

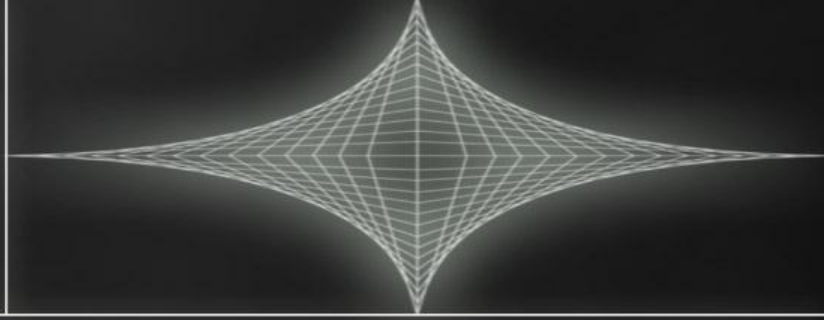
# Social Psychological Functions of Management

## Leadership styles

Thursday, 31 October 2019

Dr. V. Zarembo

Management English Version

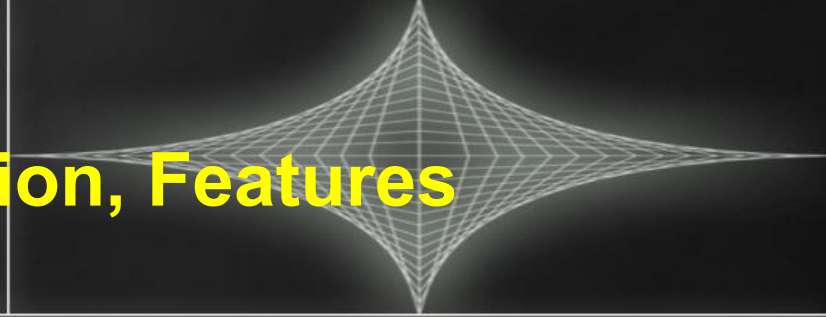


POWERS



# Power

## Definition, Features

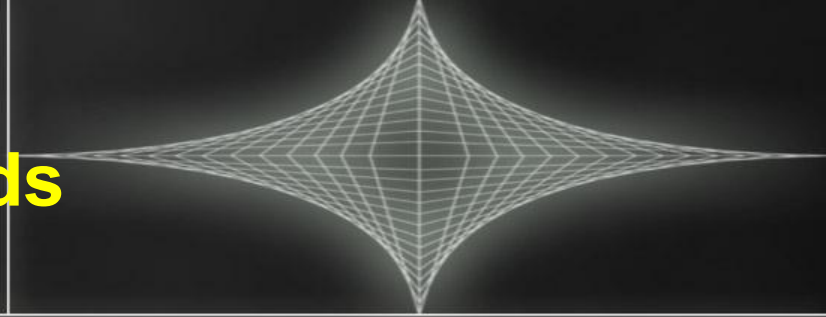


- Potential by the possessor
- Interconnection between the powerful and powered
- The powered have some freedom in actions



# Power

# Kinds



# Power

**French and  
raven**



- **Legitimate power** – comes from the belief that a person has the right to make demands, and expect compliance and obedience from others
- **Coercive power** – based on dependency and fear
- **Reward power** – results from one person's ability to compensate another for compliance

# Power

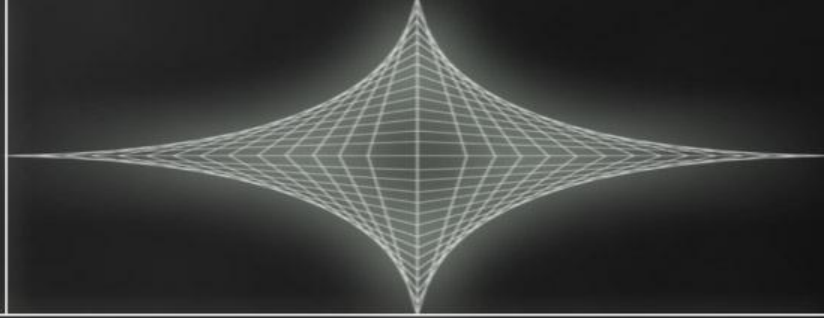
**French and  
raven**



- **Expert** power – This is based on a person's superior skill and knowledge.
- **Referent** power – This is the result of a person's perceived attractiveness, worthiness, and right to respect from others.



# Power Sources



## Power

### Personal basis

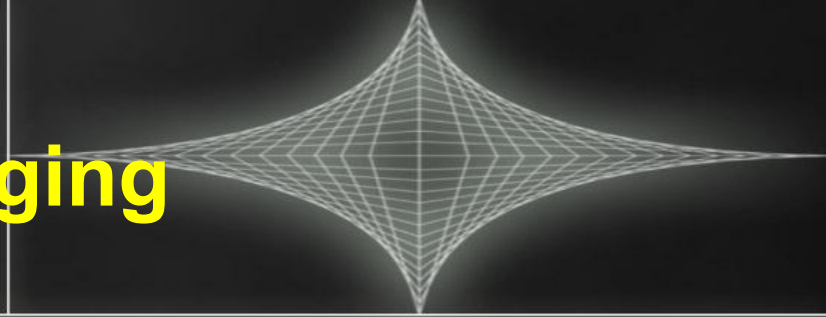
- Expert power
- Power of example
- Right for power
- Power of information
- Need for power

### Organizational basis

- Decision making
- Compensation
- Compulsory
- Power over resources
- Power of connections

# Power

# Staging



## Power

### Personal basis

- Expert power
- Power of example
- Right for power
- Power of information
- Need for power

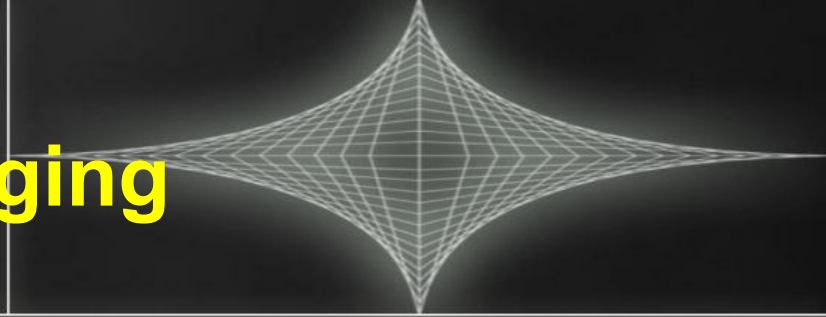
### Organizational basis

- Decision making
- Compensation
- Compulsory
- Power over resources
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# Power

# Staging



## Power

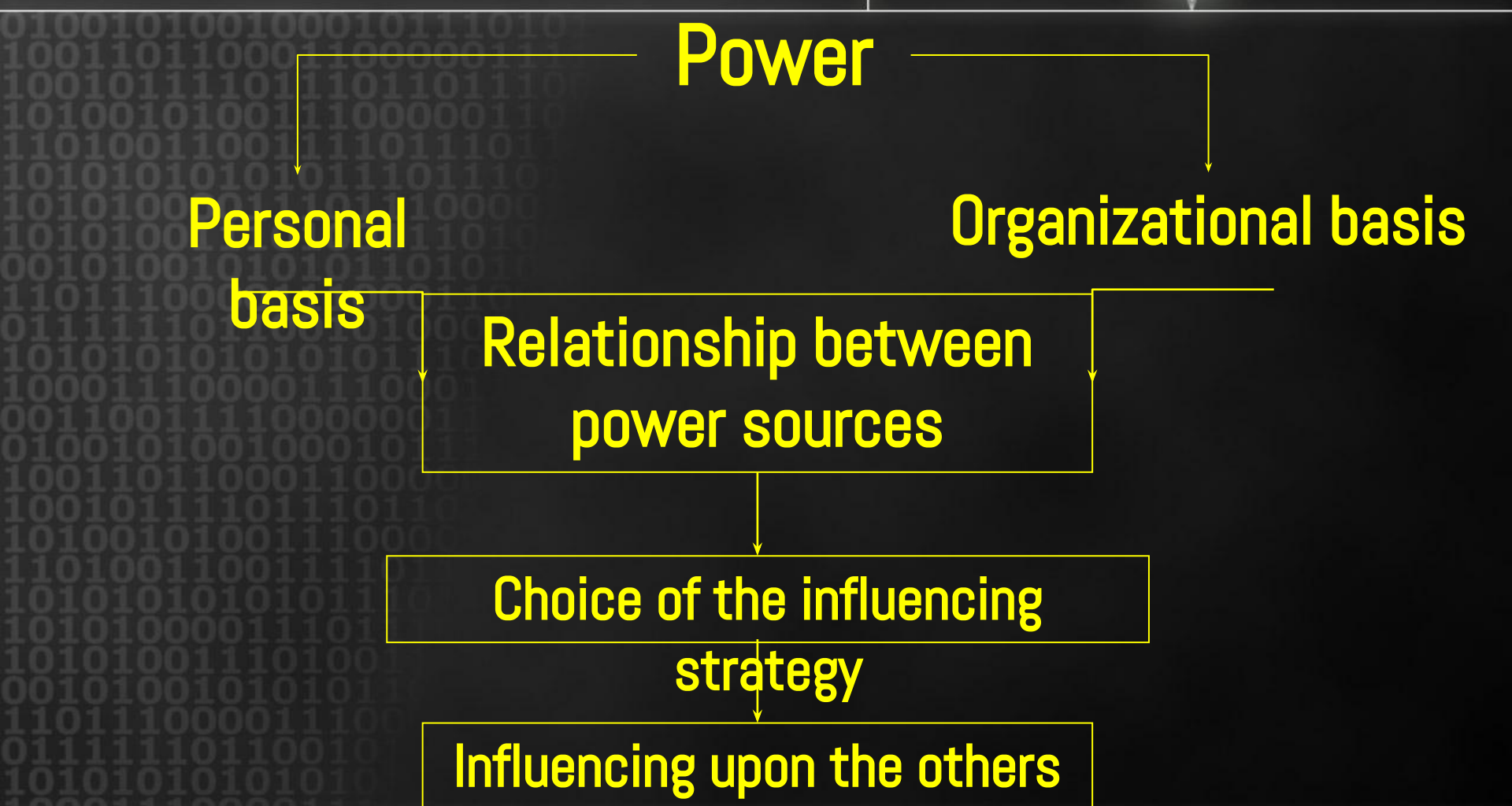
Personal  
basis

Organizational basis

Relationship between  
power sources

Choice of the influencing  
strategy

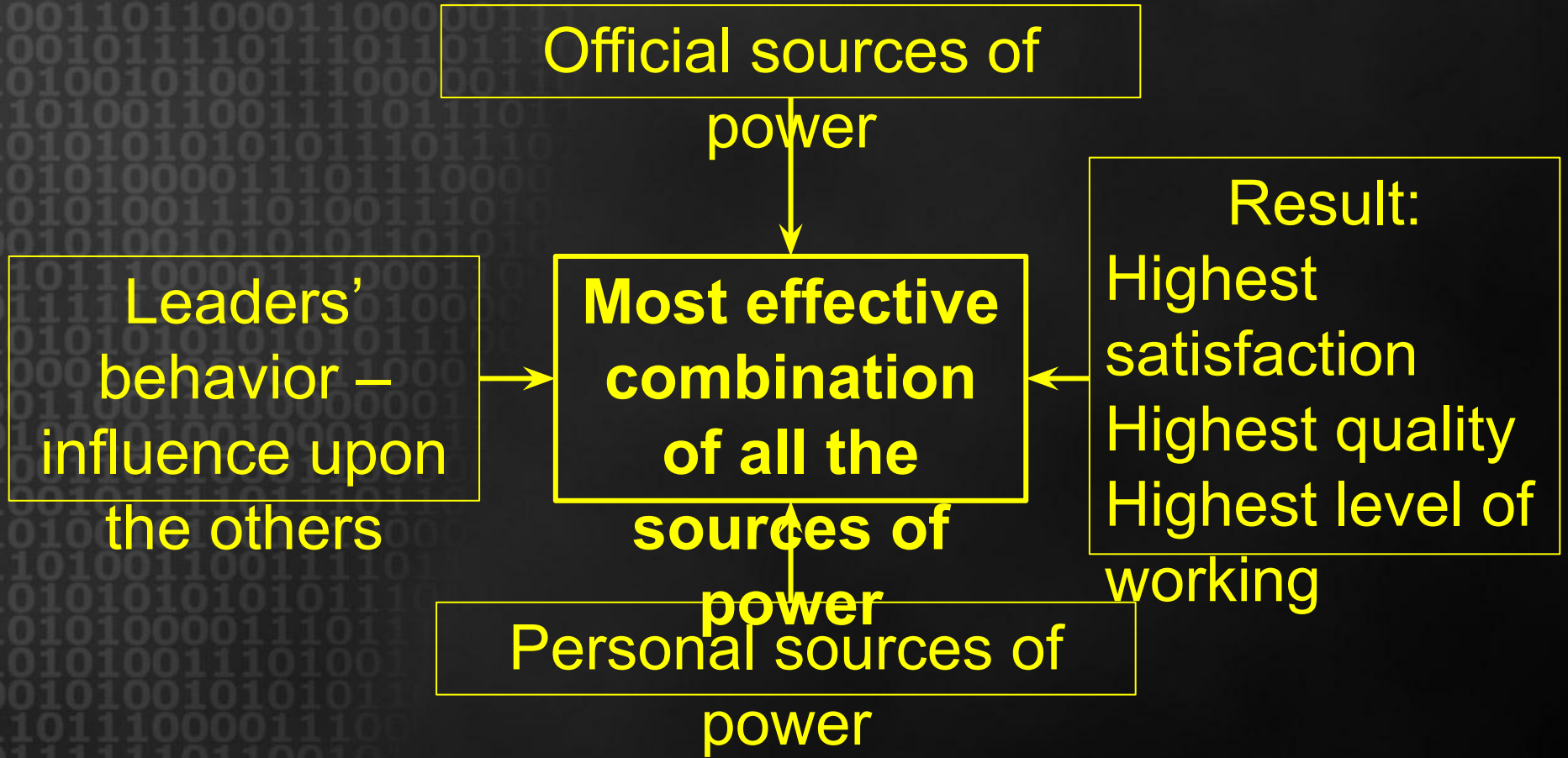
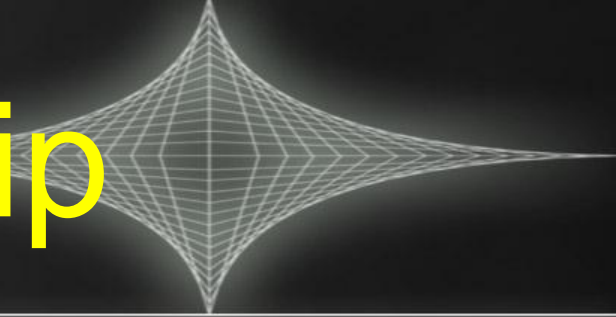
Influencing upon the others








# Effective leadership



# Effective leadership



## Also dependent on:

- **Organizational culture**
  - **Used technologies**
  - **Expectancy of using some defined leadership style**
  - **Satisfaction of working with leader of some special style**
- 

# Effective leader

Trends

- Trend to support the employees and develop good relationship with them
- Group managing, not individual
- Highest level of working



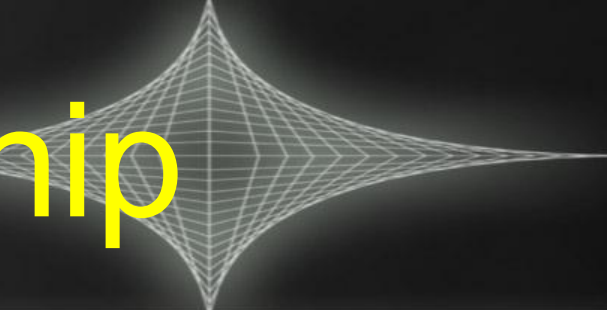
# Effective leader

Managing abilities



- Managing attention
  - Managing meanings
  - Managing trust and confidence
  - Self-management
- 

# Studying Leadership



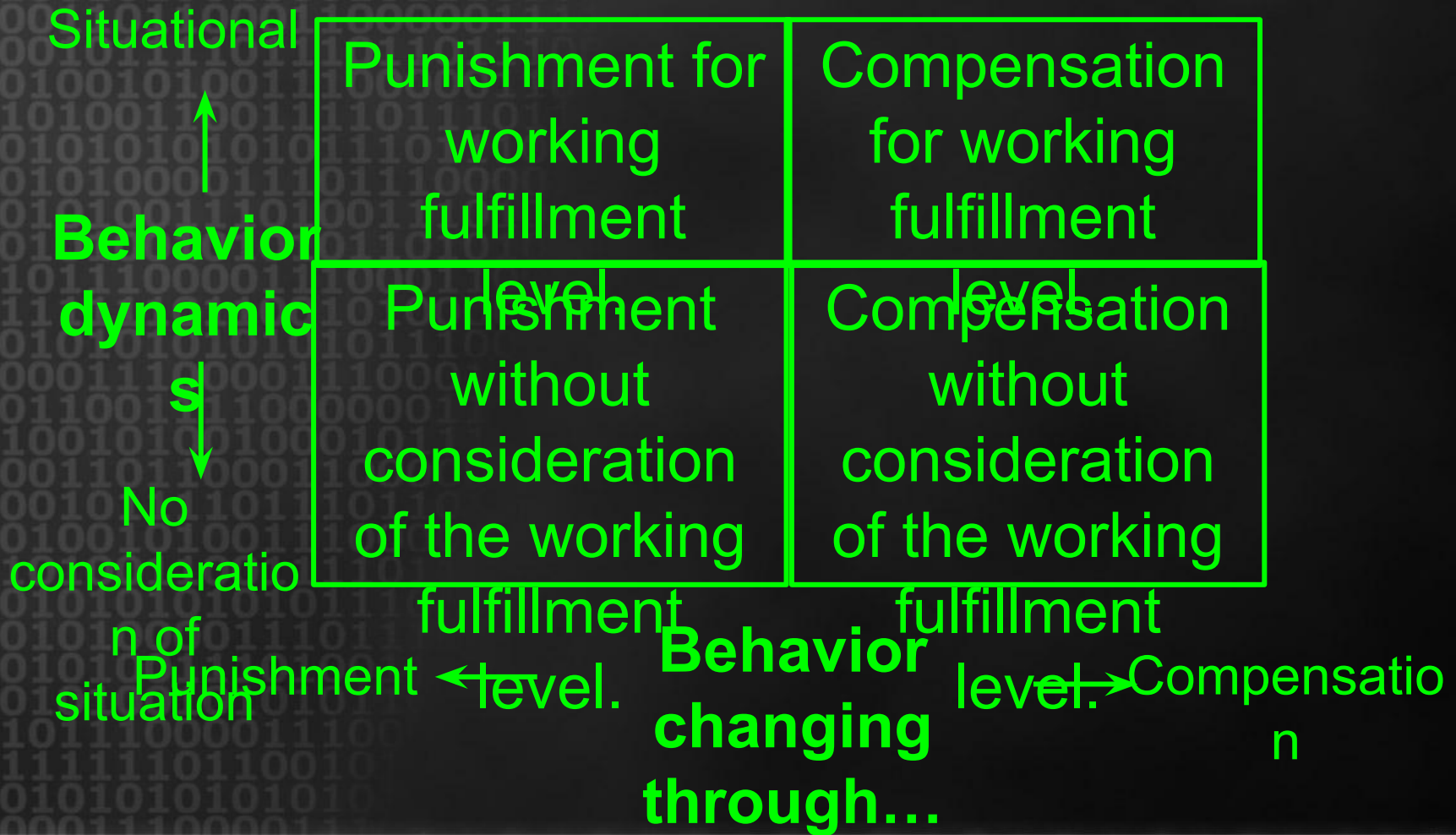
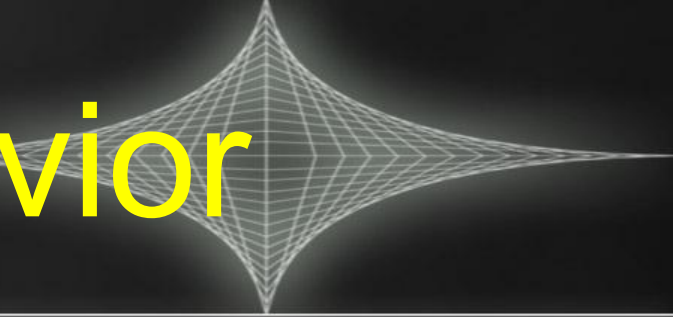
Strong behavior  
 ↓  
**Behavior dynamic**  
 ↓  
 Weak behavior  
 Not consideration

<p><b>Kind 2.</b> Analysis of the leadership <u>behavior</u> without situation</p>	<p><b>Kind 3.</b> <u>Situation</u> analysis of the effective behavior of the</p>
<p><b>Kind 1.</b> Analysis of the <u>leadership qualities</u> without situation</p>	<p><b>Kind 4.</b> Situation analysis of the <u>character</u> of the effective</p>

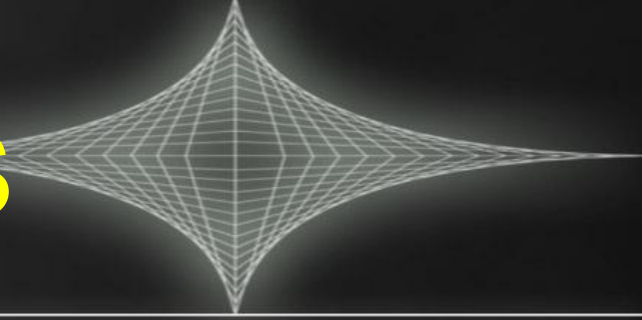
← consideration →  
**Situation consideration**  
 leader →  
 Right consideration



# Leadership Behavior

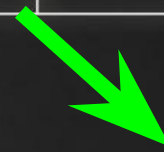


# Leadership Styles



Main  
characteristics of  
the manager  
behaviour during  
the management

# Leadership Styles



Defined by  
manager  
personality

Defined by  
the  
personnel  
peculiarities



# Contemporary Perspectives On Leadership

*Charismatic leadership*

*Transactional leadership*

*Transformational leadership*

*Post-heroic leadership*



# Leadership Kinds

**Charismatic  
leadership**




- dominant and exceptionally self-confident, with a strong conviction in the moral righteousness of their beliefs
- communicate high expectations for and confidence in followers
- articulates ideological goals
- inspire their followers' trust, confidence, acceptance, obedience, emotional involvement, affection, admiration, and higher performance

# Leadership Kinds

**Transactional  
leadership**



- traditional management through business transactions
  - leaders who manage through using their legitimate, reward, and coercive powers to give commands and exchange rewards for services rendered
  - dispassionate leadership that does not inspire people to focus on the interests of the organization
- 

# Leadership Kinds

**Transformational  
leadership**



- moves beyond transactional leadership
- transforms a vision into reality and motivates people to transcend their personal interests for the good of the group

# Leadership Kinds

Transformational  
leadership

- generating excitement - three ways

- ✓ they are charismatic
- ✓ provide individualized attention - do not treat everyone alike
- ✓ they are intellectually stimulating - arouse an awareness of problems and potential solutions

# Leadership Kinds

**Post-heroic  
leadership**

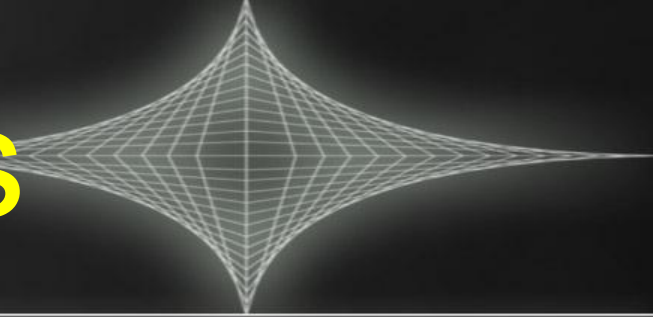


- even great top executives can't solve all problems on their own
  - effective leadership must permeate the organization
- 





# Leadership Styles



Authoritarian

n

Democratic

Liberal

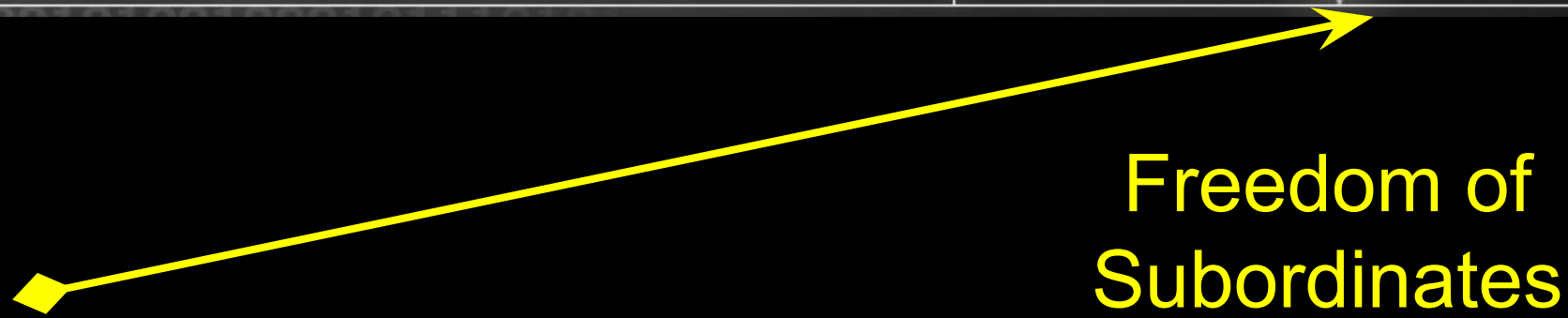
(club)





# Leadership Styles

Use of authority by managers



I tell – U do what I say

I sell – I persuade U to do what I say

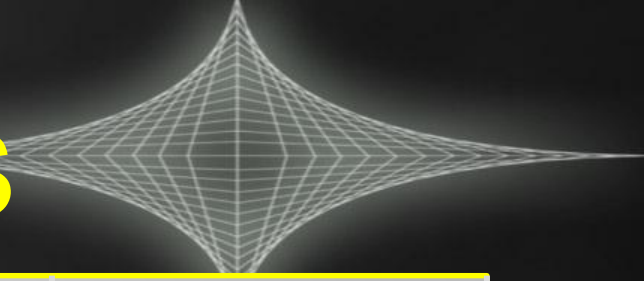
I test – I let them to participate, but I control

I consult – I seek 4 opinions before the decision making with the team

I share – decisions are made equally

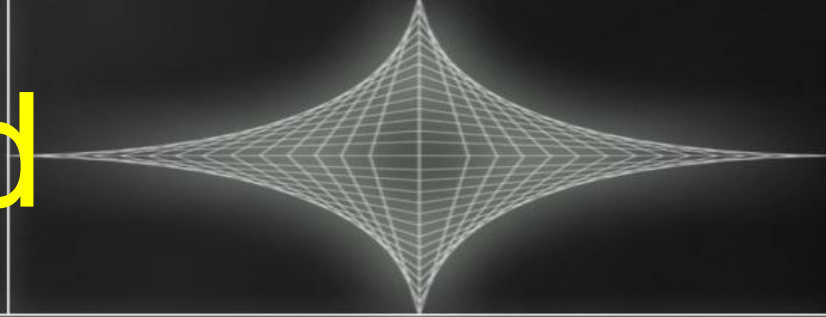
Hands off – team makes all the decisions

# Leadership Styles



<b>Styl</b> <b>Characteristics</b>	<b>Authoritarian</b>	<b>Democratic</b>	<b>Liberal</b>
<b>Important</b>	Results only	Results and methods	Results not important
<b>Motivation</b>	Implicit obedience	Economic and social psychological	Almost missing
<b>Delegation</b>	Not included	Actively by sense	Participation mirage
<b>Demands</b>	Very high level	Combined with trust	Low level

# Managerial grid



Concern for people

1.9

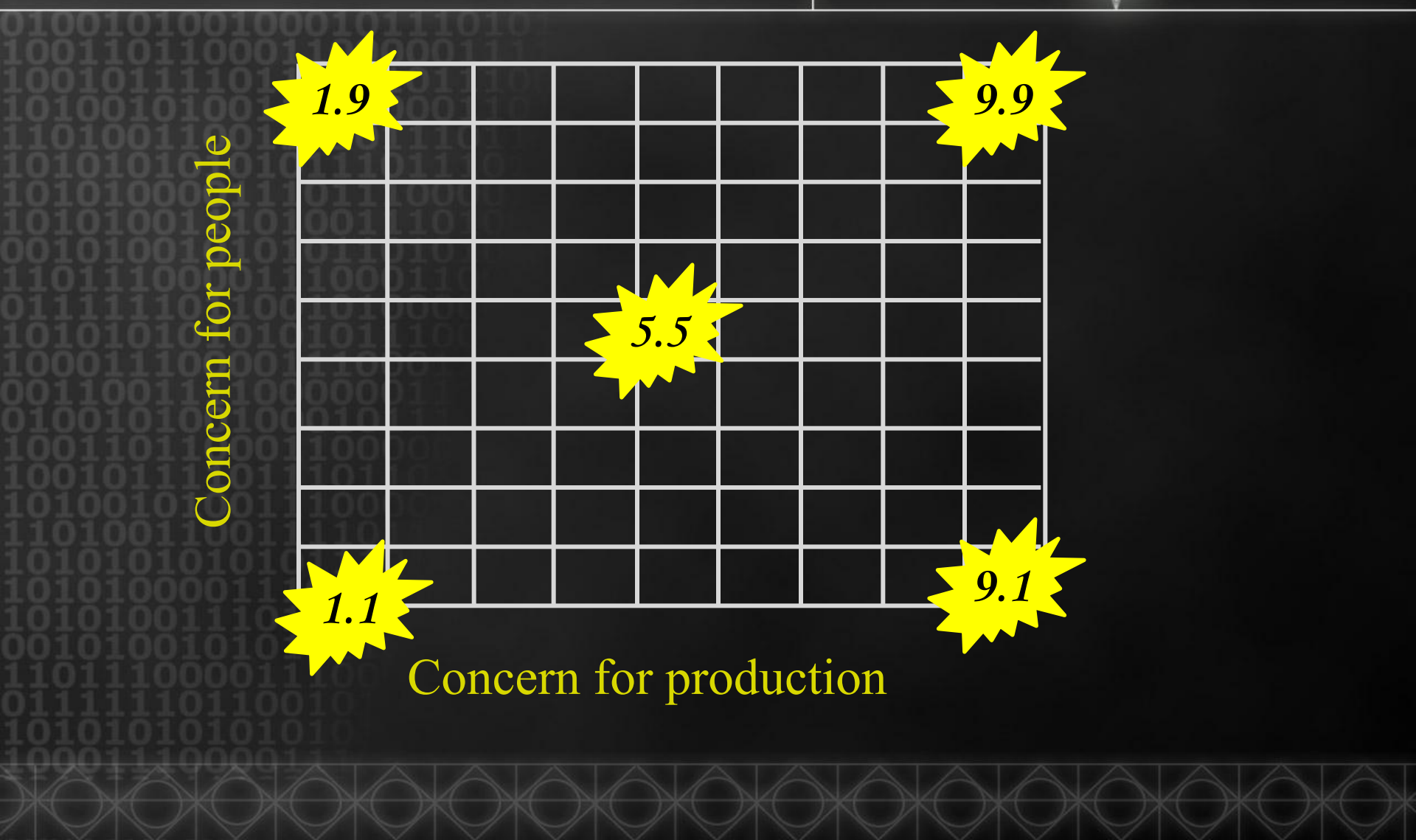
9.9

5.5

1.1

9.1

Concern for production



# Managerial grid

**Blake Mouton  
Grid**

High

Concern for people

Country  
club

Team  
leader

Middle  
of the  
Road

Impoveris  
h

Produce  
or Perish

Low

Concern for production

High

High

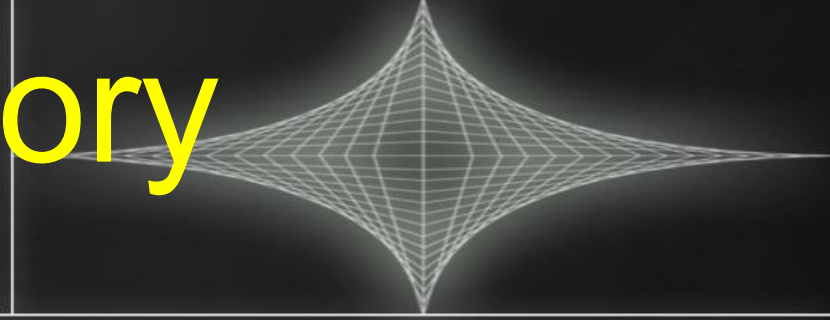
# Situational Theory of Leadership

**P. Hersey and  
K. Blanchard**

Leadership style  
depends on  
situation and  
maturity level of the  
group



# Situational Theory of Leadership



leadership perspectives  
proposing that universally  
important traits and behaviors do  
not exist, and that effective  
leadership behavior varies from  
situation to situation  
requires the leader to first

# Situational Theory of Leadership

**Tannenbaum  
and Schmidt**

Three factors must be considered before deciding how to lead:

- forces in the manager
- forces in the subordinate
- forces in the situation

**N.B. arguments remain valid  
today**

# Situational Theory of Leadership

The logo for Vroom, featuring a stylized, glowing, four-pointed star or web-like structure with the word "Vroom" in yellow text to its right.

Vroom

- focuses on how leaders go about making decisions
- seven situational factors used to analyze problems
  - ✓ each based on a problem attribute
  - ✓ scored as either high or low

# Situational Theory of Leadership

The logo for Vroom's Situational Theory of Leadership, featuring a stylized, multi-pointed star or web-like structure with the name 'Vroom' in yellow text to its right.

Vroom

- answering a series of questions about the problem attributes leads one to 14 possible endpoints of the analysis
- each endpoint recommends one of five decision styles
- decision styles indicate that there are several shades of participation
- use of the model ensures that important situational factors are



# Vroom's Situational Factors for the Problem Analysis

**Decision Significance** - significance for the success of the project or organization

**Importance of Commitment** - importance of the team members' commitment to the decision making

**Leader's expertise** - knowledge or expertise in relation to this problem

**Likelihood of commitment** - likelihood that the team would commit itself to a decision that the leader might make on his own



# Vroom's Situational Factors for the Problem Analysis

**Group support for objectives** - the degree to which the team supports the organizational goals at stake in this problem

**Group expertise** - the team members' knowledge or expertise in relation to this problem

**Team competence** - the ability of team members to work together in solving problems

# Situational Theory of Leadership



**Path goal  
framework**

The leader should:

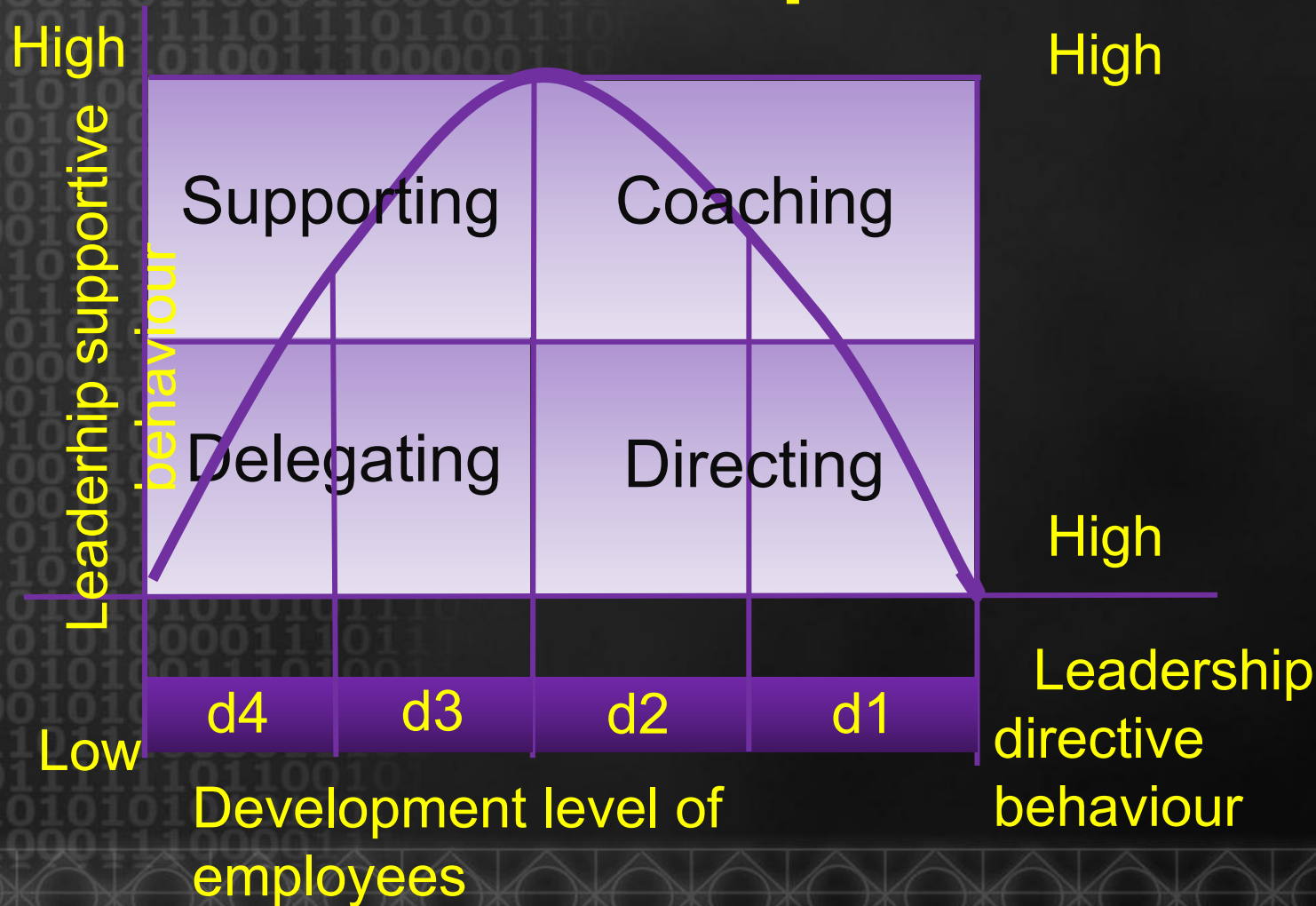
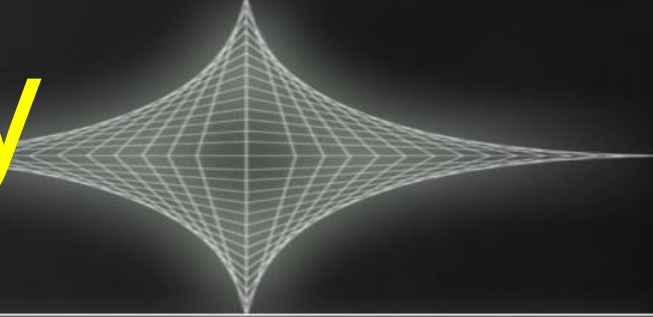
- ✓ make the path to work goals easier to travel by providing coaching and direction
- ✓ reduce frustrating barriers to goal attainment
- ✓ increase opportunities for personal satisfaction by

# Situational Theory of Leadership

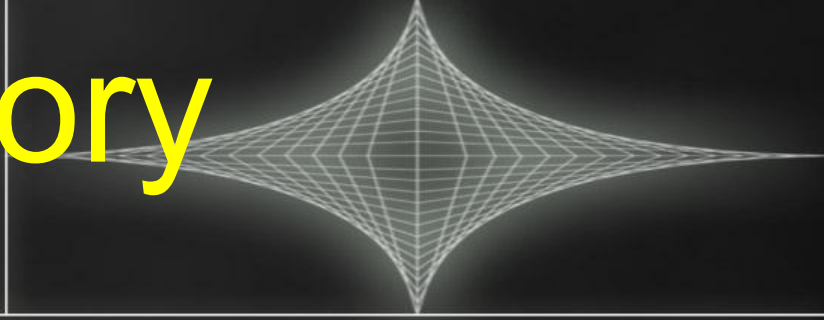
Path goal framework



# Situational Theory of Leadership



# Situational Theory of Leadership



Development  
level  
of employees

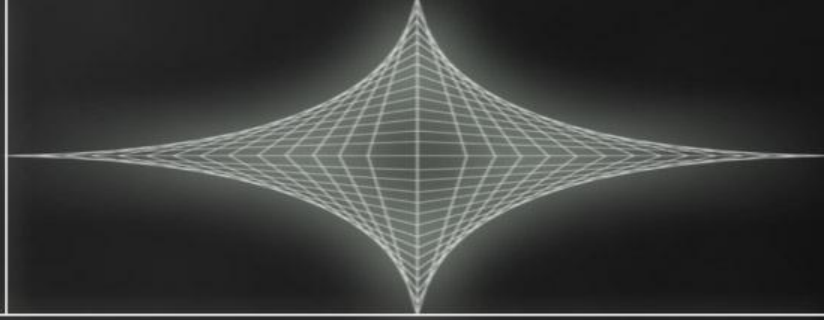
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Maturity  
of the team





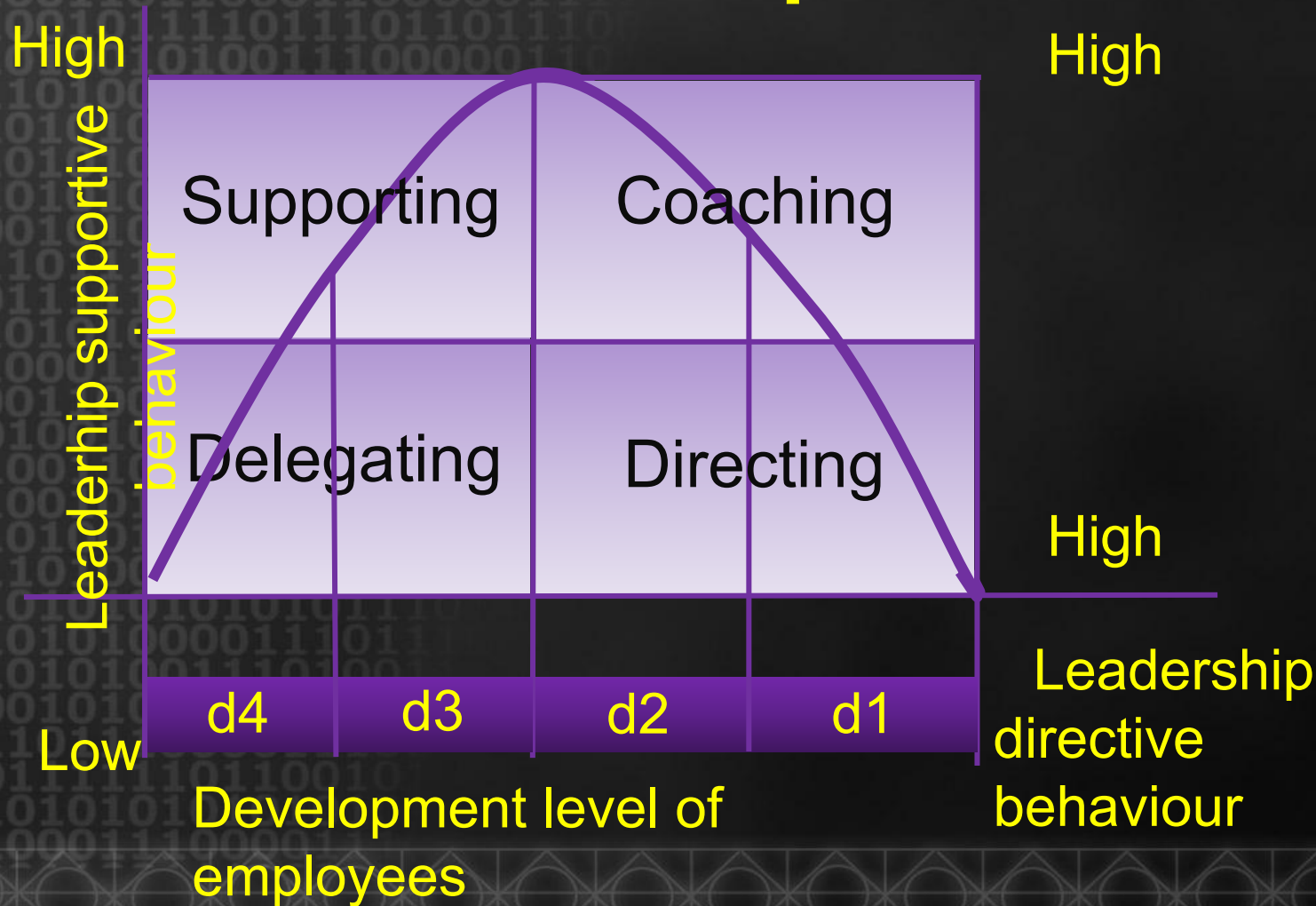
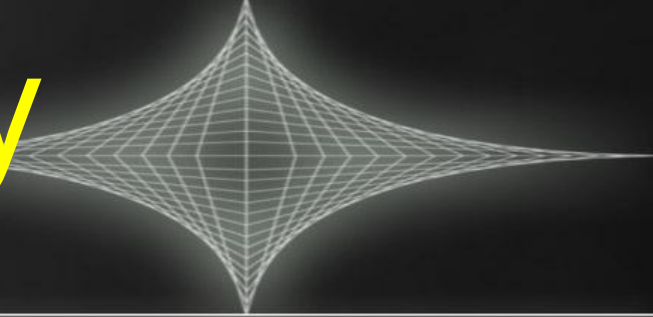
# Maturity of the Team



- Working experiences
- Maturity in working with one another
- Psychological maturity

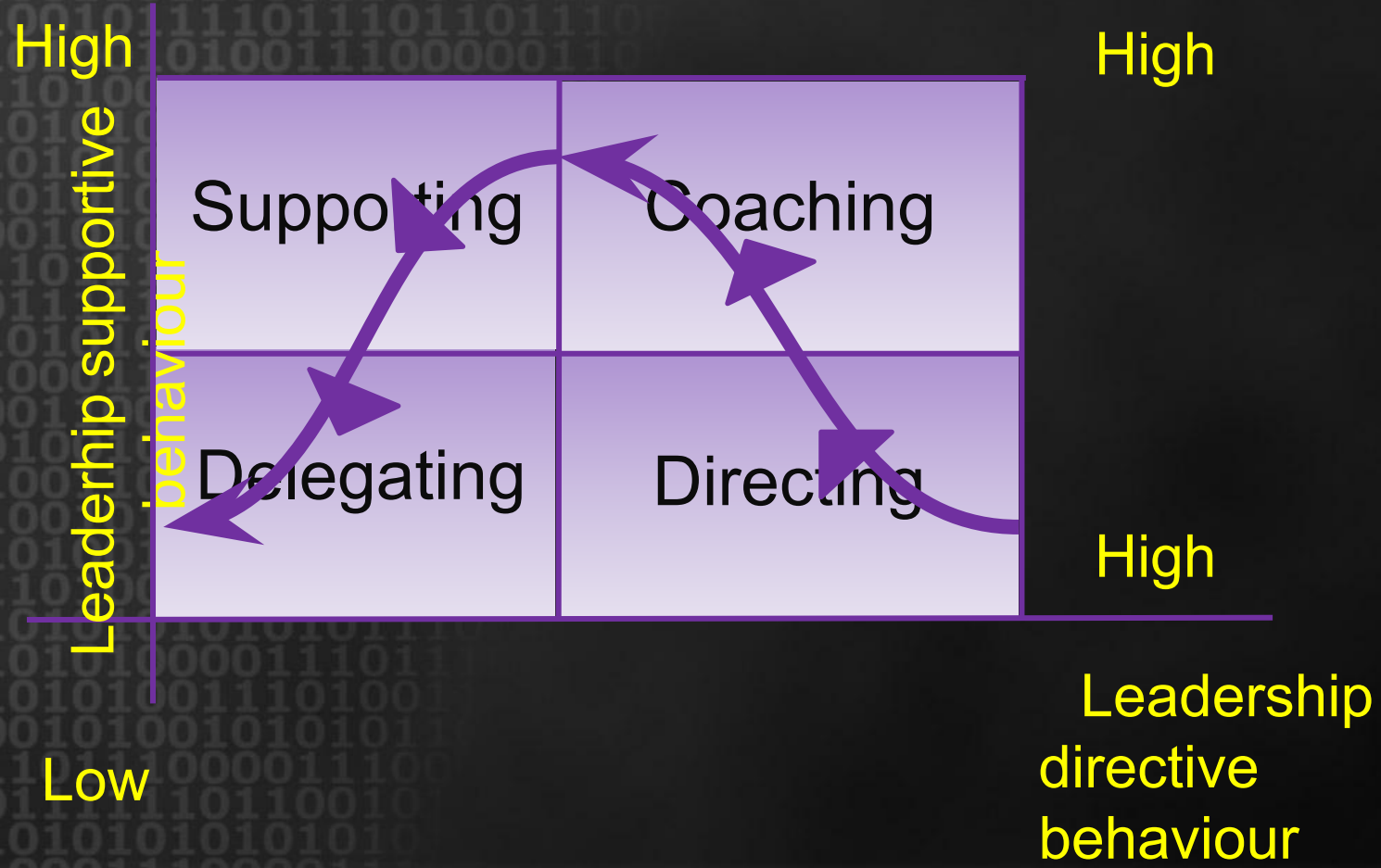


# Situational Theory of Leadership

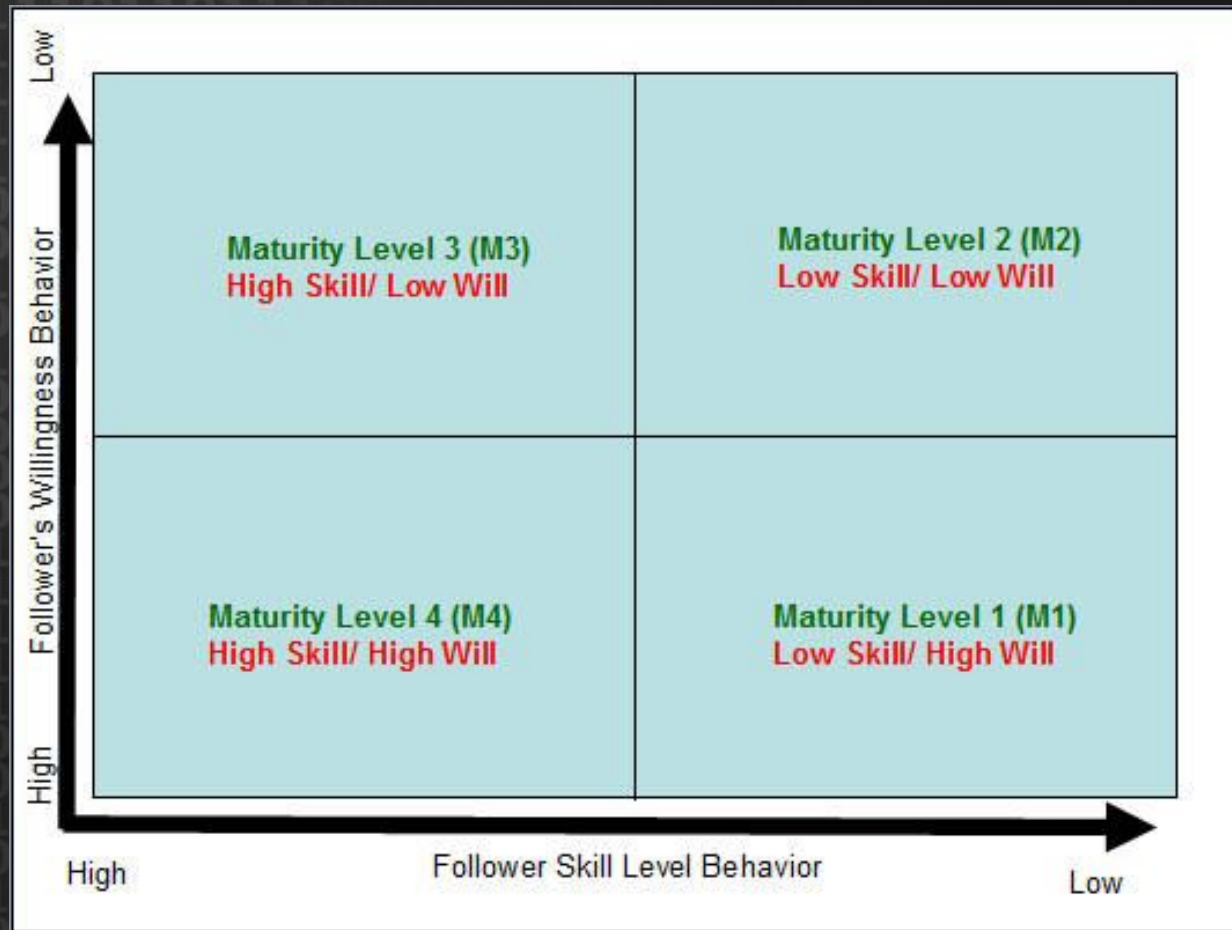
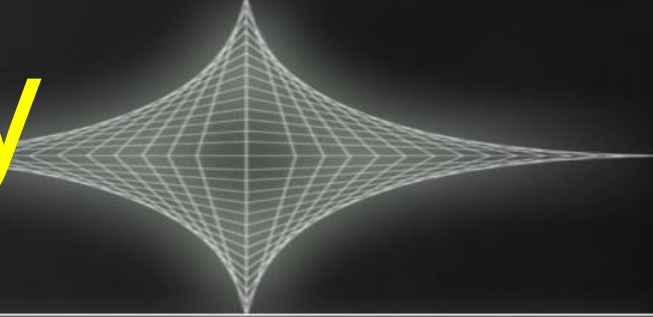


# Situational Theory of Leadership

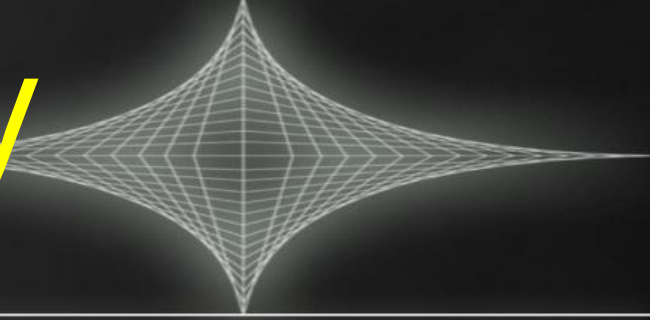
Haus and Mitchell



# Situational Theory of Leadership



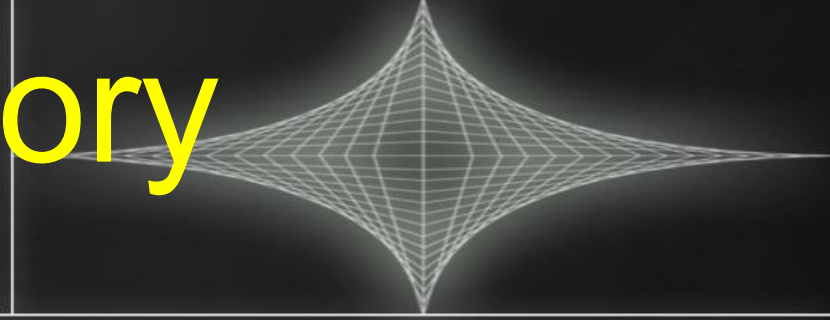
# Situational Theory of Leadership



- **M1** - They generally lack the specific skills required for the job in hand and are unable and unwilling to do or to take responsibility for this job or task.
- **M2** - They are still unable to take on responsibility for the task being done; however, they are willing to



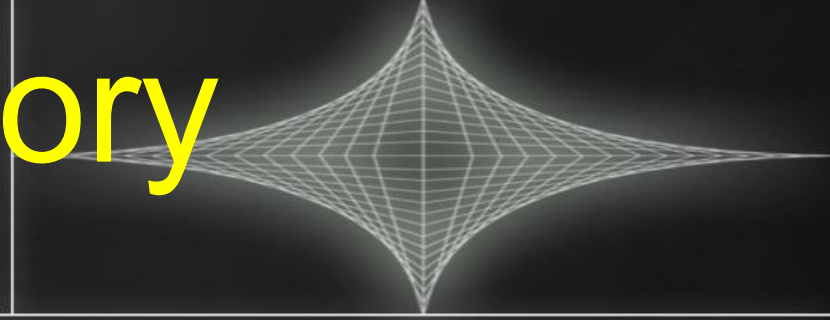
# Situational Theory of Leadership



- M3 - They are experienced and able to do the task but lack the confidence to take on responsibility.
- M4 - They are experienced at the task, and comfortable with their own ability to do it well. They are able and willing to not only do the task, but to take responsibility for the task.



# Situational Theory of Leadership



## **Maturity Level**

M1: Low maturity

M2: Medium  
maturity, limited  
skills

M3: Medium  
maturity, higher  
skills but lacking

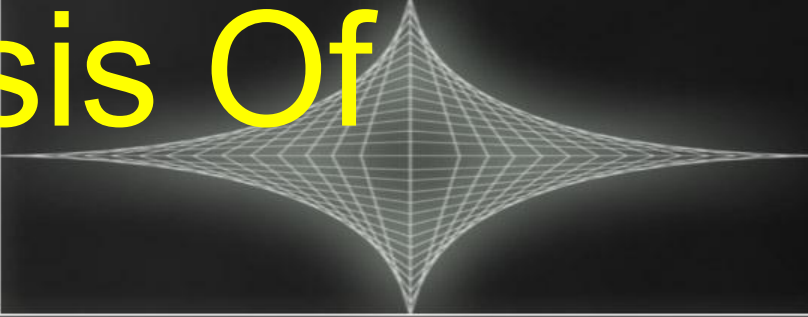
## **Most Appropriate Leadership Style**

S1: Telling/directing

S2: Selling/coaching

S3:  
Participating/supporting

# Fiedler's Analysis Of Situations



Leader-member relation  
 Task structure  
 Leader position  
 Power available for leader effective leader in the situation

Good				Poor			
Structured		Unstructured		Structured		Unstructured	
High	Low	High	Low	High	Low	High	Low



Task-motivated	Task-motivated	Task-motivated	Relationship-motivated	Relationship-motivated	Relationship-motivated	Relationship-motivated	Task-motivated
----------------	----------------	----------------	------------------------	------------------------	------------------------	------------------------	----------------

# Rensis Likert

- The difference in the productivity of units is explained through the management style
- There are 4 basic

# Rensis Likert

System 1

System 2

System 3

System 4

--	--	--	--



# Effectiveness of Management

## Managing Teams

Thursday, 31 October 2019

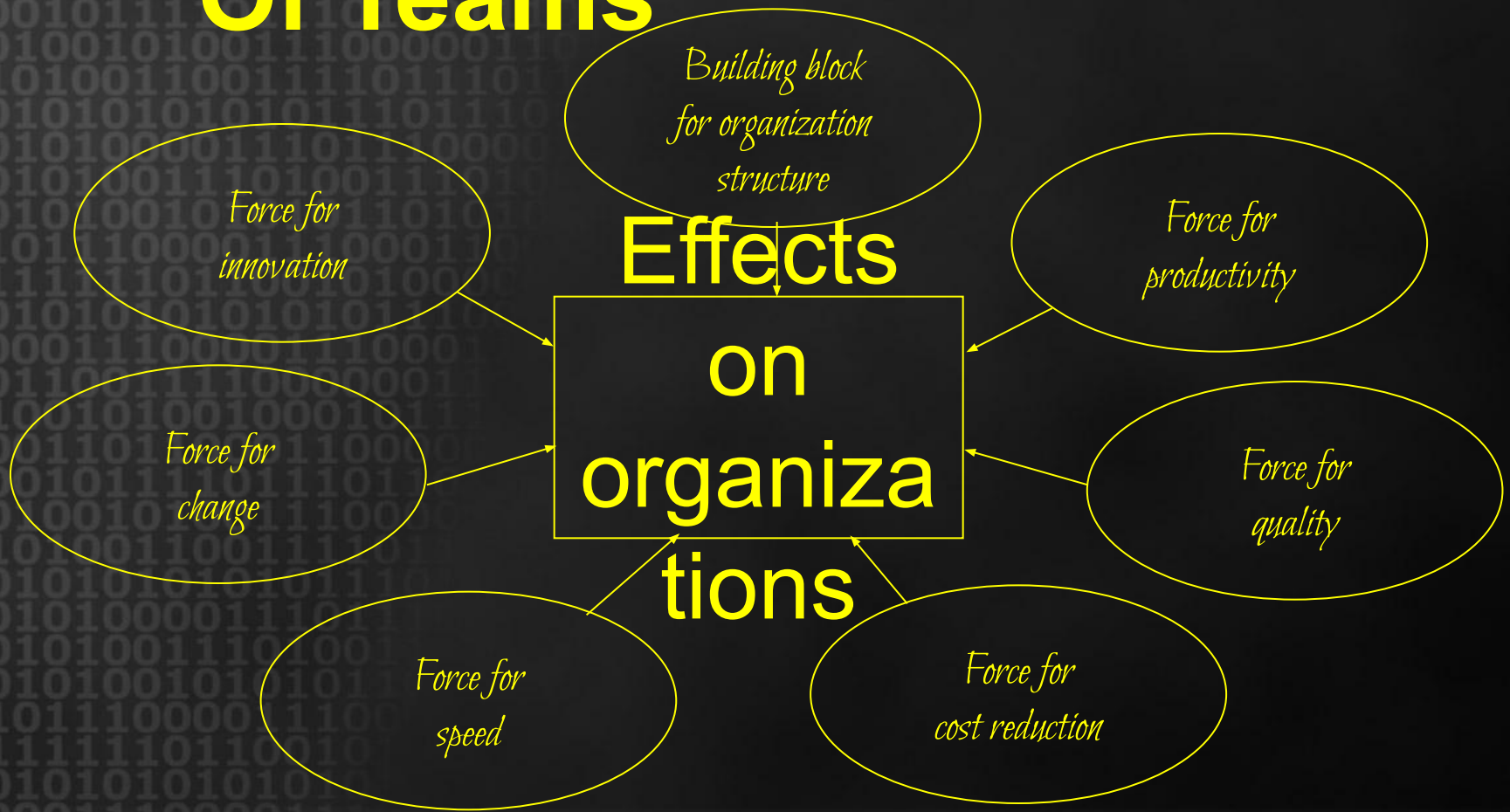
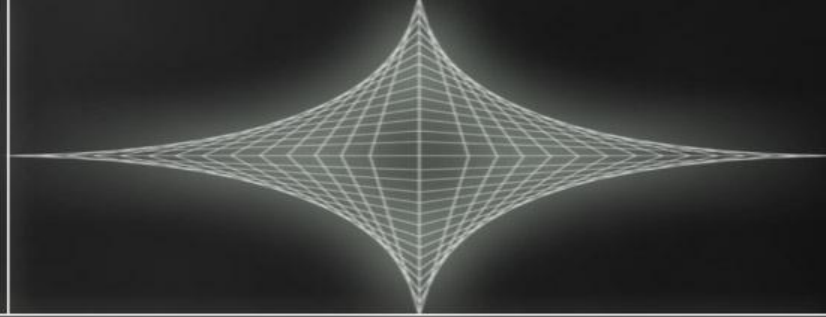
Dr. V. Zarembo

Management English Version

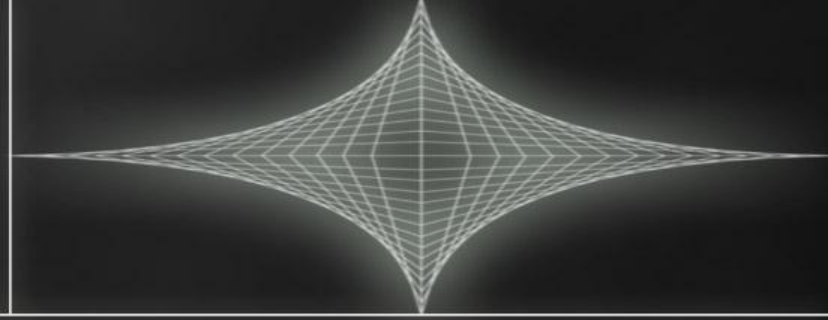




# The Contributions Of Teams

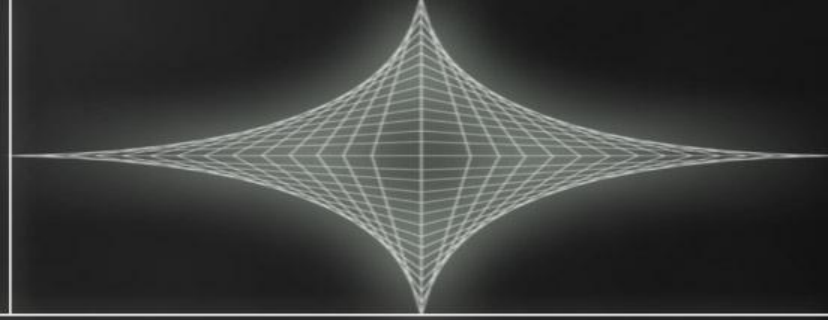


# Benefits Of Groups



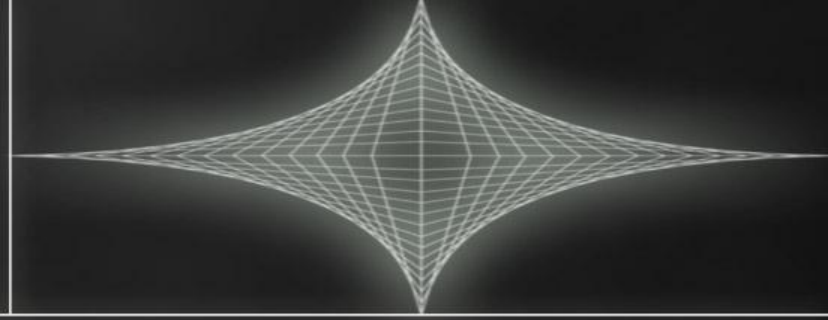
- Benefits derived by organizations
  - groups have greater total resources than individuals do
  - groups have a greater diversity of resources
  - groups can aid decision making

# Benefits Of Groups



- Benefits derived by members
  - a group is a useful learning mechanism
  - a group can satisfy important personal needs
  - group members can provide one

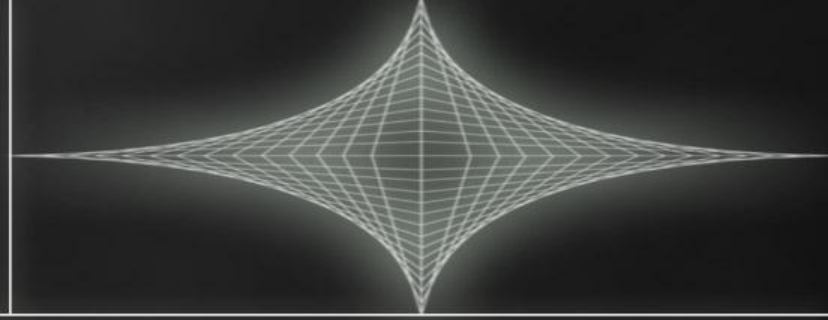
# The New Team Environment



## DEFINITIONS

- ✓ working group - collection of people who work in the same area or have been drawn together to undertake a task
- ✓ do not necessarily come together as a unit and achieve significant performance improvements

# The New Team Environment

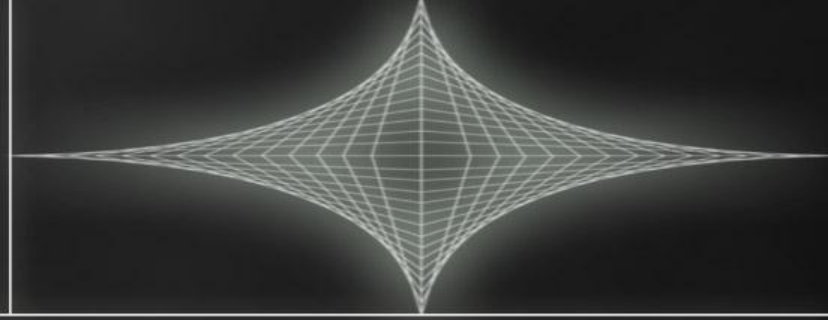


## DEFINITIONS

- ✓ TEAM - small number of people with complementary skills who are committed to a common purpose, common performance goals, and a common approach for which they hold themselves mutually accountable
  - real teams are more fully integrated into the organizational structure



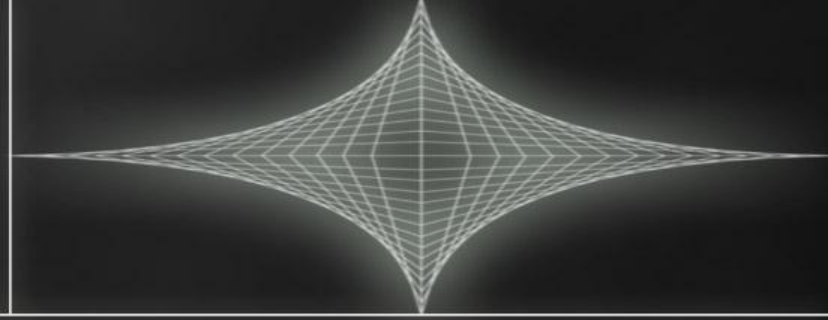
# The New Team Environment



## Types of teams

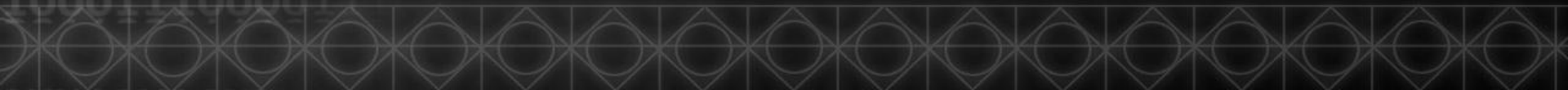
- ✓ work teams - make or do things like manufacture, assemble, sell, or provide service
  - are well defined and a clear part of the organization's structure
  - composed of a full-time, stable membership

# The New Team Environment

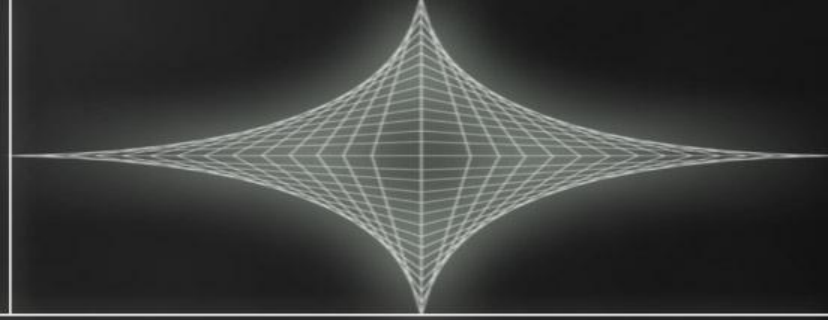


## Types of teams

- ✓ project and development teams - work on long-term projects
  - disband when the work is completed



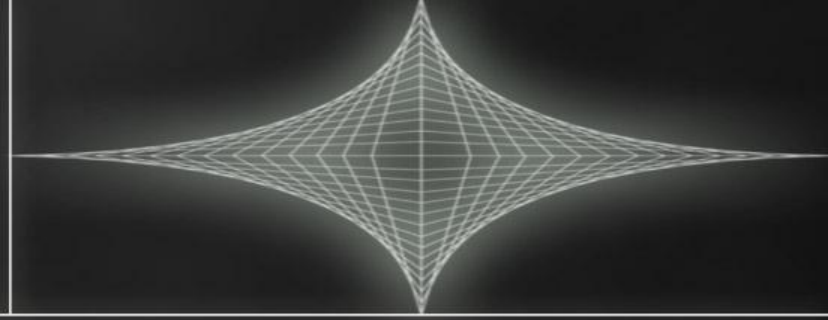
# The New Team Environment



## Types of teams

- ✓ parallel teams - operate separately from the regular work structure on a temporary basis
  - do work that is not normally done by the standard structure
  - recommend solutions to specific problems
  - do not have the authority to act

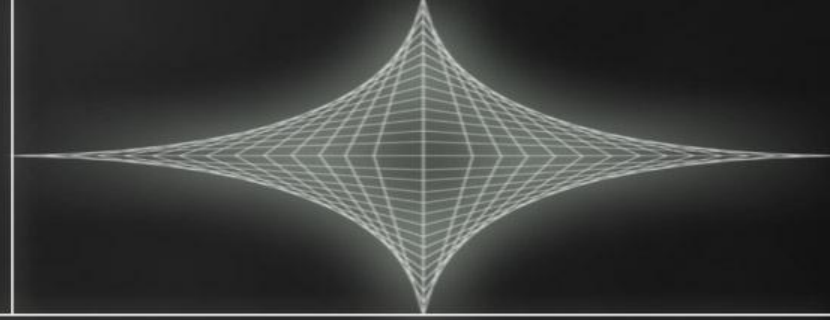
# The New Team Environment



## Types of teams

- ✓ management teams - coordinate and provide direction to subunits under their jurisdiction
  - integrate work among subunits
  - authority based on hierarchical rank
  - responsible for the overall performance of the business unit

# The New Team Environment



**Traditional**

**environment**  
Managers

determine and plan  
the work

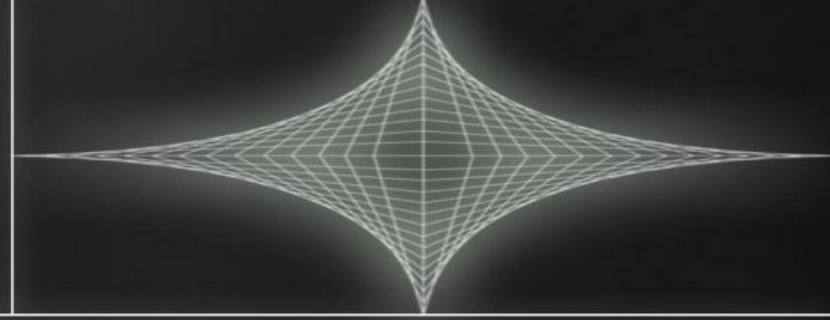
**Team**

**environment**  
Managers and

teams jointly  
determine and plan  
the work



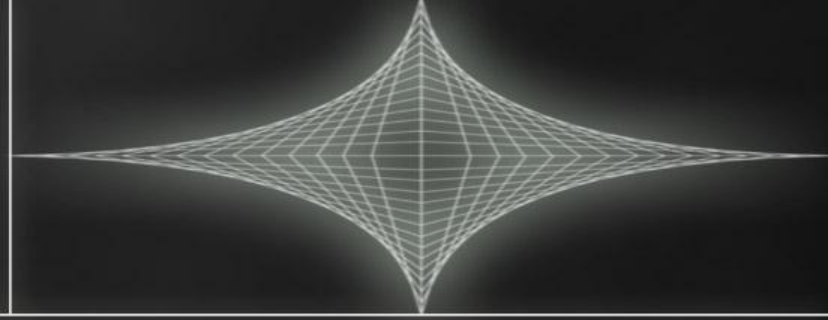
# The New Team Environment



**Traditional environment**  
Jobs are narrowly defined

**Team environment**  
Jobs require broad skills and knowledge

# The New Team Environment



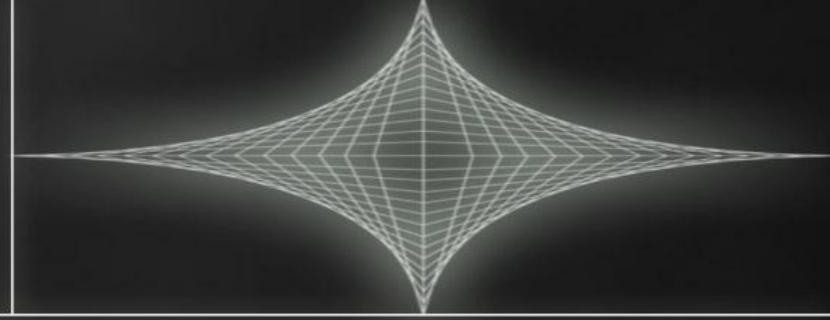
## Traditional environment

Cross-training is viewed as inefficient

## Team environment

Cross-training is the norm

# The New Team Environment



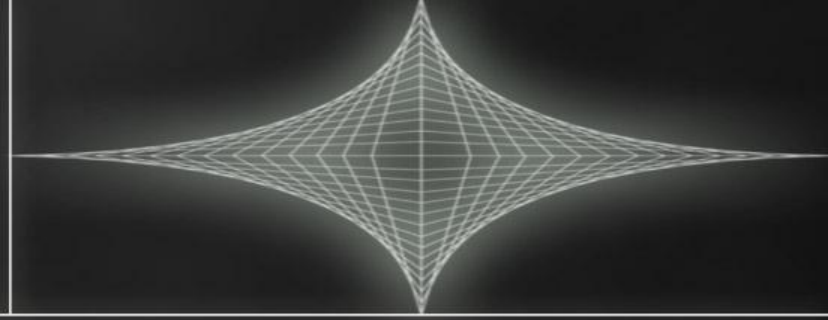
**Traditional**

**environment** is  
Most information is  
“management  
property”

**Team**

**environment** is  
Most information is  
freely shared

# The New Team Environment



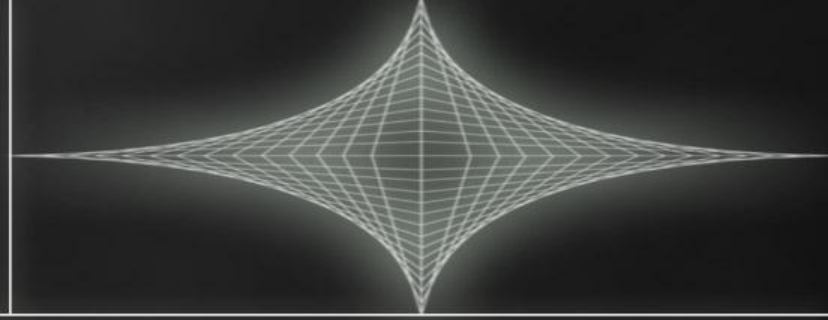
## Traditional environment

Training for nonmanagers focuses on technical skills

## Team environment

Continuous learning requires training for all

# The New Team Environment



**Traditional  
environment**

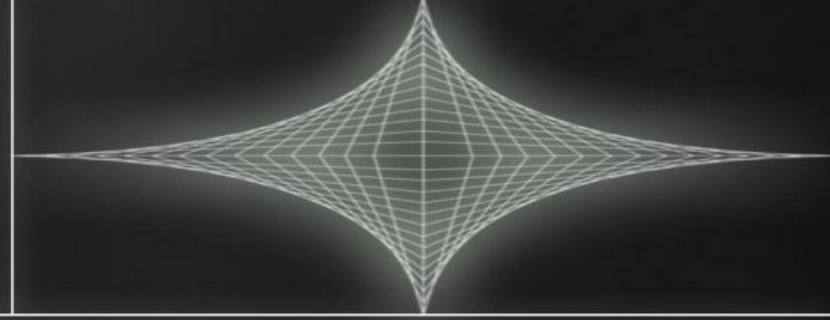
Risk taking is discouraged and punished

**Team  
environment**

Encourage and support measured risk taking



# The New Team Environment



**Traditional**

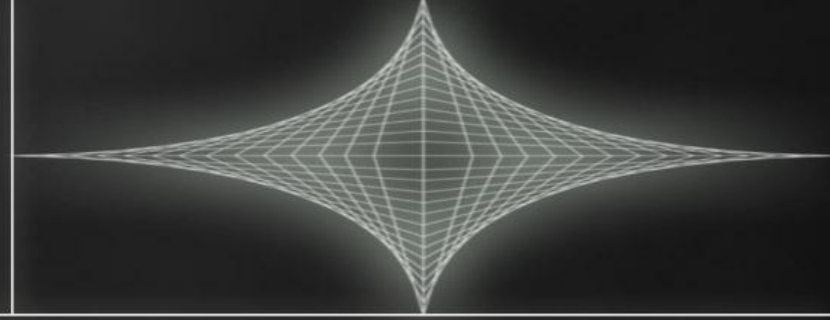
**environment**  
People work alone

**Team**

**environment**  
People work together



# The New Team Environment



**Traditional**

**environment**

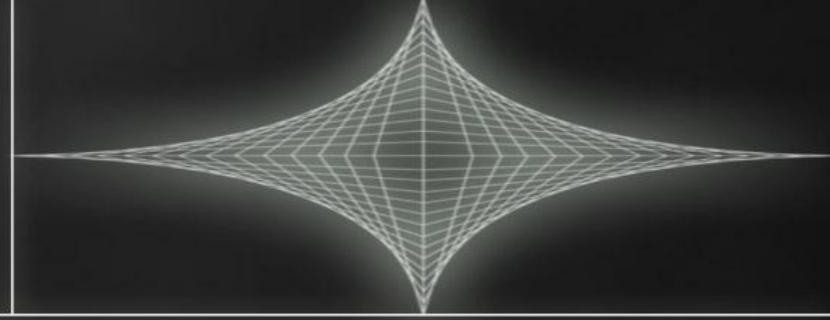
Rewards based on individual performance

**Team**

**environment**

Rewards based on contributions to the team and individual performance

# The New Team Environment



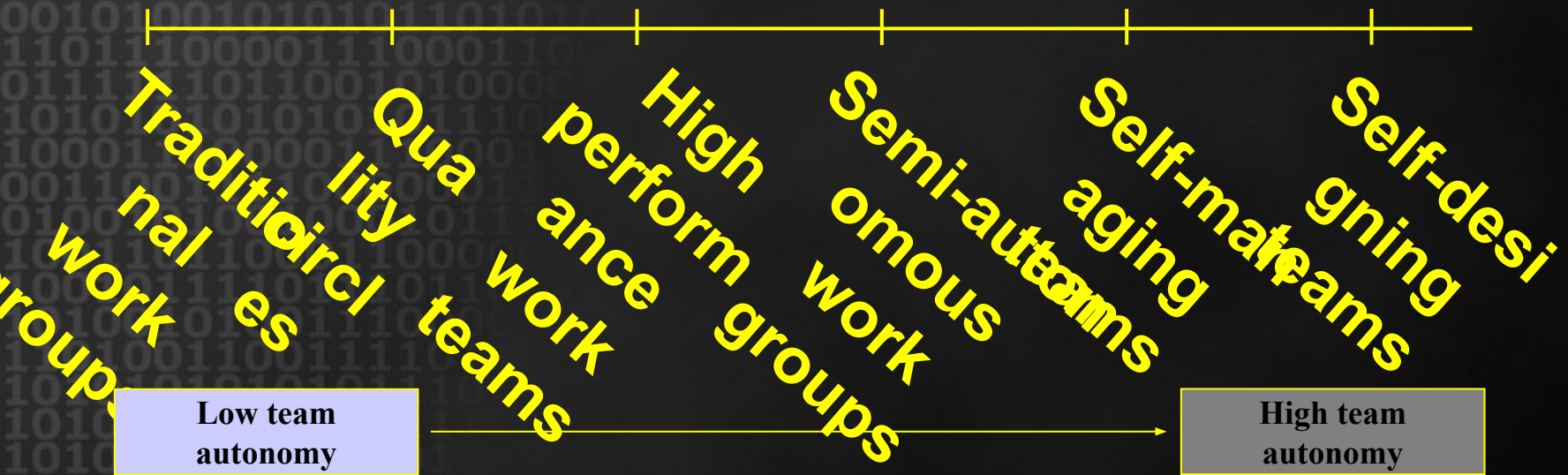
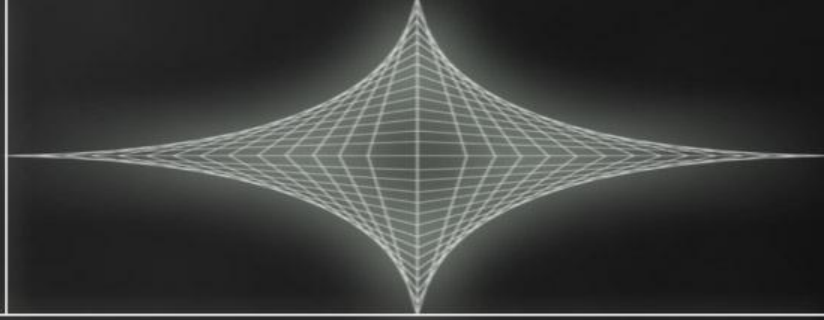
## Traditional environment

Managers determine “best methods”

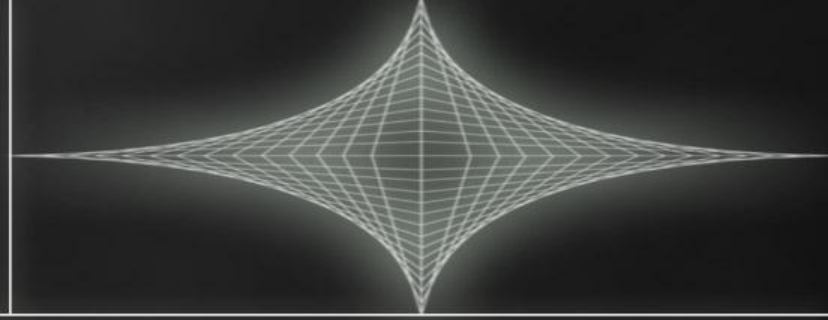
## Team environment

Everyone works to improve methods and processes

# Team Autonomy Continuum



# The New Team Environment

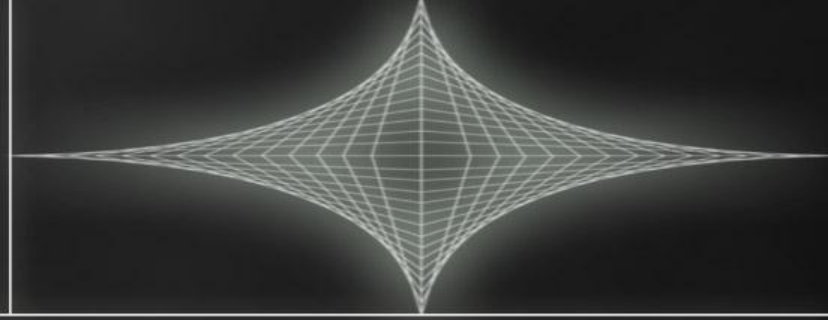


## Self-managed teams

- autonomous work groups in which workers are trained to do all or most of the jobs in a unit
- have no immediate supervisor
- make decisions previously made by first-line supervisors



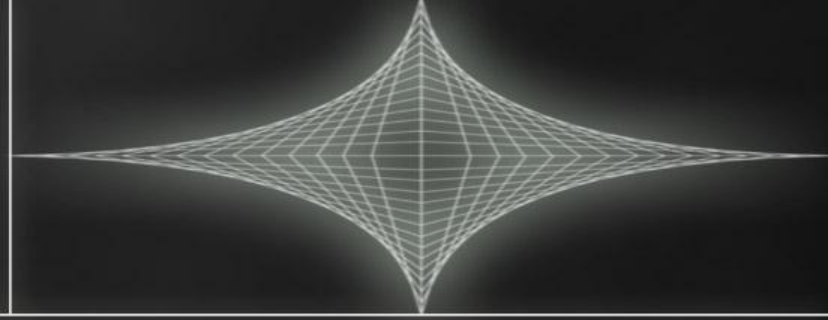
# The New Team Environment



## Self-managed teams

- compared to traditionally managed teams, self managed teams appear to:
  - ✓ be more productive
  - ✓ have lower costs
  - ✓ provide better customer service
  - ✓ have better safety records
  - ✓ be more satisfying for members

# The New Team Environment



## Self-managed teams

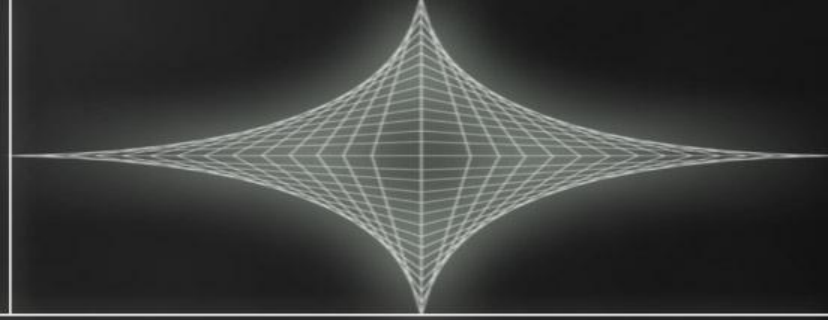
*traditional work groups* - have no managerial responsibilities

✓ supervised by first-line manager

*quality circles* - voluntary groups of people drawn from various production teams who make suggestions about quality

✓ have no authority to make decisions or execute

# The New Team Environment



## Self-managed teams

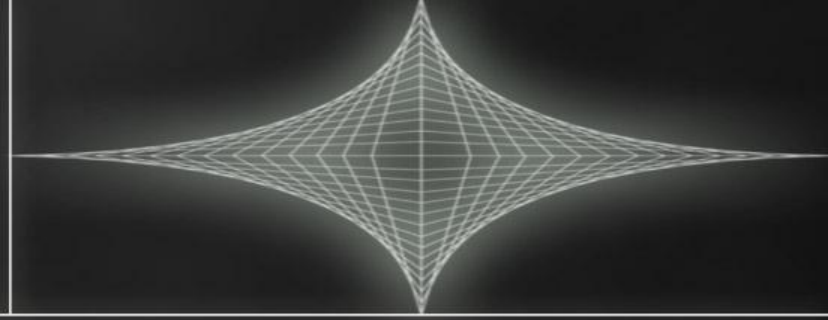
*semiautonomous work groups* - make decisions about managing and carrying out major production activities

- ✓ still get outside support for quality control and maintenance

*autonomous work groups*

*(self-managing teams)* - control decisions about and execution of a complete range of tasks

# The New Team Environment



## Self-managed teams

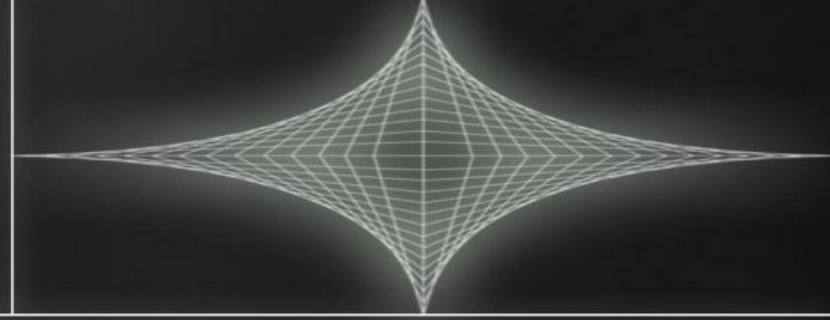
*self-designing teams - control the design of the team*

✓ *other responsibilities comparable to those of autonomous work groups*

*semiautonomous and autonomous teams improve the organization's financial*



# How Groups Become Teams



## Self-managed teams

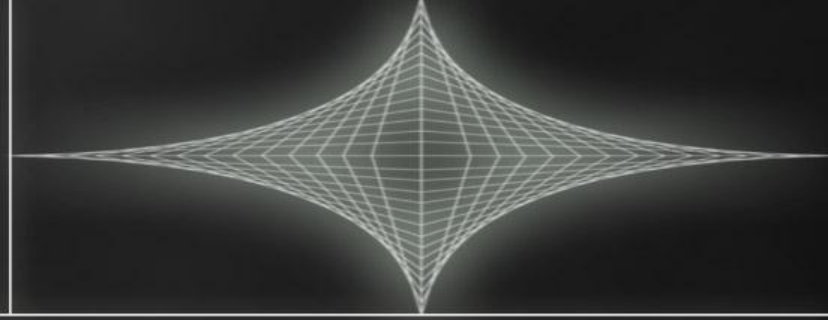
*self-designing teams - control the design of the team*

✓ *other responsibilities comparable to those of autonomous work groups*

*semiautonomous and autonomous teams improve the organization's financial*



# Team shape



*Team  
shape*



*Leadership  
style*

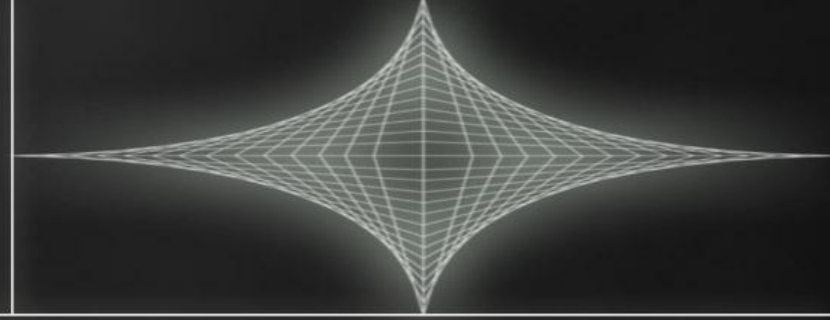


*Team  
shape*



*Leadership  
style*

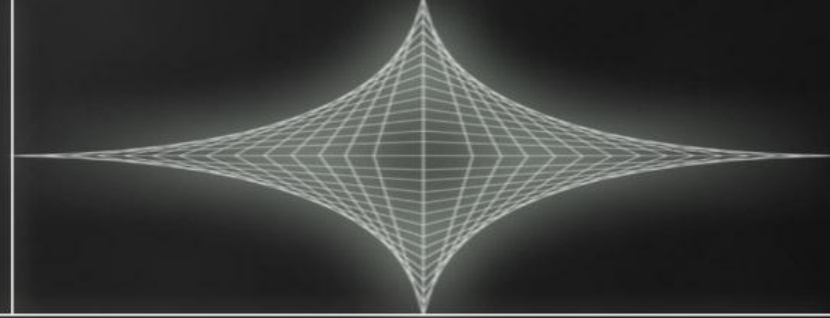
# Team shape



<p><i>Team shape</i></p>	<p><i>Leadership</i></p>
<p><i>Wet sand</i></p>	<p><i>Designation, precise instruction and detailed control Trying to build better relationship in the group</i></p>



# Team shape



*Team  
shape*



*Leadership  
style*



*Soft  
clay*

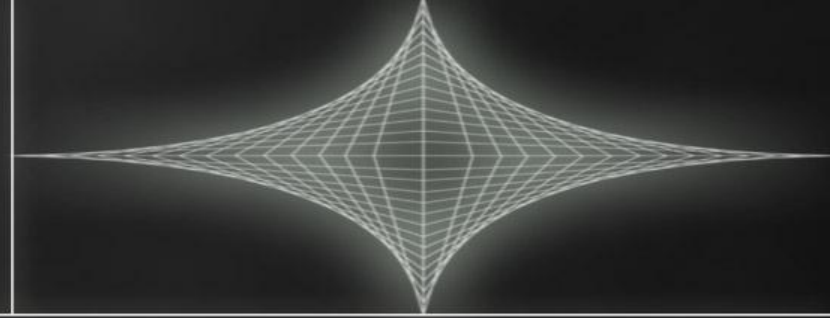


*Coordination, less designation and  
control  
Stimulation of personal  
achievements*

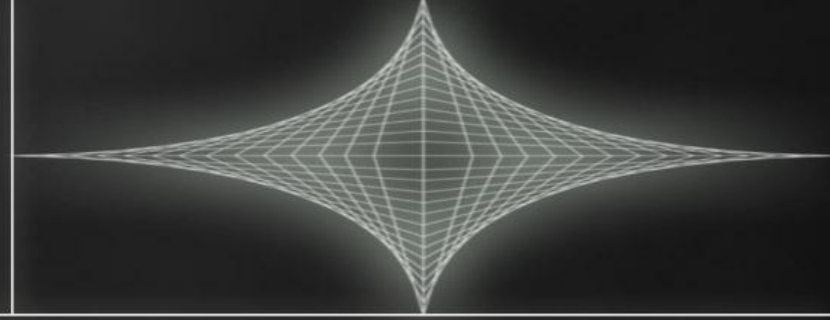




# Team shape



# Team shape



*Team*

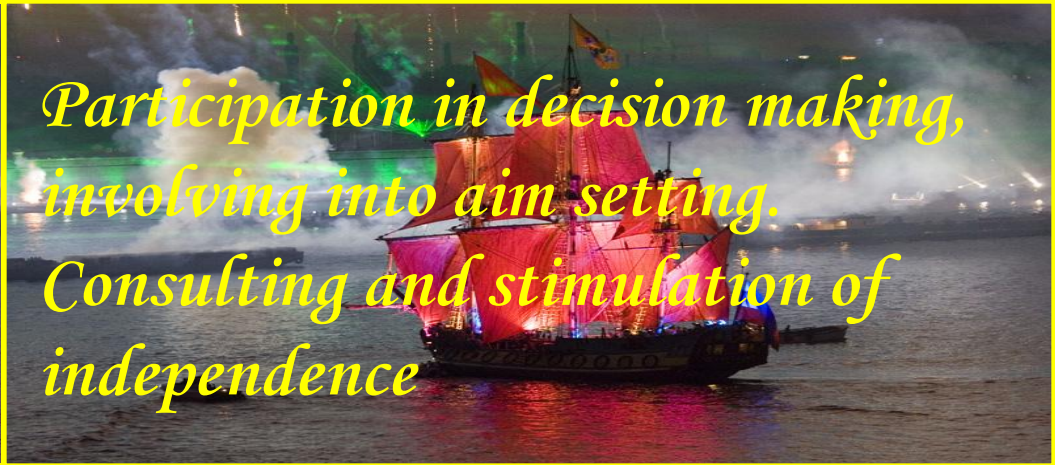


*Leadership*



*shape*

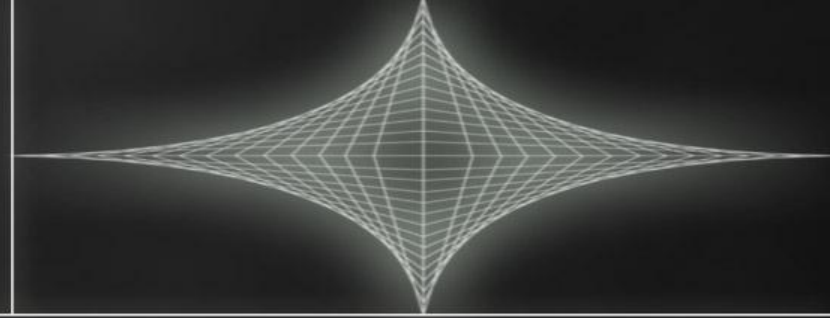
*Scarlet  
sales*



*Participation in decision making,  
involving into aim setting.  
Consulting and stimulation of  
independence*



# Team shape



 <p><i>Team</i></p>	 <p><i>Leadership</i></p>
<p><i>shape</i></p> <p><i>Castle</i></p> <p><i>in</i></p>	<p><i>Full independence , defining functions and responsibility of personnel. Joint discussion of results</i></p>

*the air*

