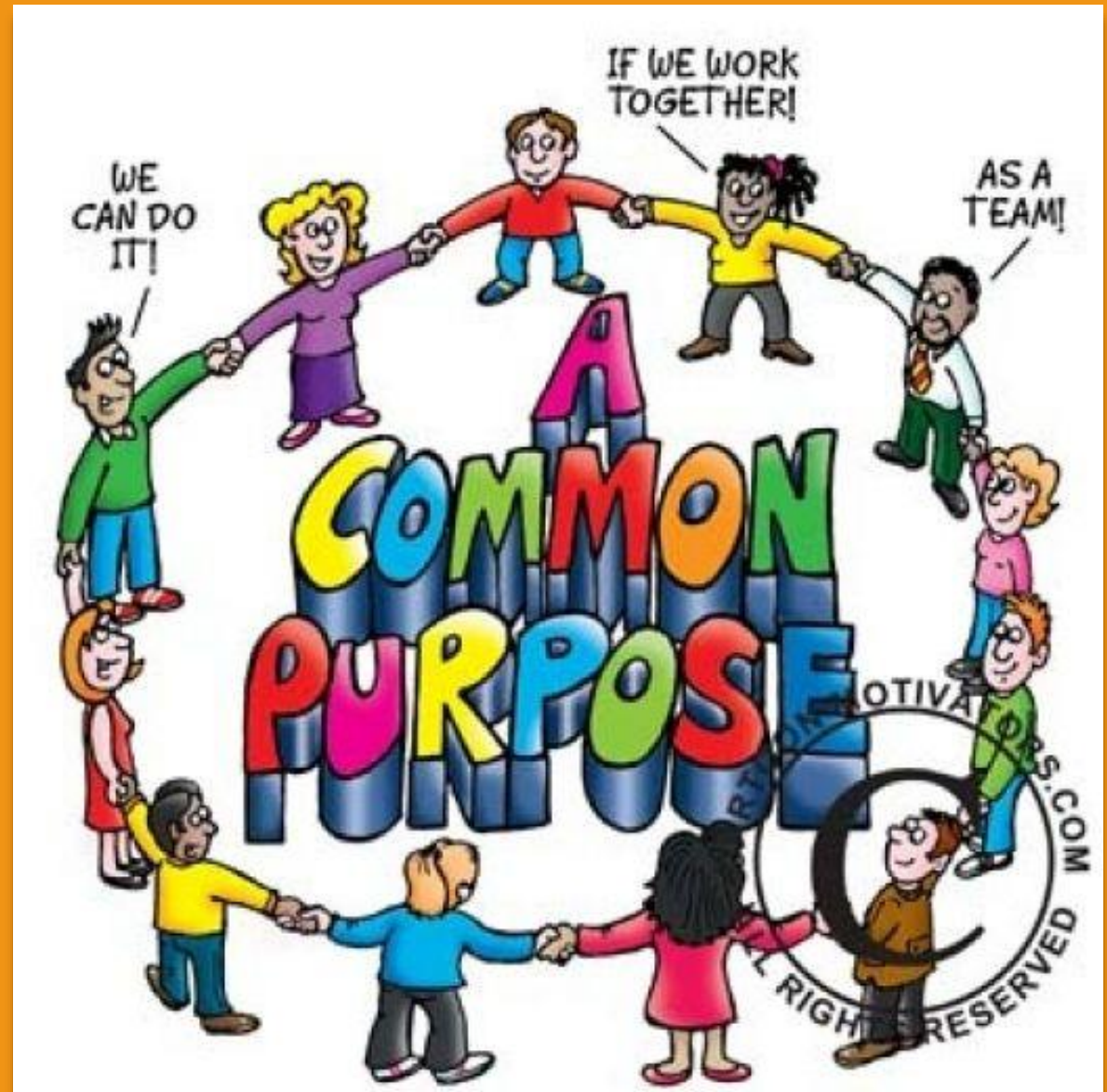
People Behaviors

- Is friendly and supportive
- Shows trust and confidence in subordinates
- Shows concern for subordinates' welfare
- Gives recognition to subordinates for accomplishments

Transformational Leadership

Transformational leaders

- Empower and coach followers
- Motivate followers to:
 - Ignore self-interest
 - Work for the larger good of the organization
 - Achieve significant accomplishments
 - Make major changes



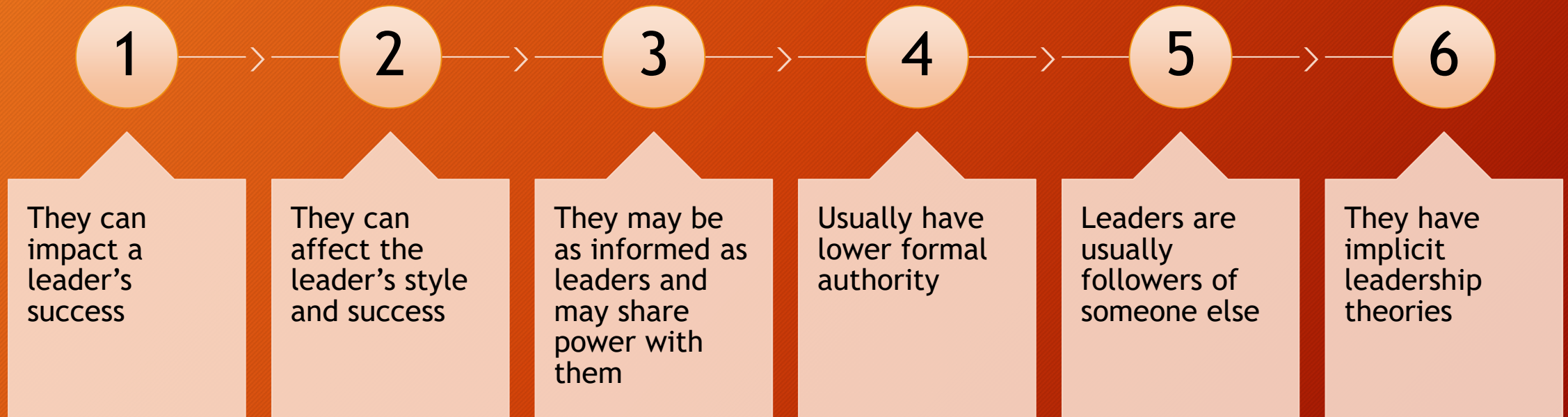
Transactional Leadership

Transactional leadership

- Is more passive
- Emphasizes exchange or rewards or benefits for compliance with leader's requests
- Appeals to followers' self-interests to motivate their performance
- Routine changes



The Leadership Process and Followers' Behaviors



Situational Leadership Model

Leadership behaviors
depend on
“readiness” of
followers

- Ability in a new task
- Willingness to undertake the new task

Leadership behaviors

- Supportiveness (people orientation)
- Directiveness (task orientation)

Leader-Member Exchange Theory

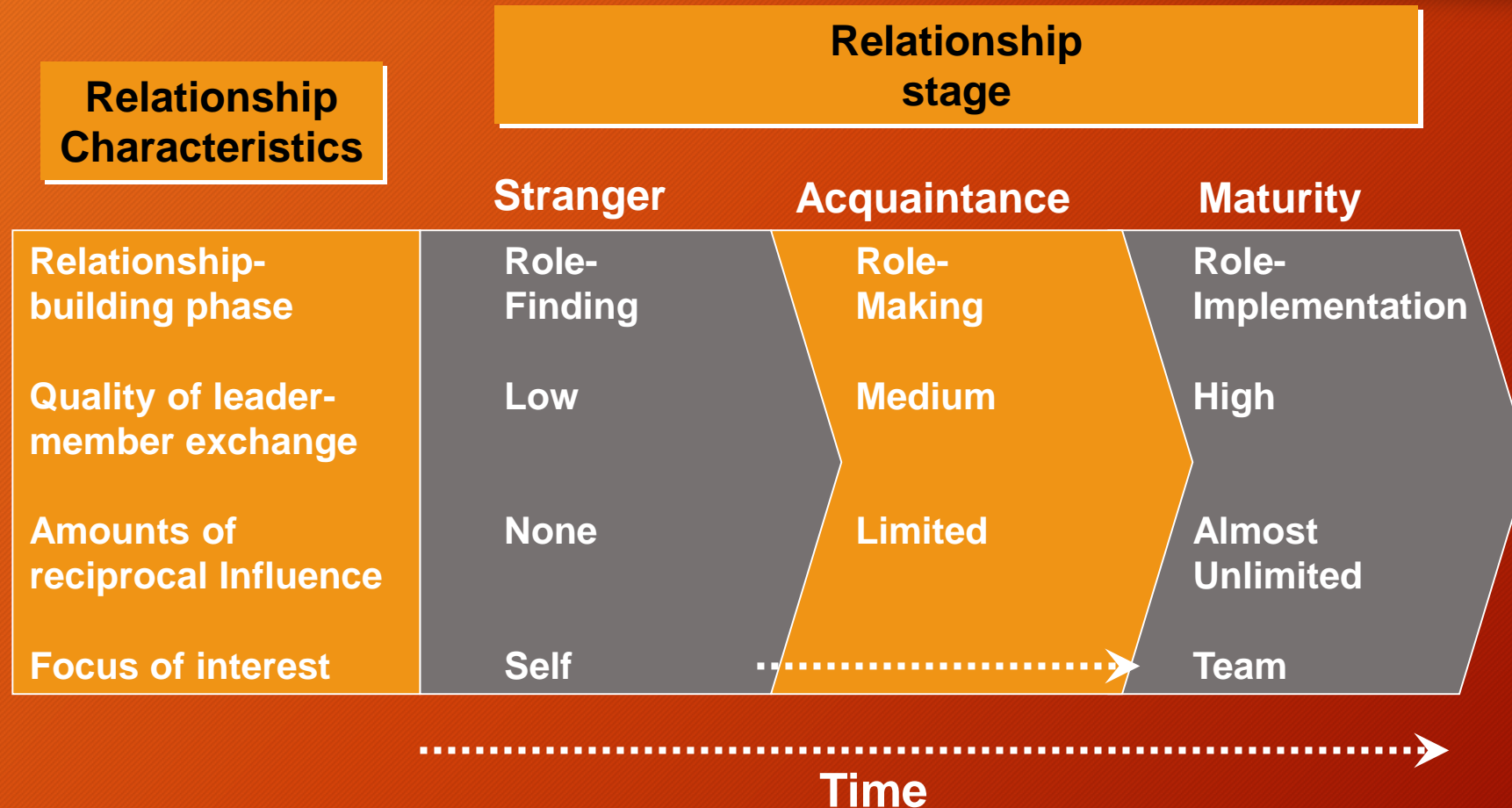
Quality of the leader-member relationship can influence behavior of subordinates

Leader should build a strong, mutually beneficial relationship

Relationship goes through stages:

- Stranger
- Acquaintance
- Maturity

Leader-Member Relationships



The Situation

Situational variables affecting leadership are:

Tasks to be performed

- If task changes, leadership style changes
- Unstructured task done by experts → supportive leadership
- Structured task done by inexperienced people → directive leadership

Organizational context

- Immediate work group + larger organization
- Organizational culture influences leadership style
 - Also strategy, structure, controls

Leadership Contingency Theory

Premise: Leadership effectiveness depends on

1. Favorability of situation and
2. Type of leader

FAVORABLE SITUATION

- Good subordinate relationships
- Highly structured task
- High amount of position power

UNFAVORABLE SITUATION

- Poor subordinate relationships
- Unstructured task
- Leader lacks position power

TASK-ORIENTED LEADERS

Do best when the situation is either:

- Highly favorable, or
- Highly unfavorable

PEOPLE-ORIENTED LEADERS

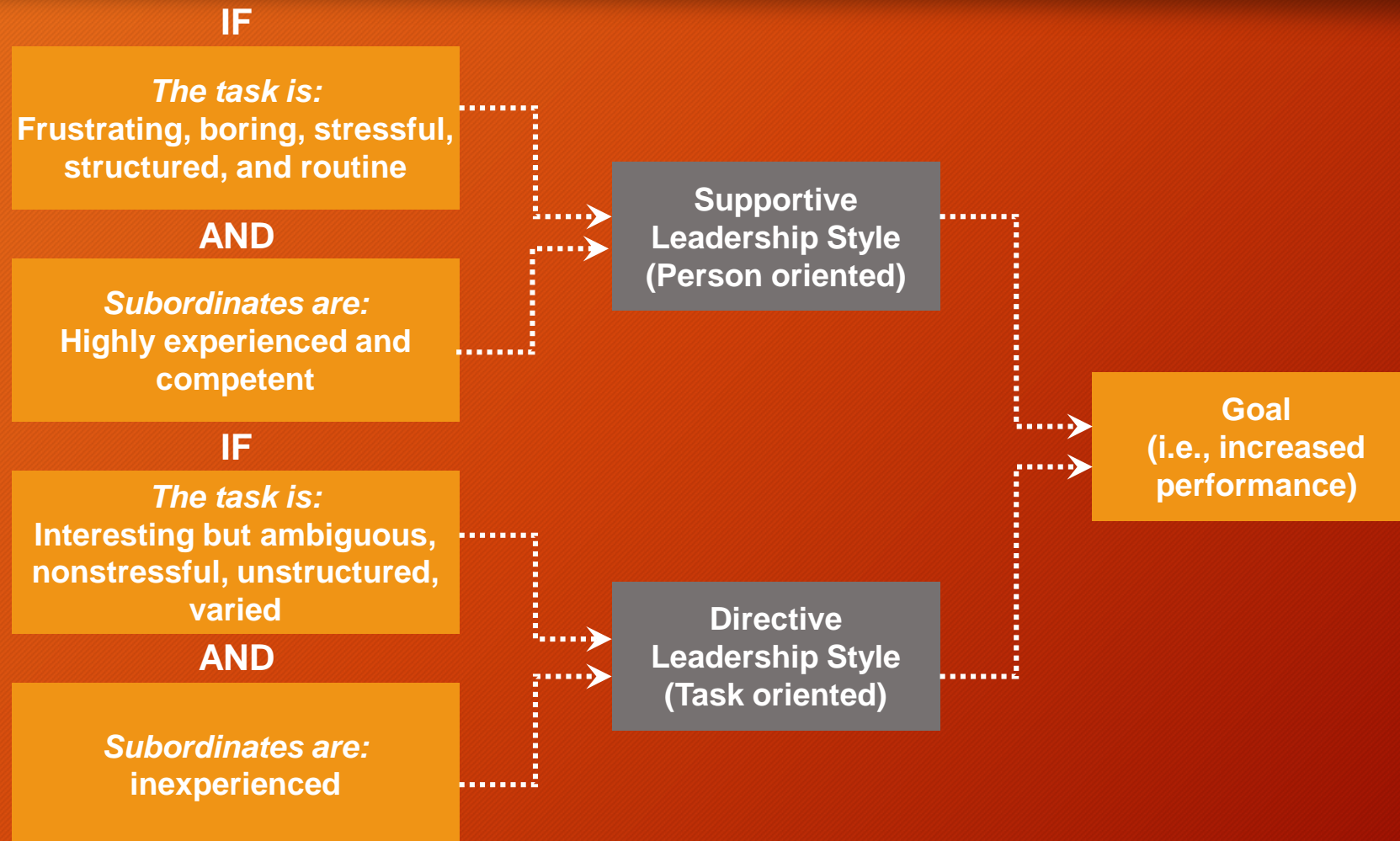
Do best when the situation is either:

- Moderately favorable, or
- Moderately unfavorable

Path-Goal Theory

- Leader's job is to increase subordinate satisfaction and effort
- Assumes that:
 - One leadership approach will work better in some task situations than others
 - Leaders can modify their styles to suit the situation
- Two basic leadership behaviors:
 - Supportive
 - Directive

Path-Goal Theory



LEADERSHIP SUMMARY

Influence to
meet goals
and perform
successfully

Leadership
and Power
produce
positive
outcomes if
used skillfully

Leader Skills
require
flexibility
based on the
situation

Leader-
Member
Relationships
have stages of
maturity and
effectiveness

ORBA

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LEADERSHIP IS A JOURNEY