

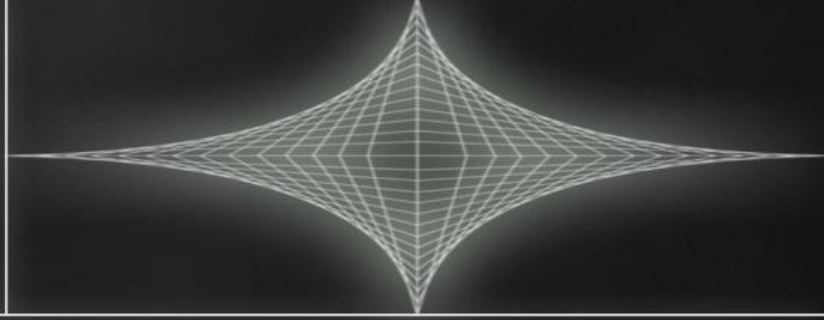
Social Psychological Functions of Management

Leadership styles

Thursday, 31 October 2019

Dr. V. Zarembo

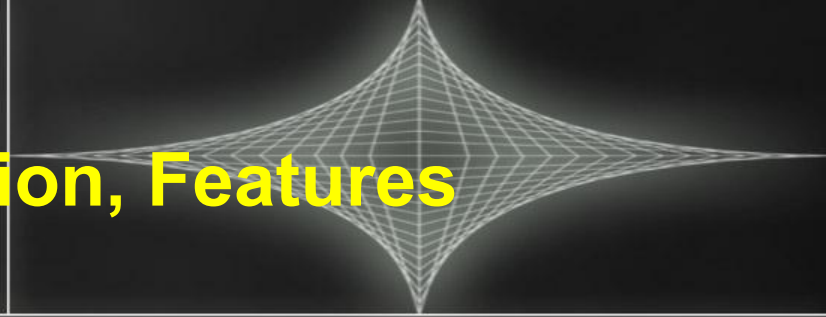
Management English Version



POW
ER

Power

Definition, Features

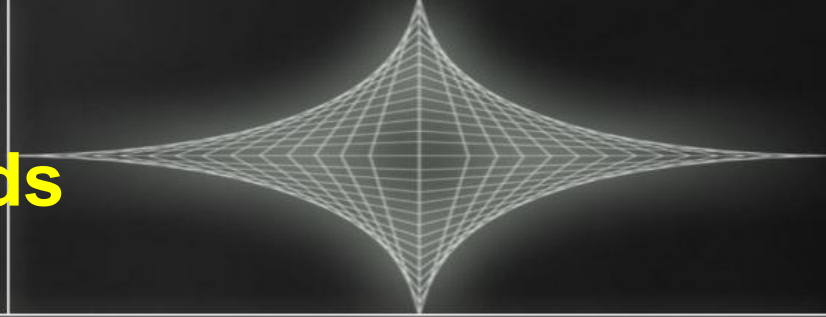


- Potential by the possessor
- Interconnection between the powerful and powered
- The powered have some freedom in actions



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

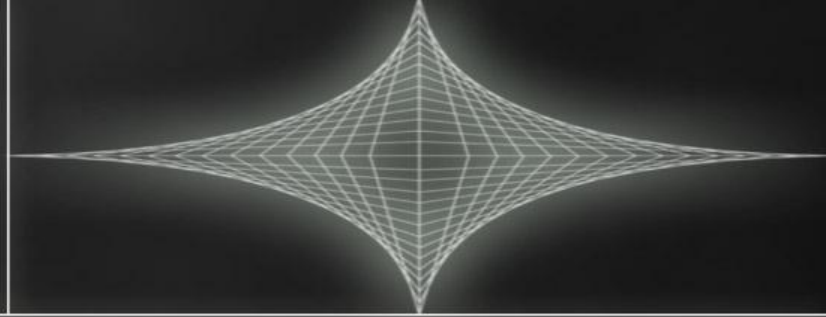
Power

**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

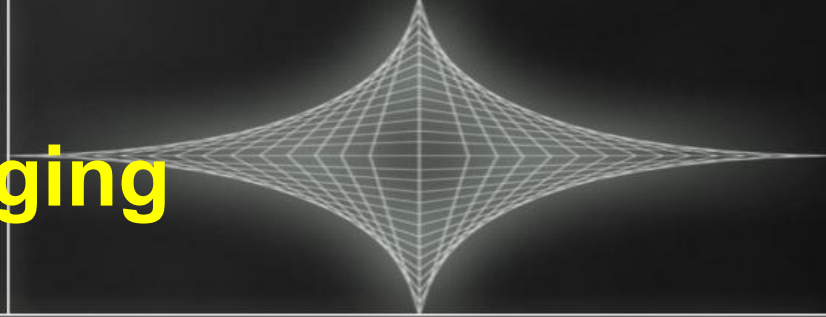
- Expert power
- Power of example
- Right for power
- Power of information
- Need for power

Organizational basis

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

Power

Staging



Power

Personal basis

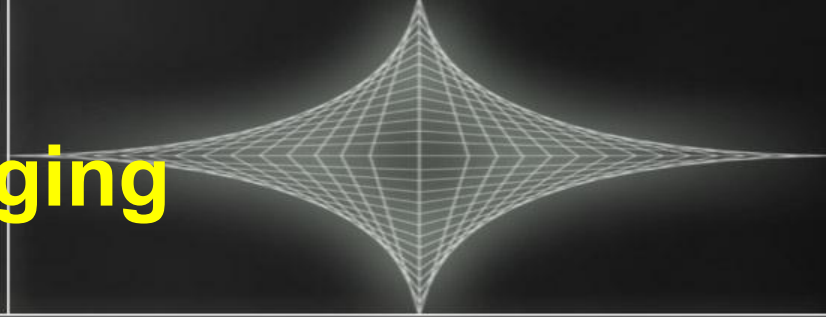
- Expert power
- Power of example
- Right for power
- Power of information
- Need for power

Organizational basis

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

Power

Staging



Power

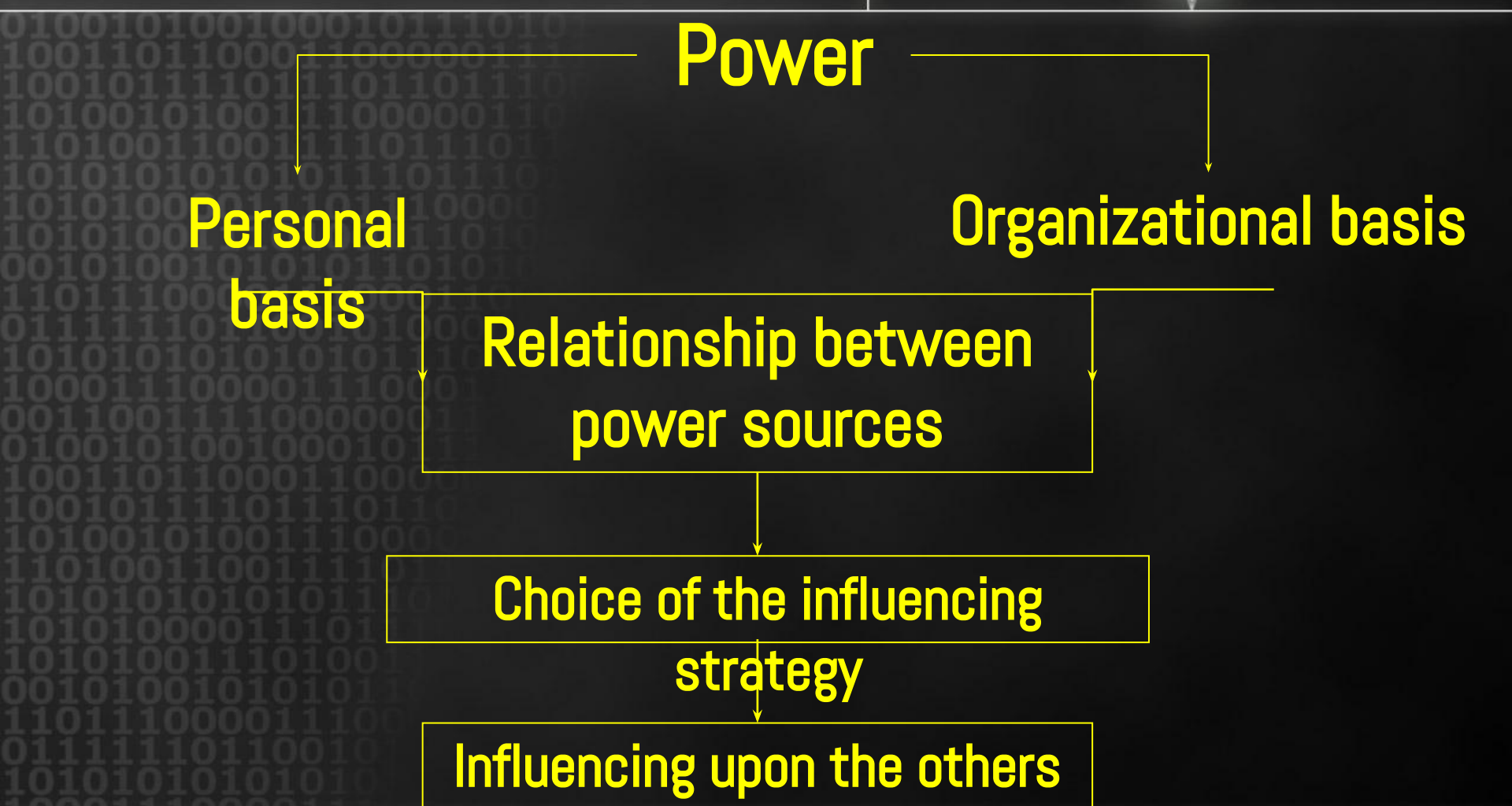
Personal
basis

Organizational basis

Relationship between
power sources

Choice of the influencing
strategy

Influencing upon the others

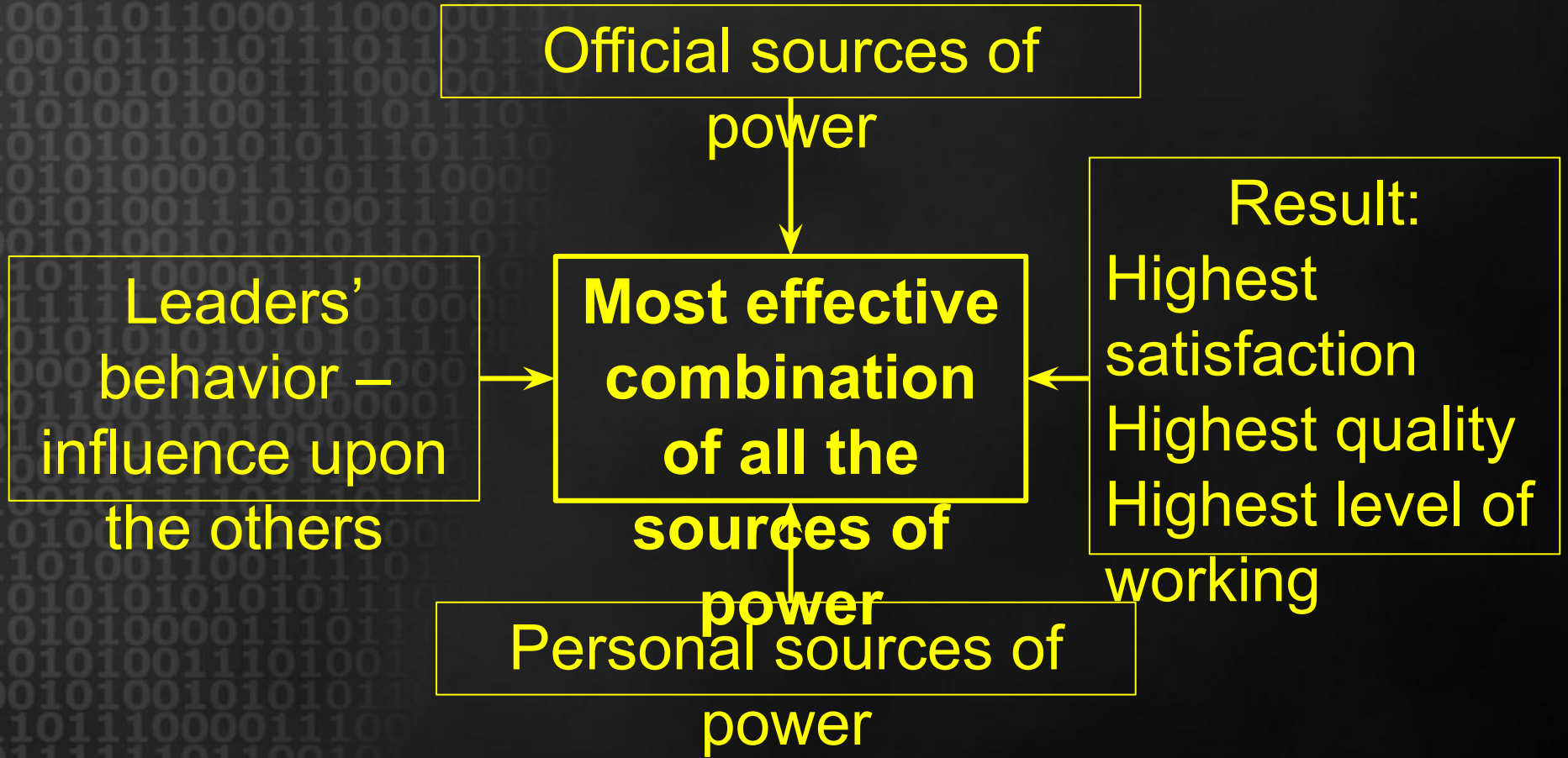
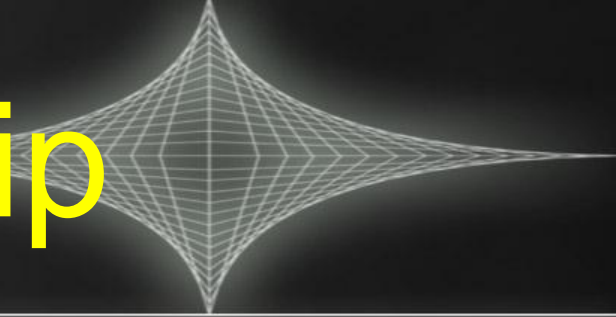


Leader vs. Manager

Does right things

Does things right


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

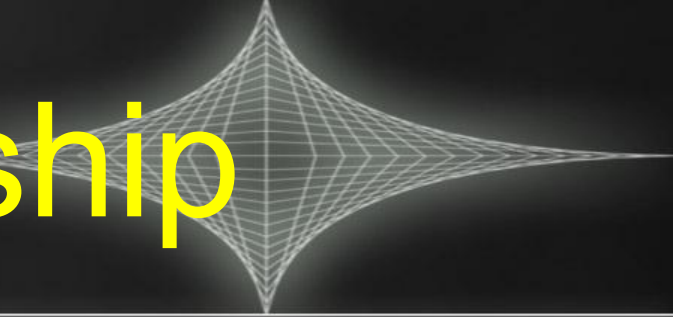
Effective leader

Managing abilities



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

Studying Leadership



Strong
behavior

**Behavior
dynamic**

S ↓

Weak
behavior

Not
considerati
on

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

← consideration →

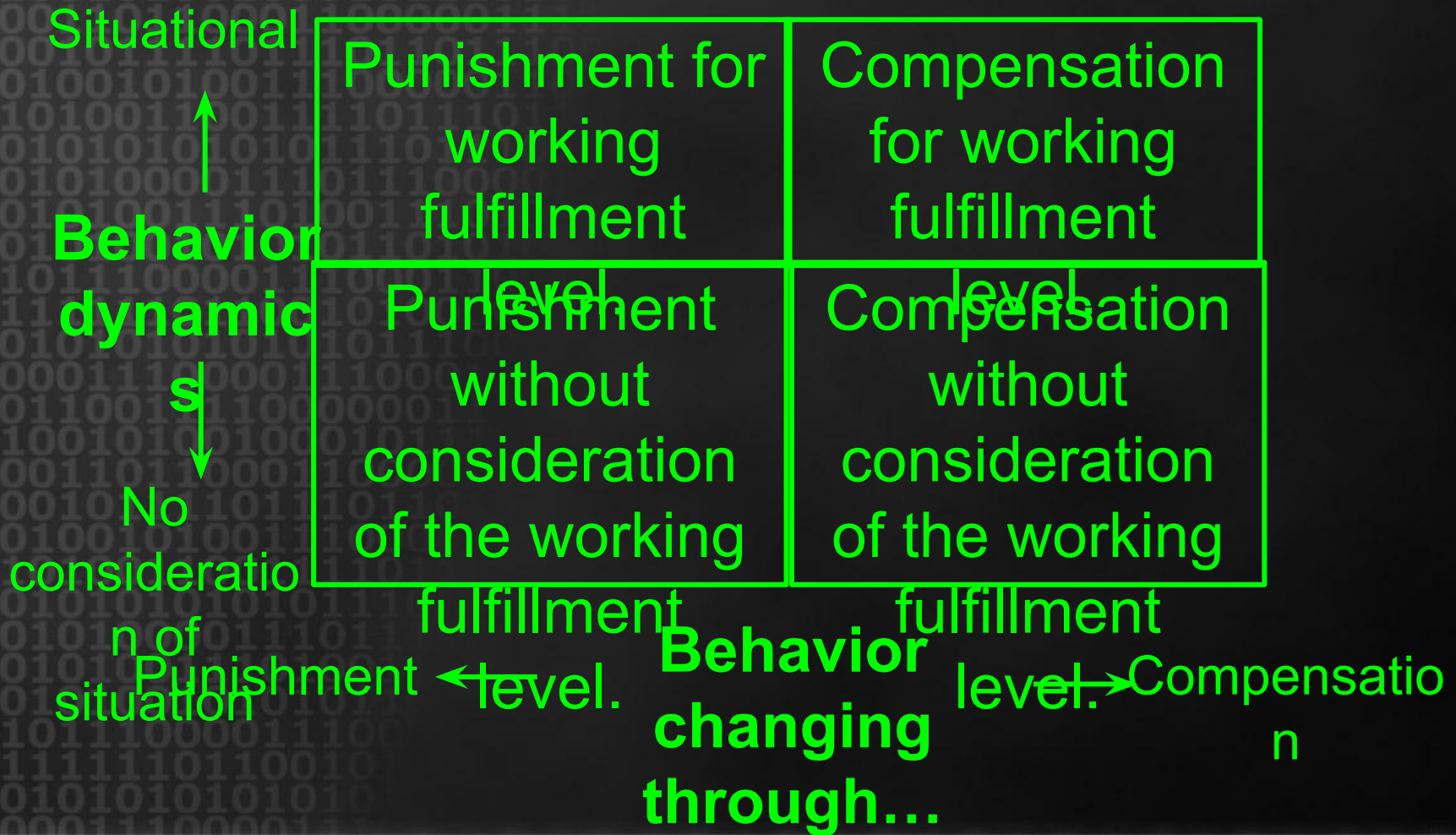
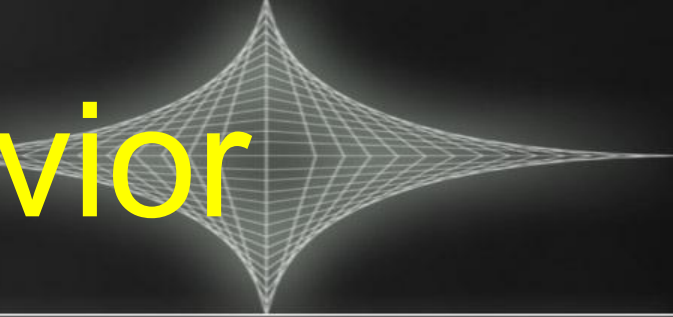
**Situation
consider
ation**

← leader →

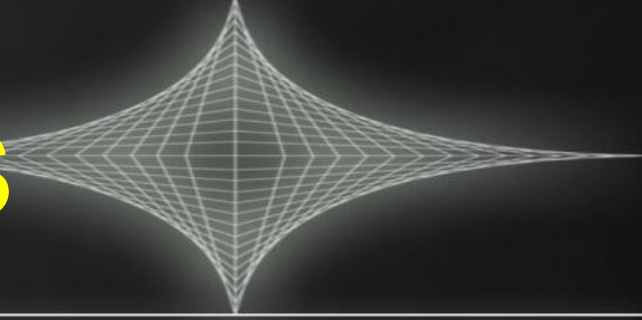
Right
consideration



Leadership Behavior



Leadership Styles

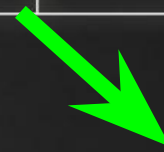


Main
characteristics of
the manager
behaviour during
the management

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

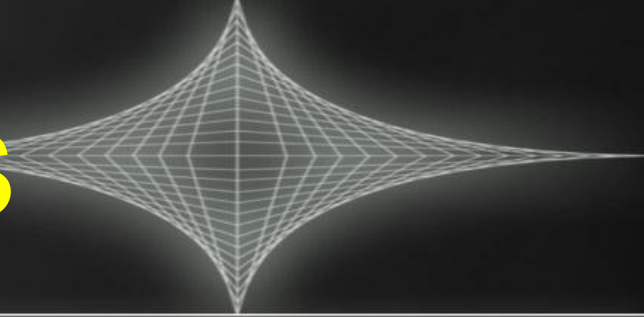
**Post-heroic
leadership**



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



Leadership Styles



Authoritarian

n

Democratic

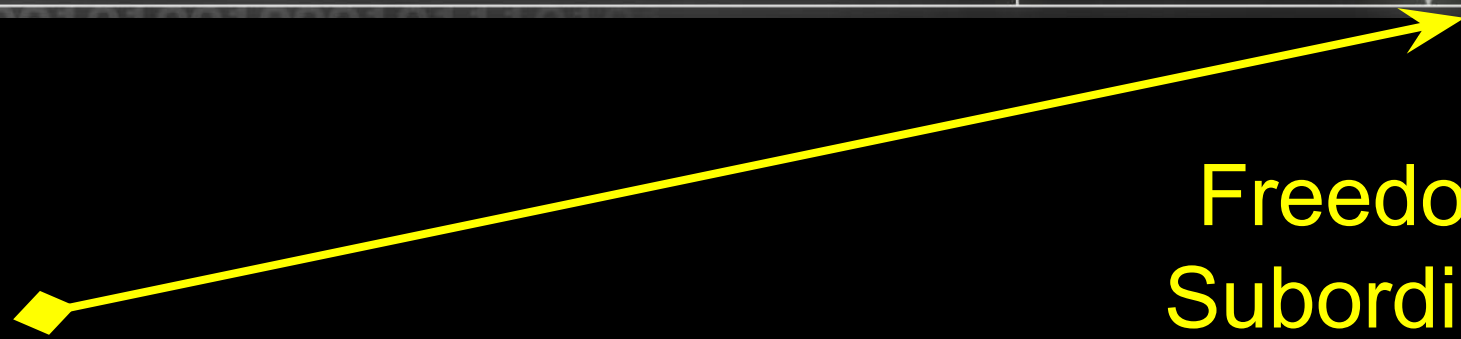
Liberal

(club)

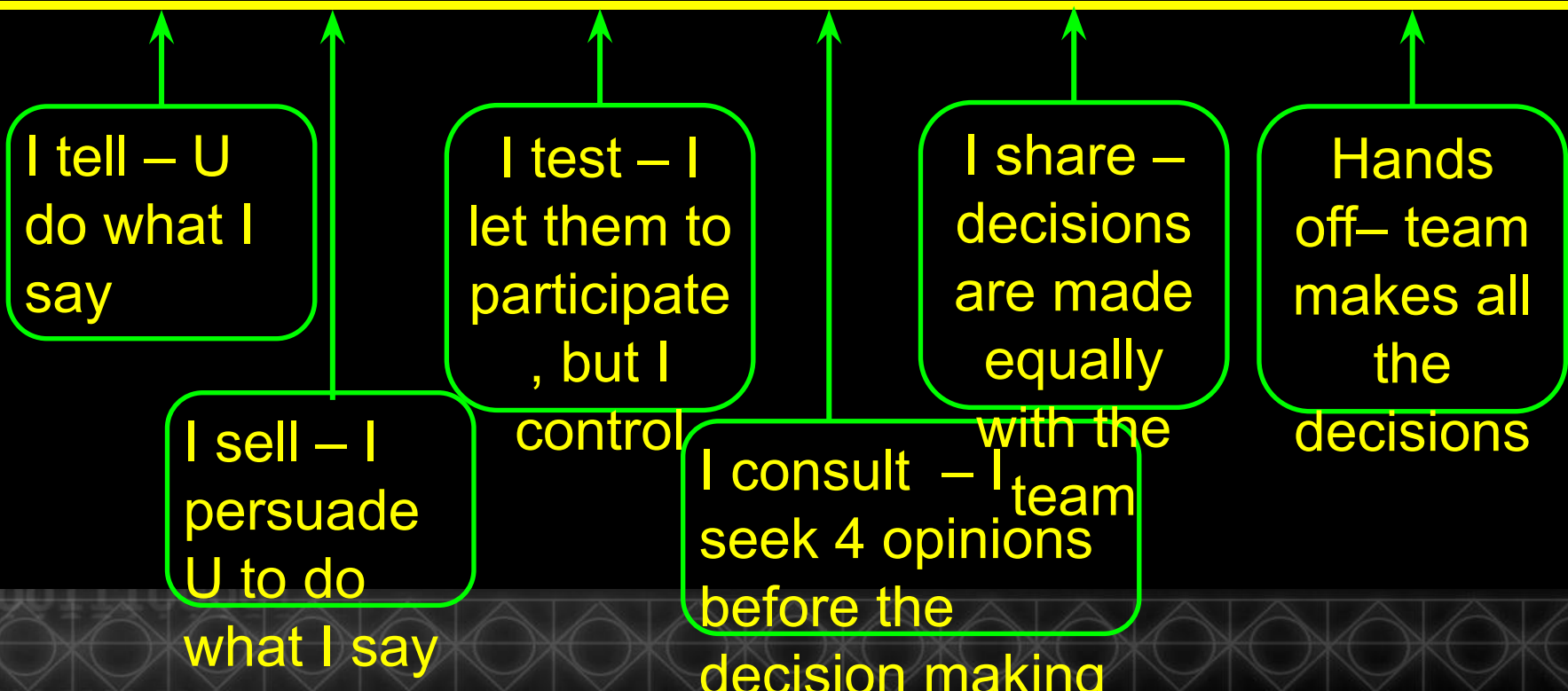


Leadership Styles

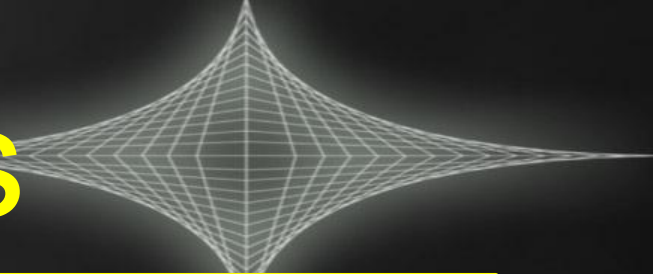
Use of
authority by
managers



Freedom of
Subordinates

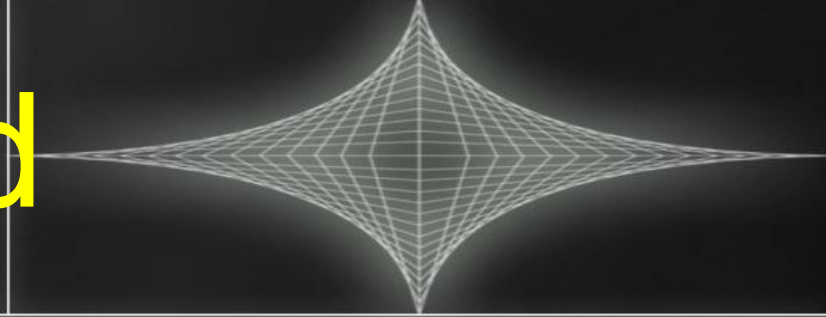


Leadership Styles



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

Managerial grid



Concern for people

1.9

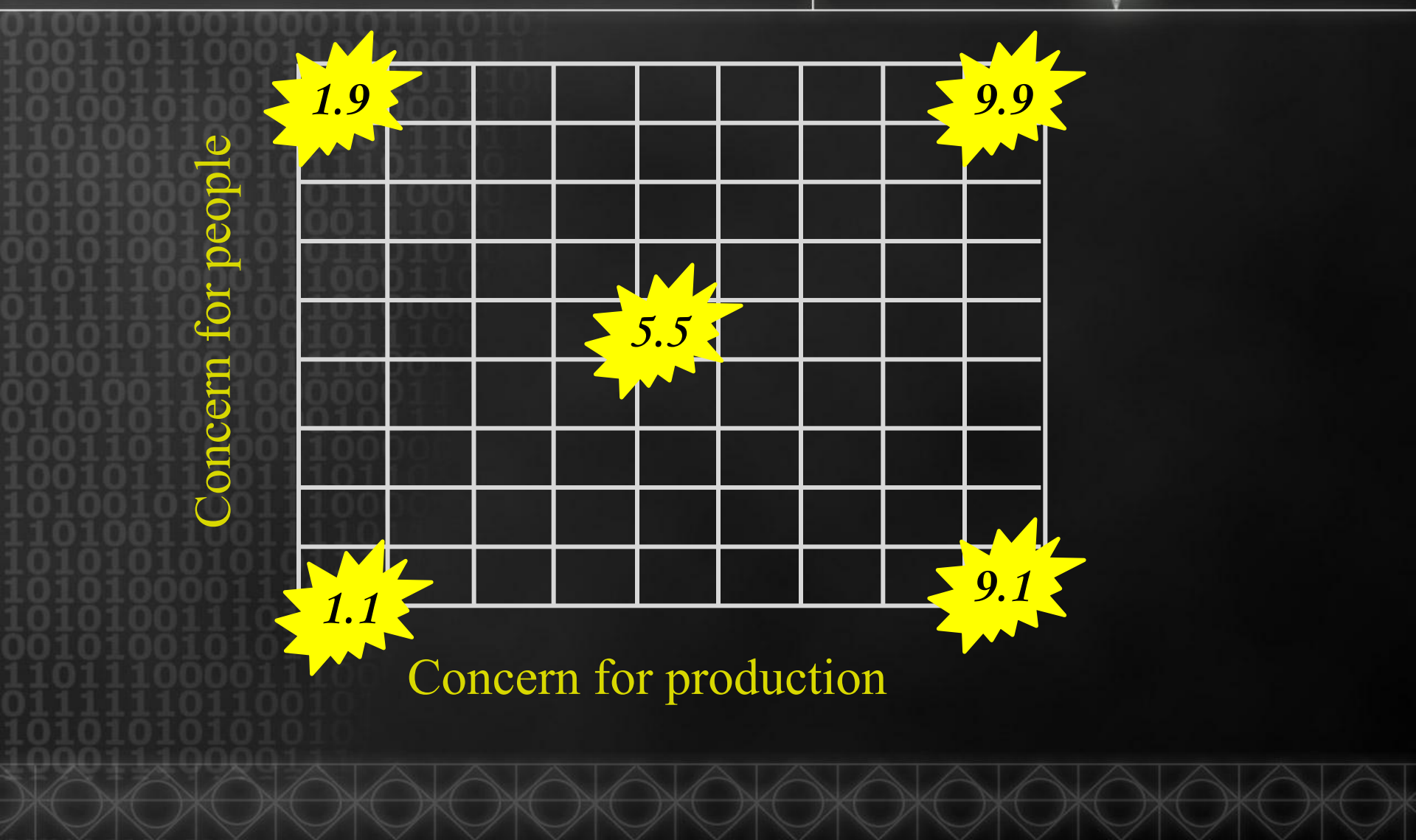
9.9

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

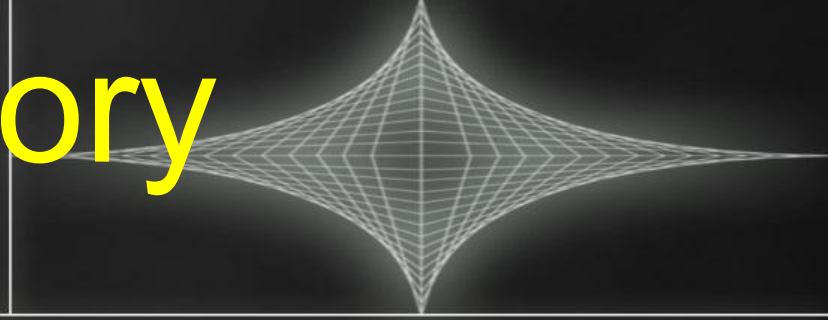
High

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



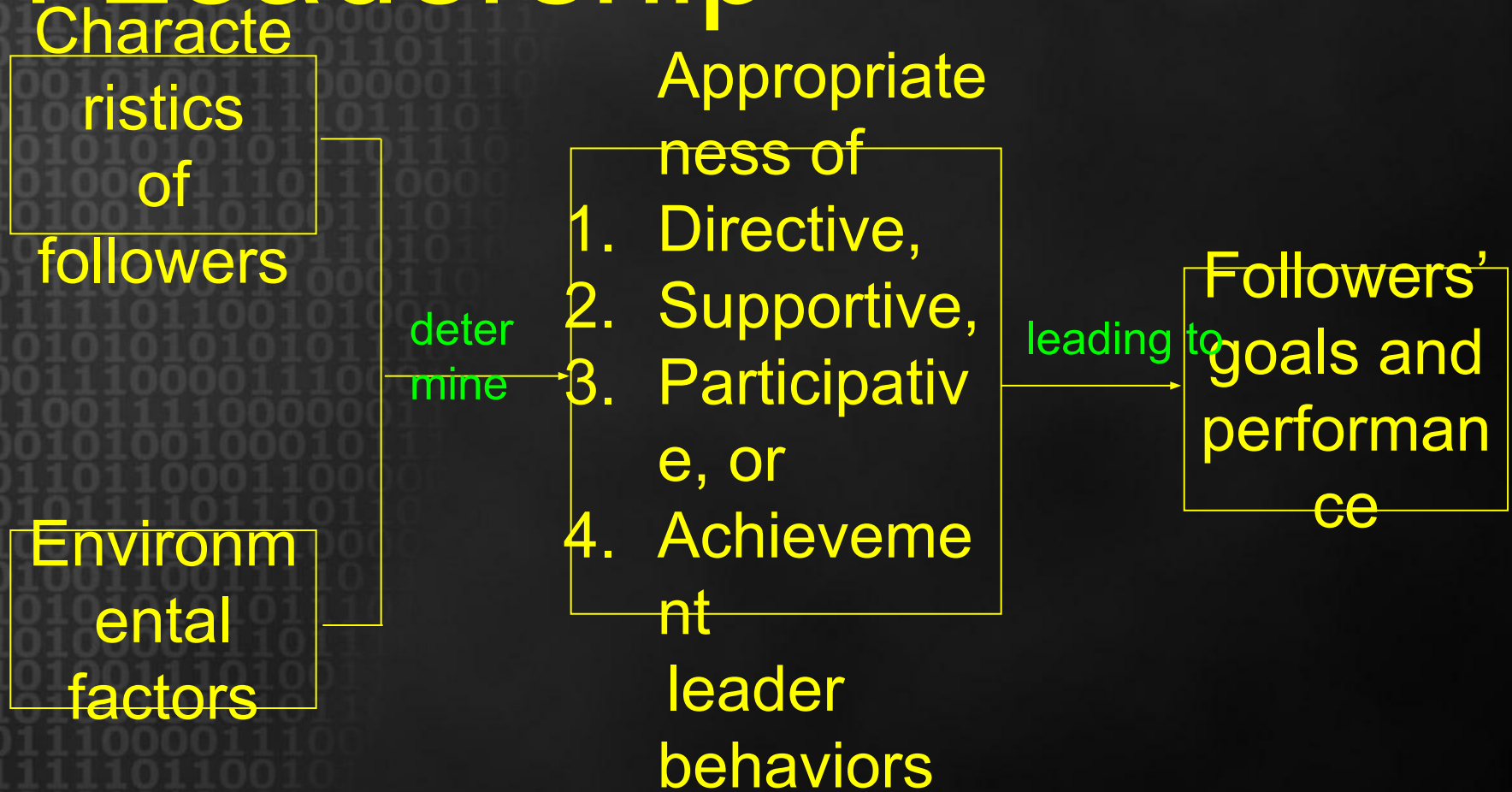
**Path goal
framework**

The leader should:

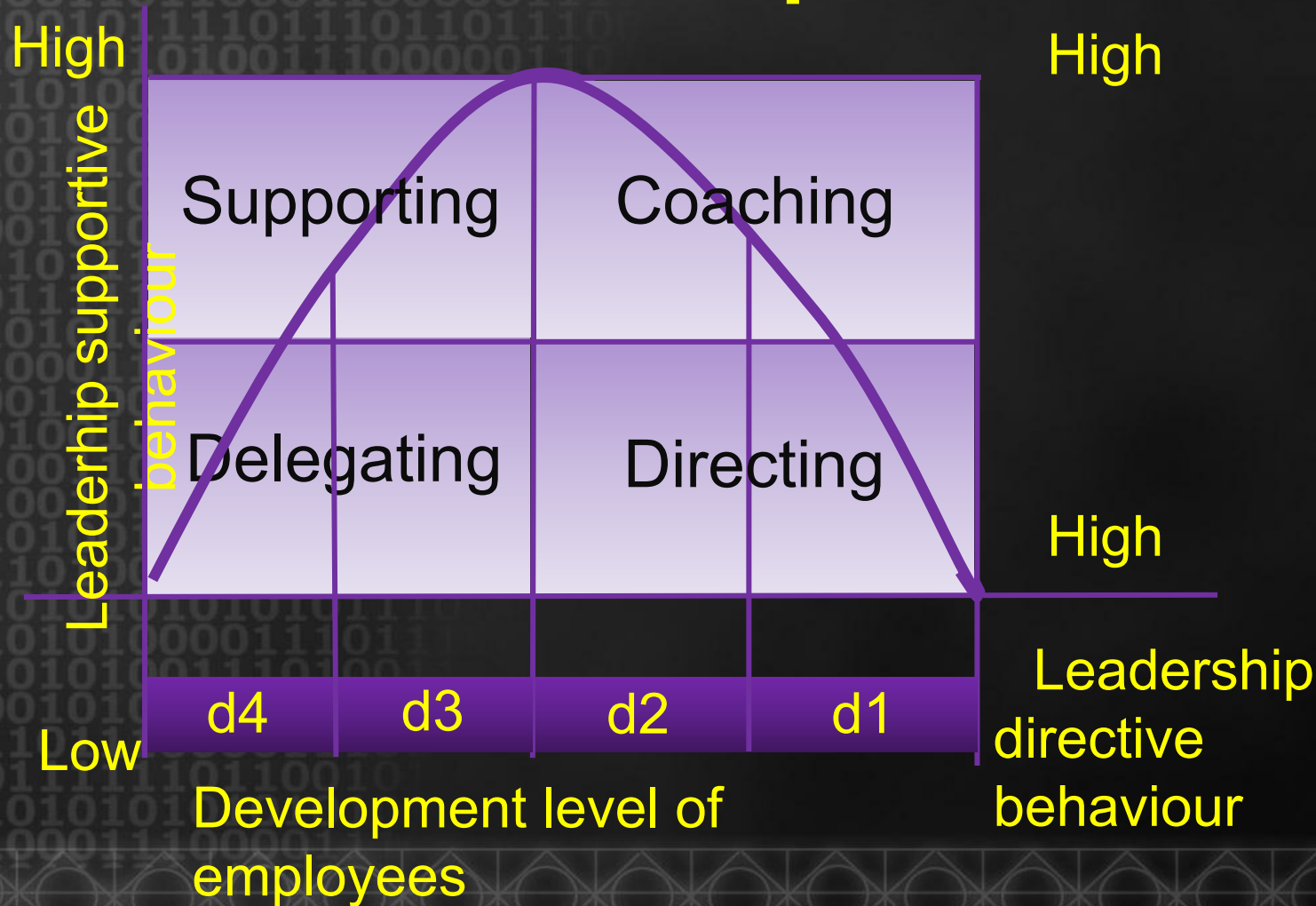
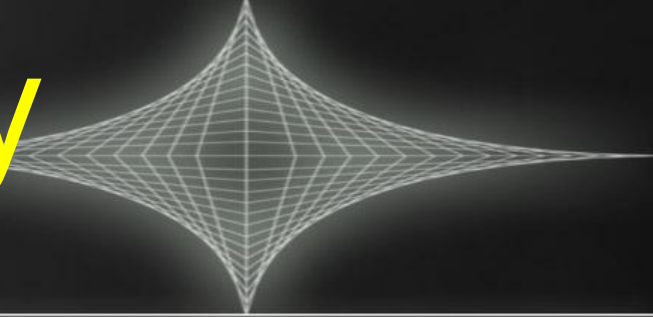
- ✓ make the path to work goals easier to travel by providing coaching and direction
- ✓ reduce frustrating barriers to goal attainment
- ✓ increase opportunities for personal satisfaction by

Situational Theory of Leadership

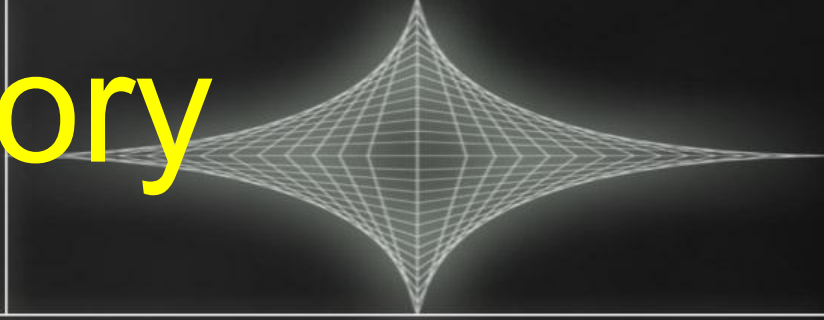
Path goal framework



Situational Theory of Leadership



Situational Theory of Leadership



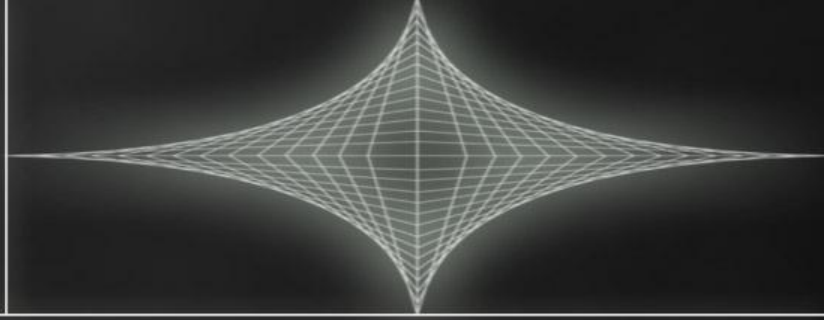
Development
level
of employees

=

Maturity
of the team



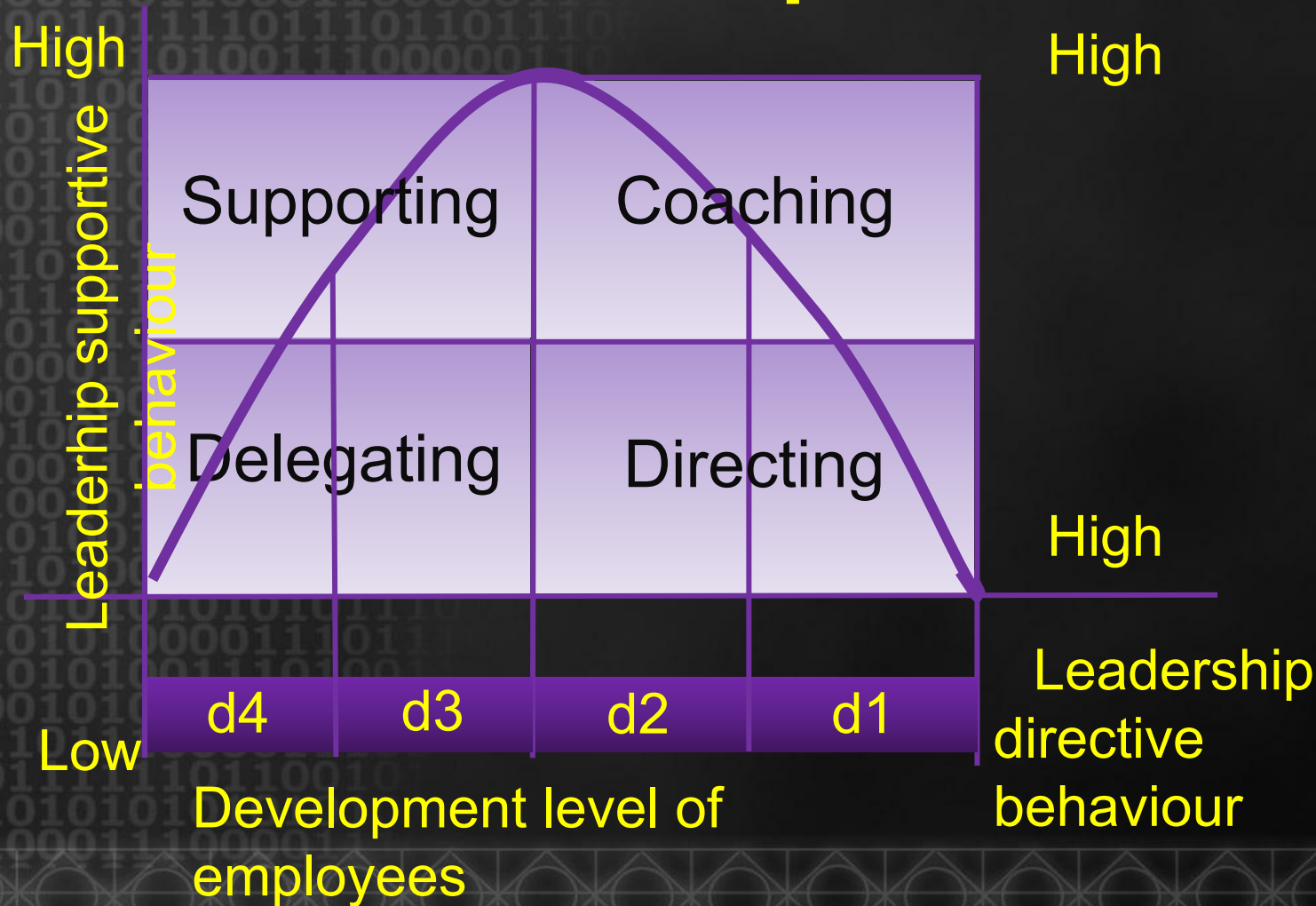
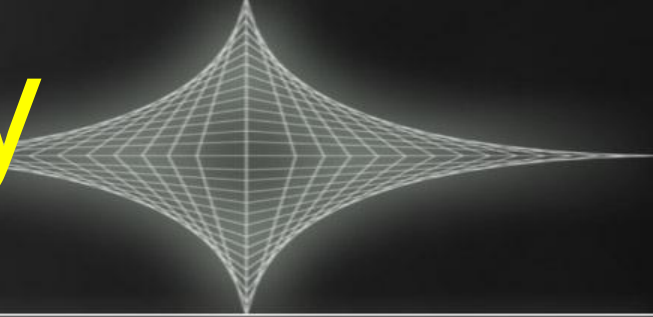
Maturity of the Team



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

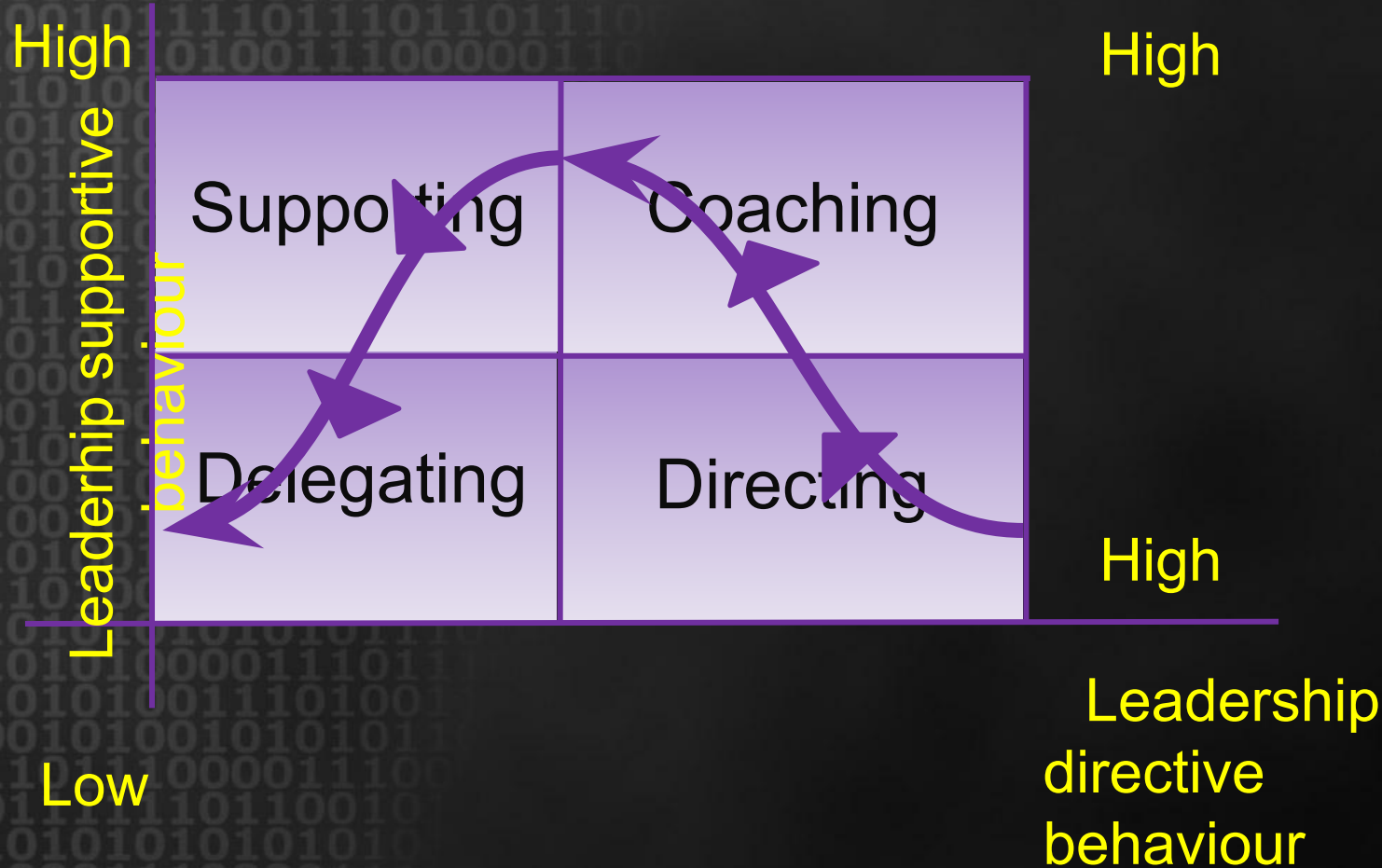


Situational Theory of Leadership

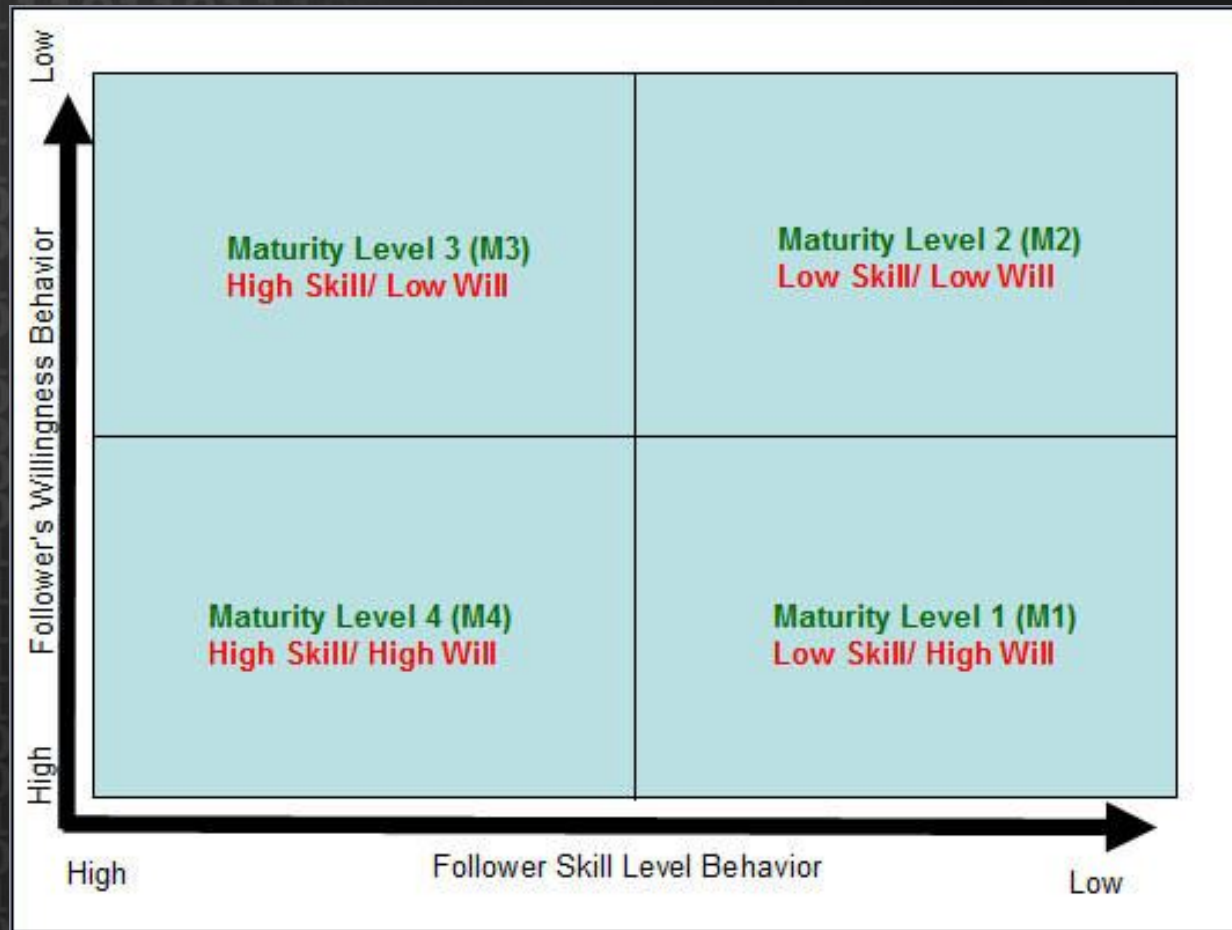
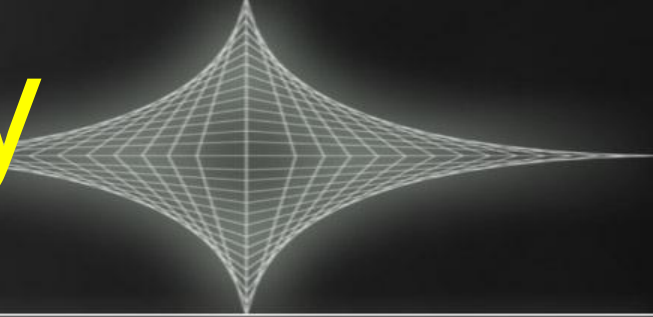


Situational Theory of Leadership

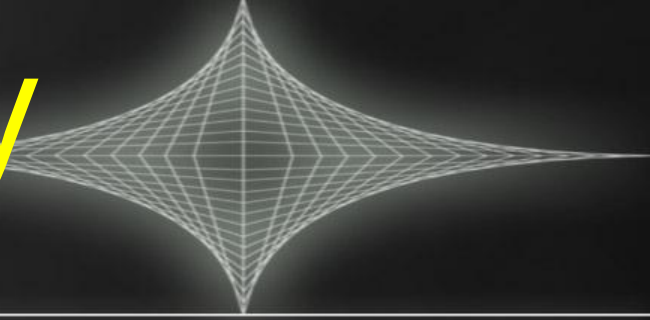
Haus and Mitchell



Situational Theory of Leadership

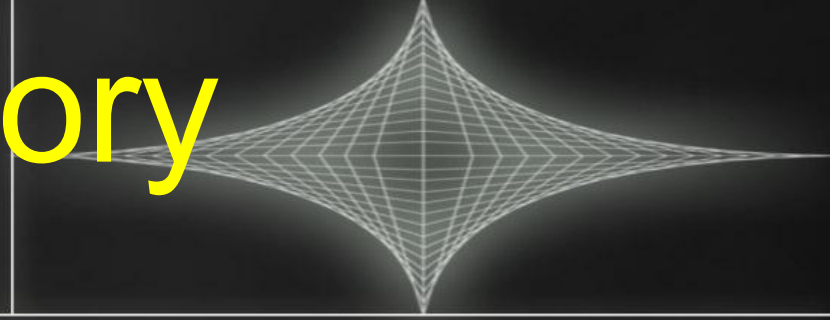


Situational Theory of Leadership



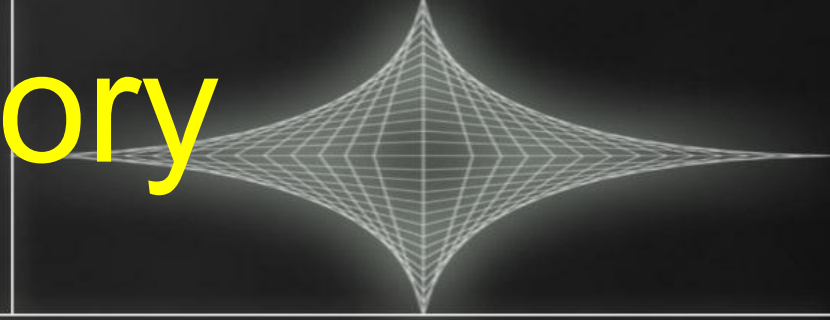
- **M1** - They generally lack the specific skills required for the job in hand and are unable and unwilling to do or to take responsibility for this job or task.
- **M2** - They are still unable to take on responsibility for the task being done; however, they are willing to

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

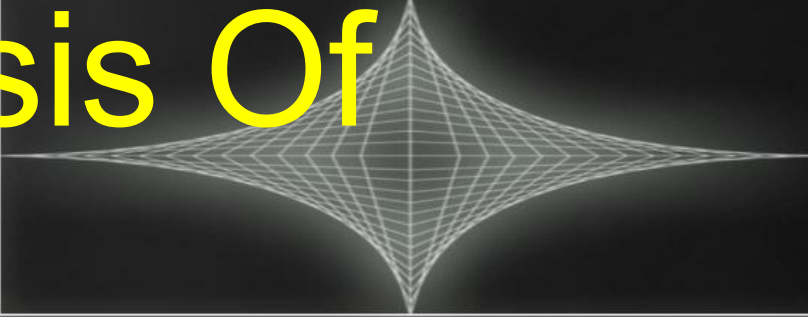
Most Appropriate Leadership Style

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

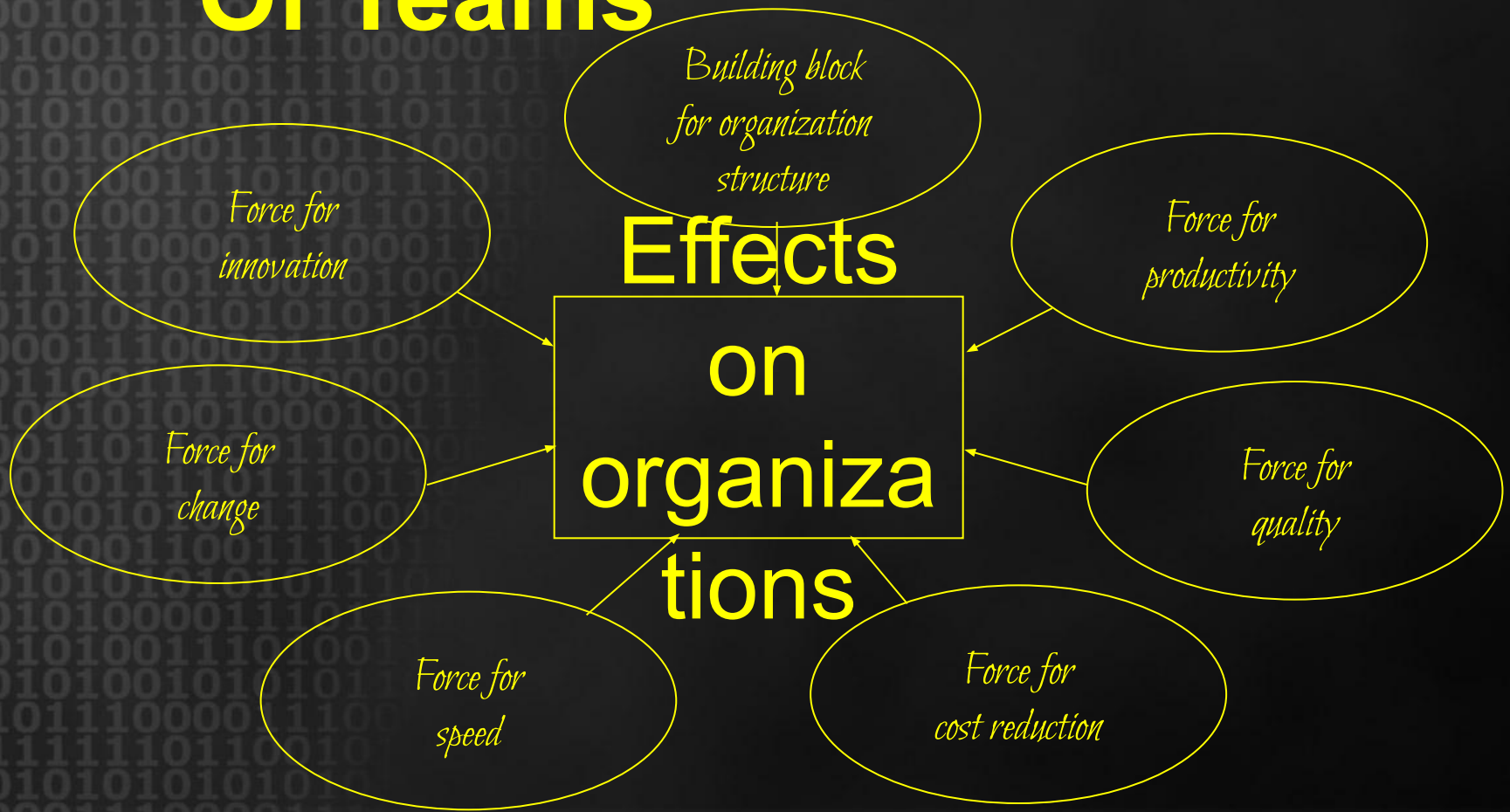
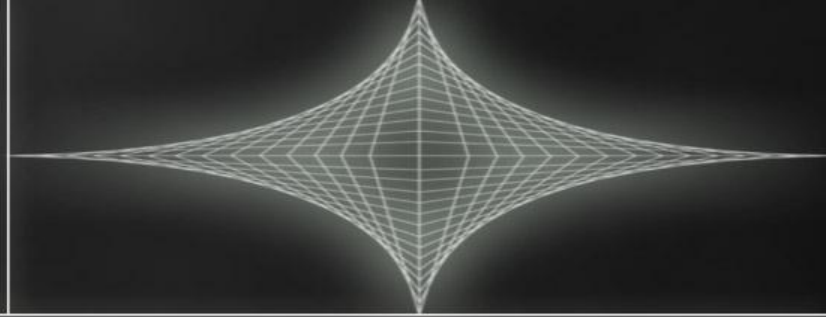
Thursday, 31 October 2019

Dr. V. Zarembo

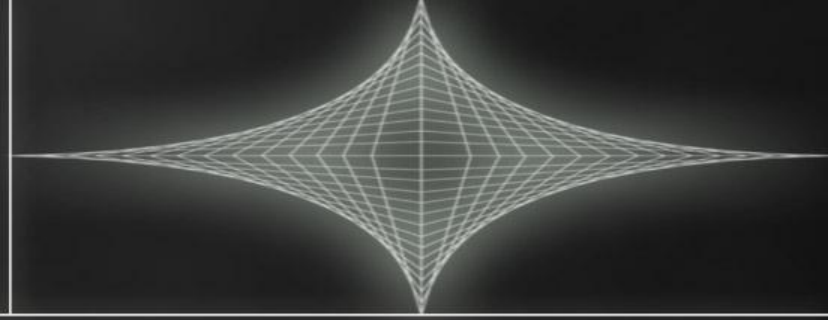
Management English Version



The Contributions Of Teams

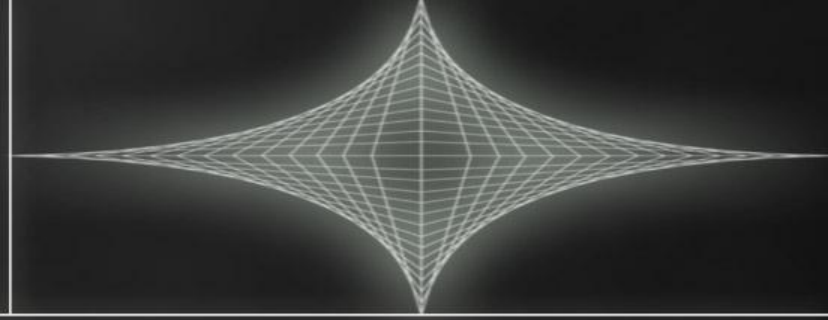


Benefits Of Groups



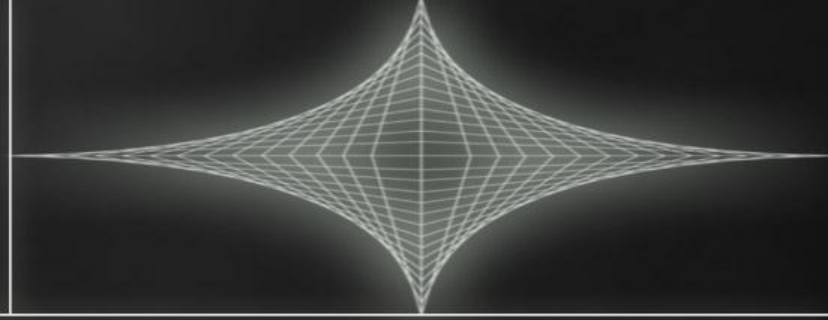
- Benefits derived by organizations
 - groups have greater total resources than individuals do
 - groups have a greater diversity of resources
 - groups can aid decision making

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

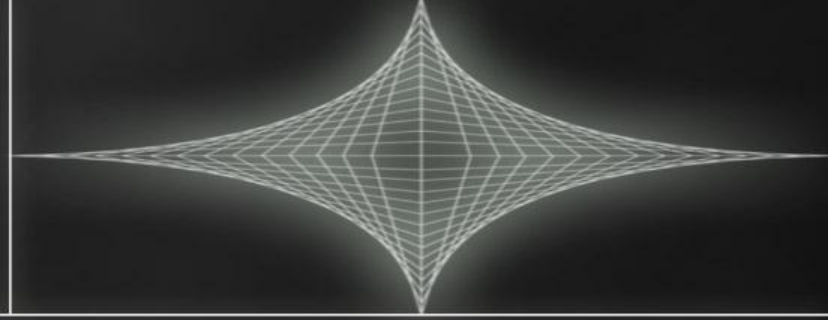
The New Team Environment



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

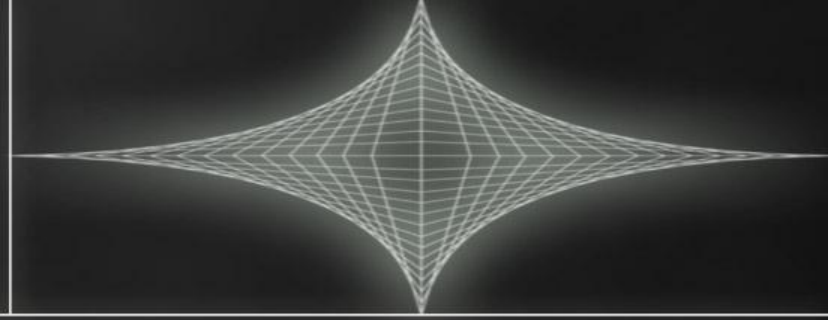
The New Team Environment



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

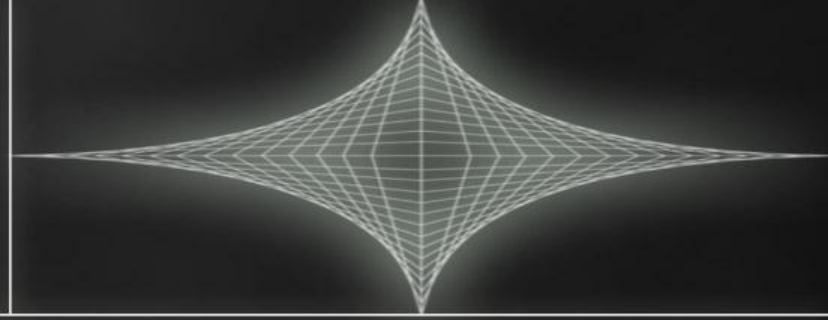
The New Team Environment



Types of teams

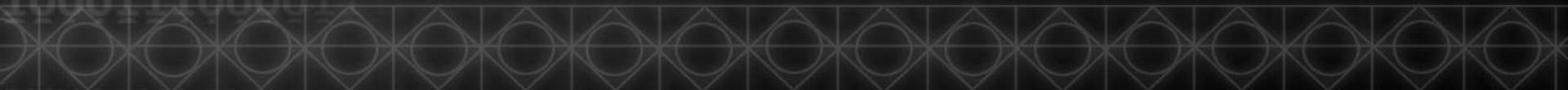
- ✓ work teams - make or do things like manufacture, assemble, sell, or provide service
 - are well defined and a clear part of the organization's structure
 - composed of a full-time, stable membership

The New Team Environment

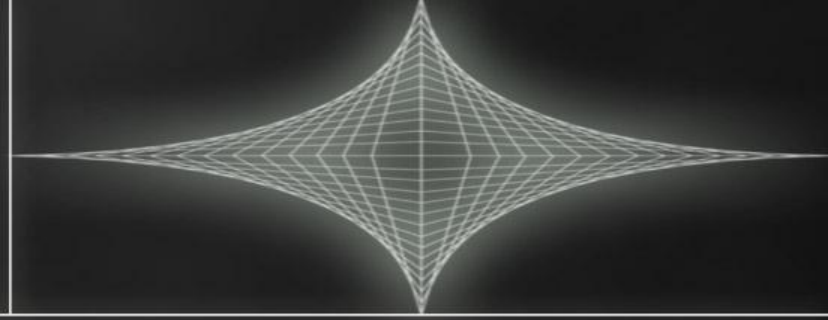


Types of teams

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



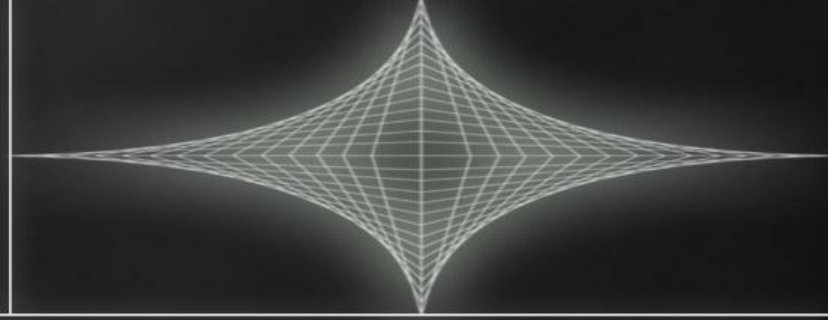
The New Team Environment



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

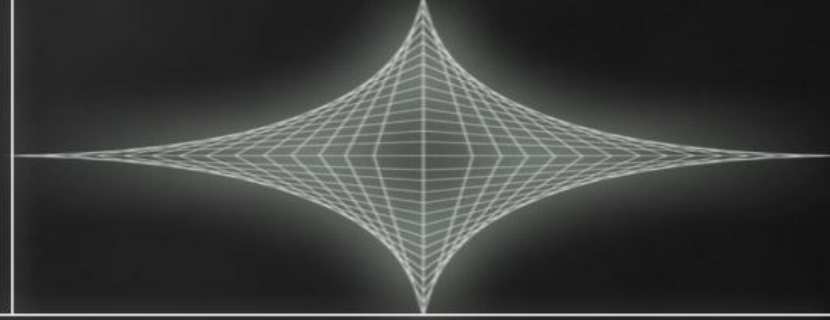
The New Team Environment



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

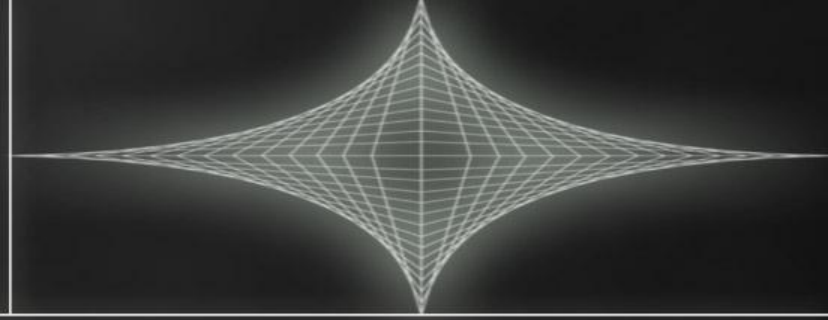
determine and plan
the work

Team

environment
Managers and

teams jointly
determine and plan
the work

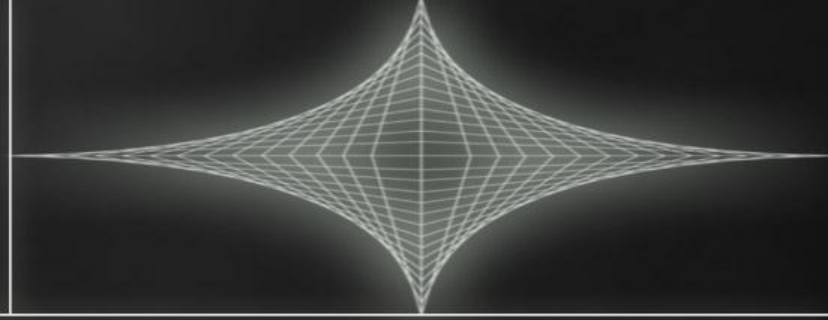
The New Team Environment



Traditional environment
Jobs are narrowly defined

Team environment
Jobs require broad skills and knowledge

The New Team Environment



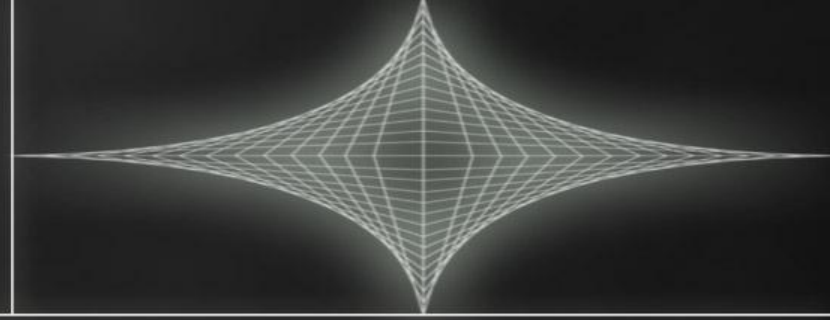
Traditional environment

Cross-training is viewed as inefficient

Team environment

Cross-training is the norm

The New Team Environment



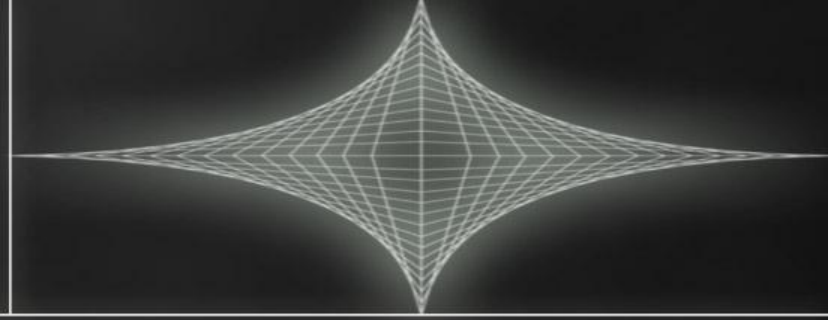
Traditional

environment is
Most information is
“management
property”

Team

environment is
Most information is
freely shared

The New Team Environment



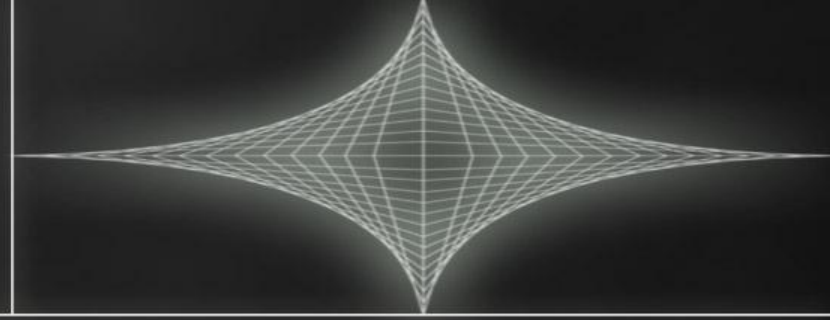
Traditional environment

Training for nonmanagers focuses on technical skills

Team environment

Continuous learning requires training for all

The New Team Environment



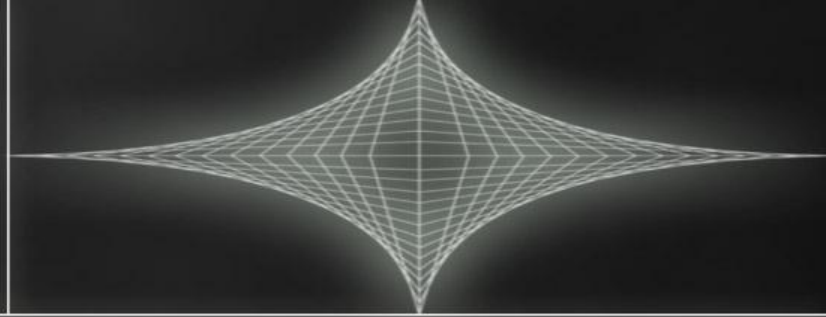
**Traditional
environment**

Risk taking is discouraged and punished

**Team
environment**

Encourage and support measured risk taking

The New Team Environment



Traditional

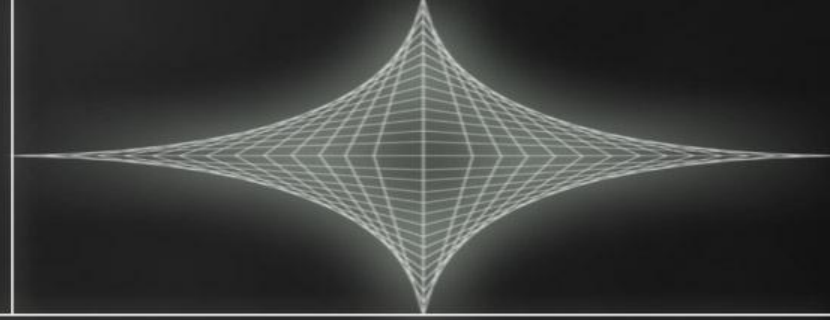
environment
People work alone

Team

environment
People work together



The New Team Environment



Traditional

environment

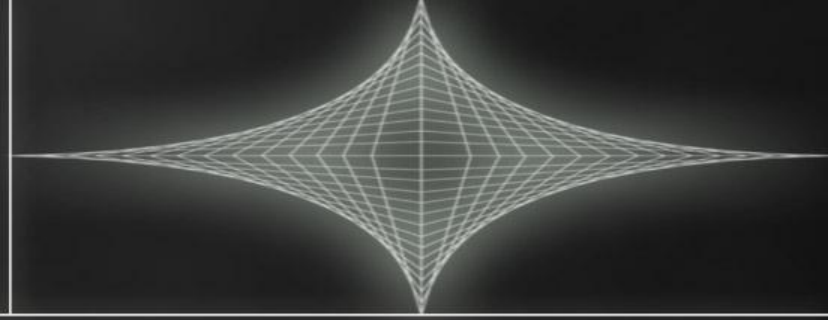
Rewards based on individual performance

Team

environment

Rewards based on contributions to the team and individual performance

The New Team Environment



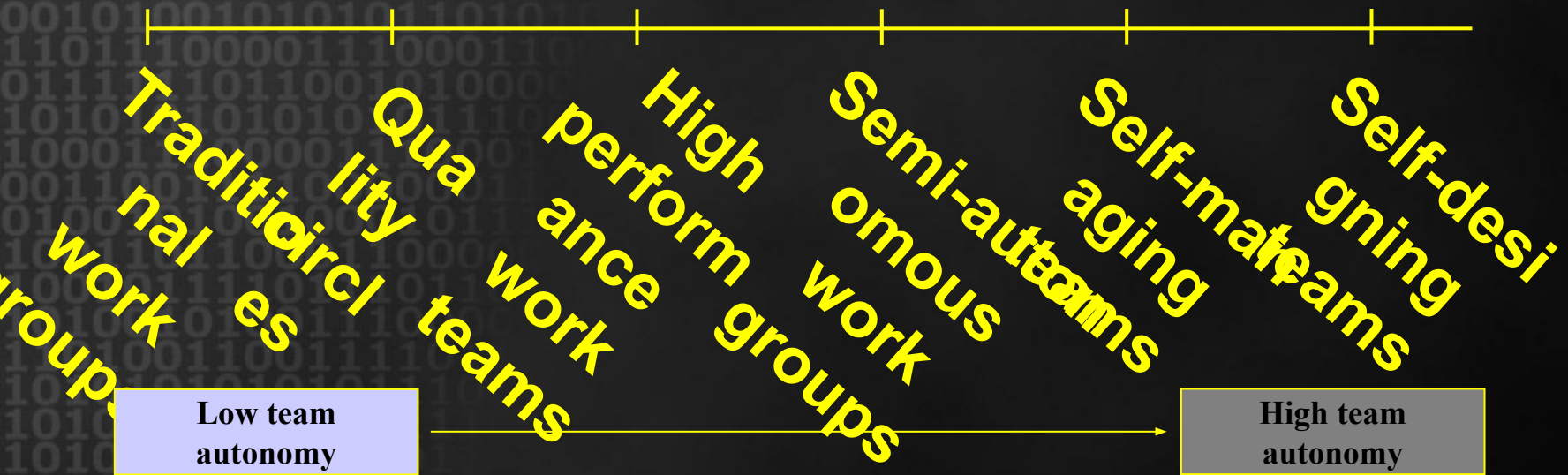
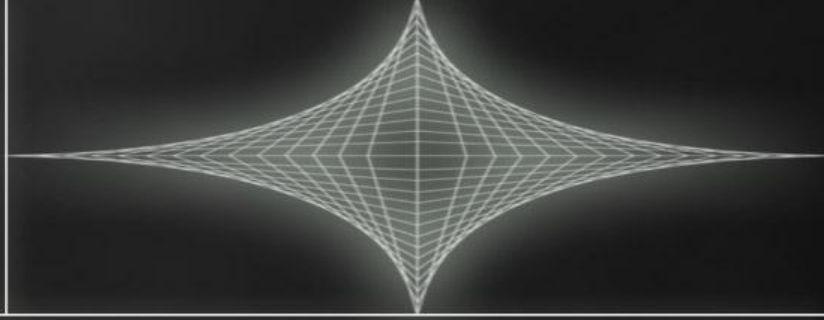
Traditional environment

Managers determine “best methods”

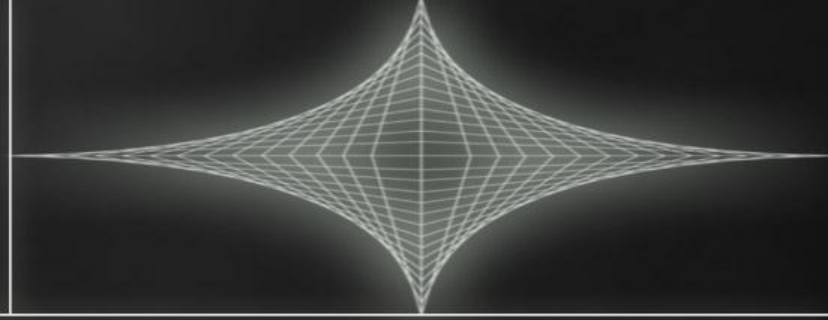
Team environment

Everyone works to improve methods and processes

Team Autonomy Continuum



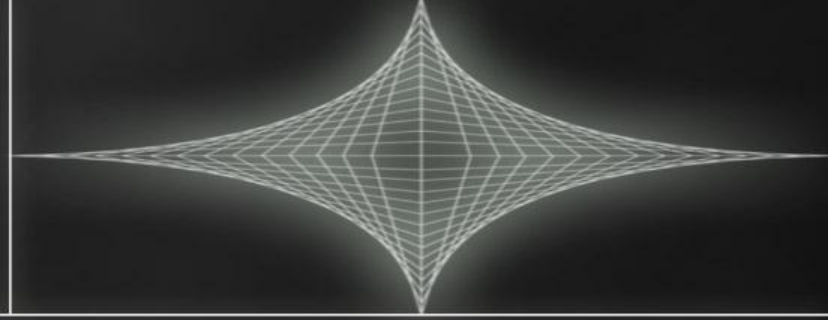
The New Team Environment



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

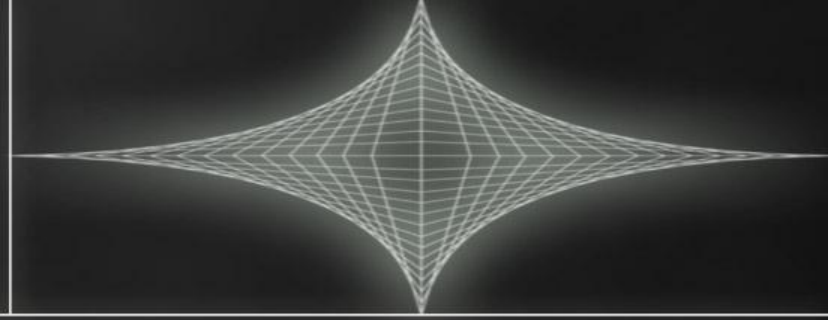
The New Team Environment



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

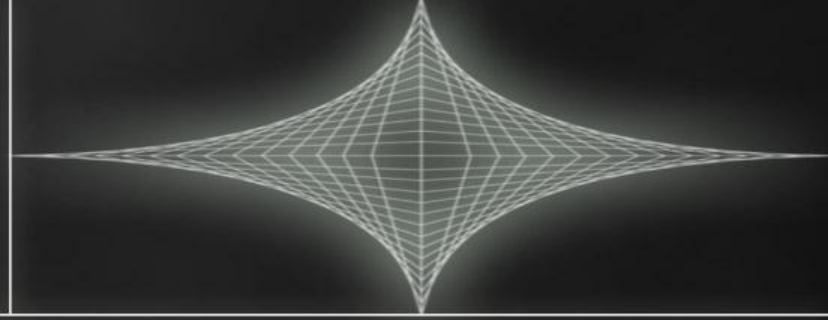
traditional work groups - have no managerial responsibilities

✓ 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

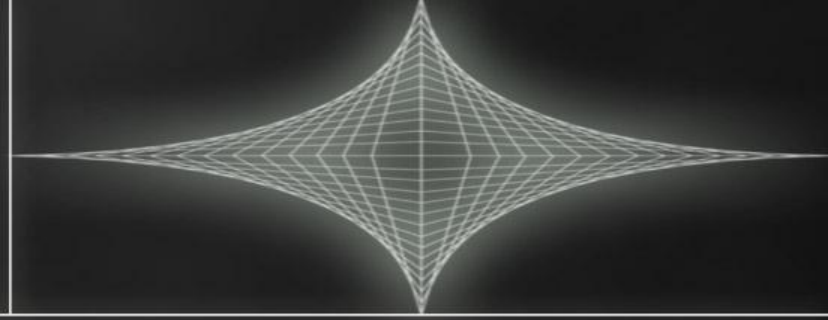
semiautonomous work groups - make decisions about managing and carrying out major production activities

- ✓ 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



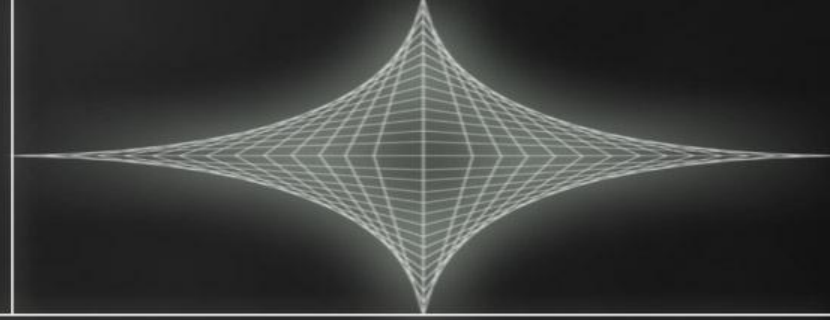
Self-managed teams

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



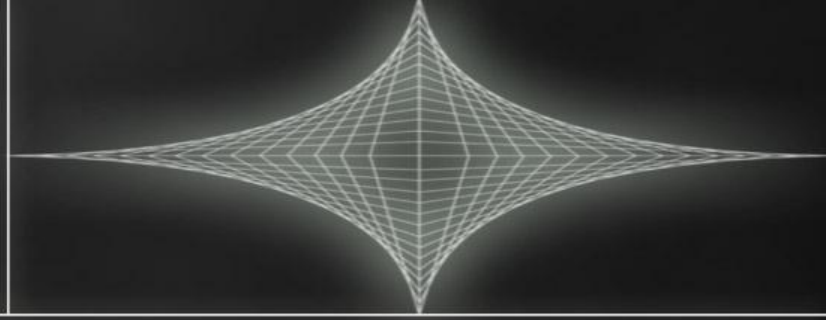
Self-managed teams

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*



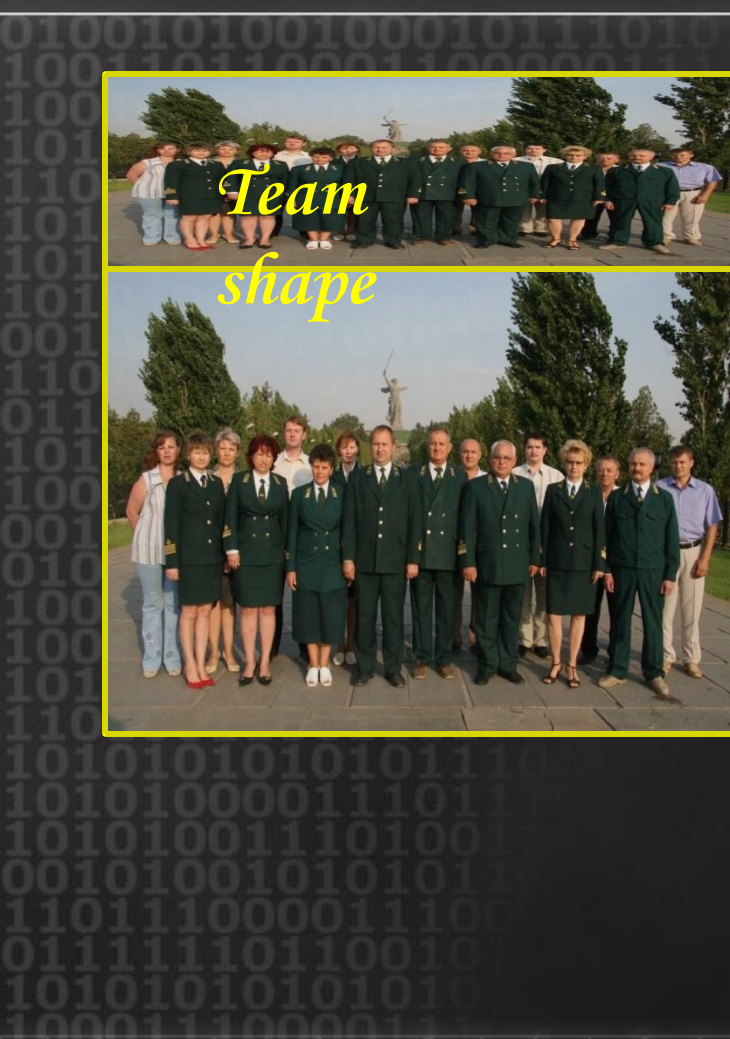
*Leadership
style*



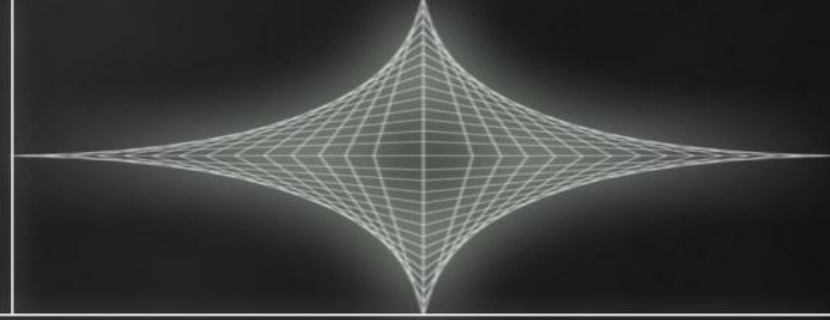
*Team
shape*



*Leadership
style*



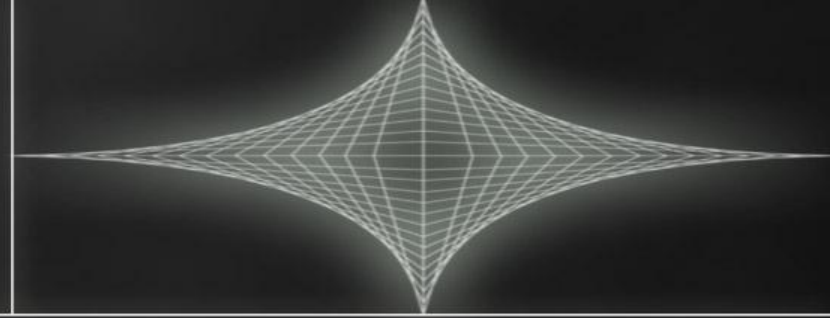
Team shape



<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*



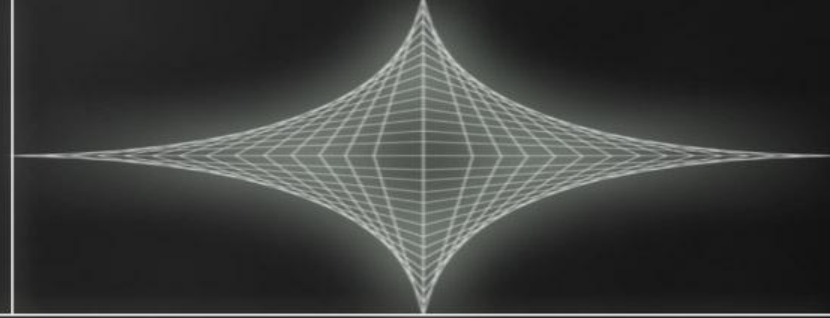
*Soft
clay*



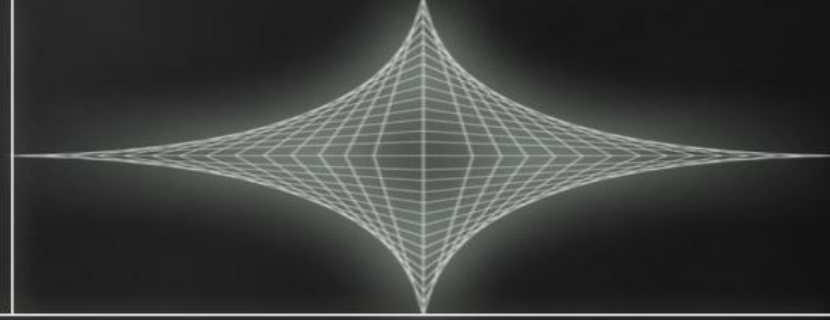
*Coordination, less designation and
control
Stimulation of personal
achievements*



Team shape



Team shape



Team

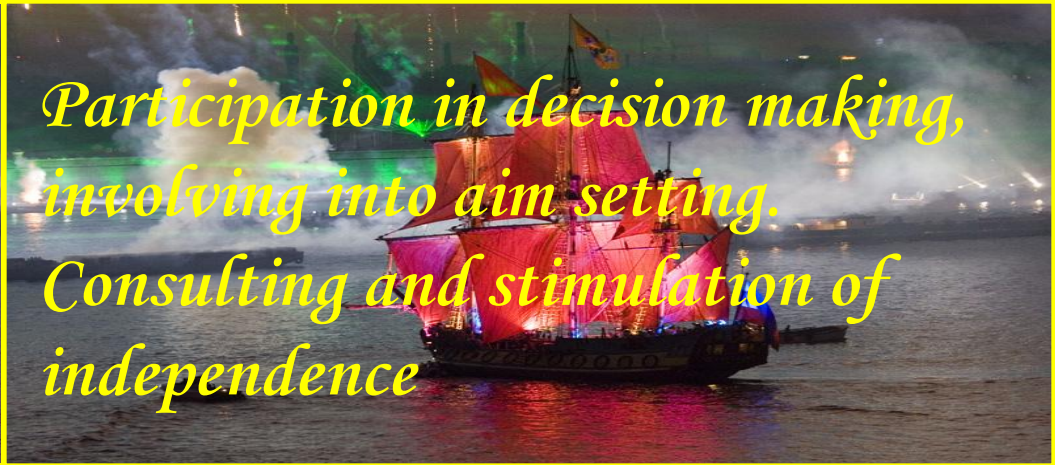


Leadership



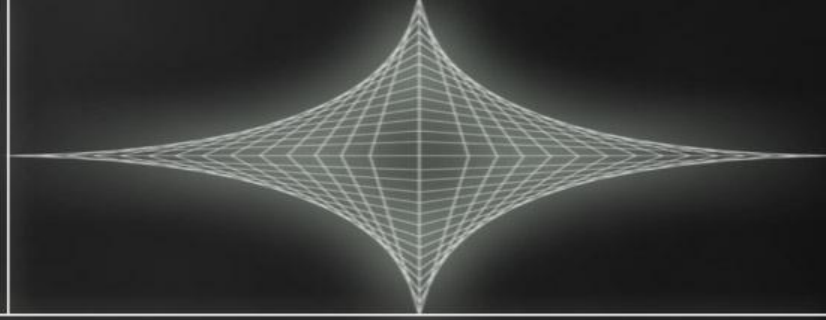
shape

*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

