

# Organizational Behavior

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## Lecture 8: Leadership

# CONCEPT OF LEADERSHIP

- Leadership is **the ability to influence a group** toward the **achievement** of goals.
- Leadership is a function of **knowing** ones self, having a **vision** that is well communicated, **building trust** among colleagues, and taking **effective** action to realize ones own leadership potential.

# LEADERSHIP TRAITS

## 1. Physical Traits:

- High energy level
- Physical stamina
- Tolerance for stress
- Uncared about being overworked
- Vitality

## 3. Personality Traits:

- Verbal potentiality
- Honesty
- Initiative
- Aggressive
- Ambitious
- Risk taking
- Originality
- Sociability
- Adaptability

## 2. Intellectual Traits:

- Foresightful
- Ask for more responsibility
- Extensively Scholarly
- Willing to experiment
- Being able to handle varied workforce

## 4. Emotional Traits:

- Self-confidence
- Optimism
- Determination
- Self-discipline
- Reliability

# How important is a leader?

- In most cases, people will perform at about **60%** of their potential with no leadership at all
- Thus, an additional **40%** can be realized if effective leadership is available.

# How important is a leader?

- Contribution due to leadership ability of manager
- Default contribution due to need for a job, peer pressure, etc.

40%

60%

# What is the difference between leadership and management?

- The role of management is to promote **stability** or to enable the organization **to run smoothly**.
- The role of leadership is to promote **adaptive or useful changes**.

# Formal vs. Informal Leadership

- **Formal leadership**

Exerted by persons **appointed** (or elected) to positions of formal authority in organization.

- **Informal leadership**

Exerted by persons who become **influential** because they have special skills that meet the resource needs of others.

# Characteristics of Leaders

- Leaders have integrity
- Leaders live according to a moral purpose
- Leaders build relationship with people
- Leaders are effective communicators
- Leaders are visionary and creative.
- Leaders establish, maintain and model high standards of performance
- Leaders show an unwavering resolve and calm determination
- Leaders are energetic.

# EXAMPLE OF TYPES OF LEADERSHIP STYLES

LEADERSHIP STYLES	DECISIONS MAKING STYLE	MEMBERS' DEPENDENCY LEVEL	RESULTS	APPLICATION
<b>AUTOCRATIC</b>	No chance for suggestions / opinions from others	High	High Alienation & Demotivation	<ul style="list-style-type: none"> <li>• Quicker</li> <li>• Members are not experts</li> <li>• High level of control</li> </ul>
<b>DEMOCRATIC</b>	Consultative & Persuasive	Moderate	High Team Effectiveness & Motivation for new ideas	<ul style="list-style-type: none"> <li>• Slower,</li> <li>• Members are equally efficient</li> <li>• High involvement</li> </ul>
<b>FREE-REIGN</b>	Shared Responsibility	Independence	High motivation, Self-monitoring, Good Team & Interpersonal relations	<ul style="list-style-type: none"> <li>• Creative ideas are the core business</li> <li>• No need for close monitoring</li> </ul>
<b>PATERNALISTIC</b>	Makes Self-decisions & Rarely Consults	Moderate	Welfare & Supportive Work Environment	<ul style="list-style-type: none"> <li>• Policy Formulations</li> <li>• Members unaware of own strengths</li> </ul>

# Who is a good leader????

## Team leader:

- Has proven to be the most effective in general
- Requires a “balancing act” of getting things done and having a genuine concern for people.

## Result:

**Good manager, high productivity, cooperation, low turnover, employee commitment**

# Who is a good leader????

## Laissez- faire leader:

- Uninvolved- “leave them alone”
- Sees main role as passer of information
- Lets others make decisions
- Basically abdicates responsibility for team or unit.

## Result:

**Missing management, very low productivity**

# Who is a good leader????

## Autocratic leader:

- Lacks flexibility
- Controlling and demanding
- “carrot and stick” approach
- Focused solely on productivity

## Result:

**“My way or the high way”, job stress, low satisfaction**

# Who is a good leader????

## Benevolent leader:

- Very people oriented, encouraging
- Organizes around people
- Can be paternalistic
- **“country club” atmosphere:** non-competitive

## Result:

**Low achievement, good people leave**

# Origins of leadership

Are leaders born or made?

**BOTH:** Evidence that both inherent personality and environment are factors

# Charismatic vs. Transformational leadership

## Charismatic

- “a certain quality of an individual person ability, by virtue of which he or she is set apart from ordinary people and treated as endowed with **supernatural, superhuman, or at least specifically exceptional powers or qualities.**

## Transformational

- guide their followers toward established goals by clarifying role and task requirement
- They create structure and they make sure **needed resources are available.**

# Charismatic vs. Transformational leadership (cont.)

- Influence their followers by articulating an **appealing vision**, a long-term **strategy** for attaining a goal by **linking** the present with a better future for the organization
- Involves **leader-follower** exchanges necessary for achieving routine performance that is agreed upon by leaders and followers.

# Reference

Robbins, P., Timothy, A. & Katherine ,E., (2018)  
Essentials of organizational behavior, p222-244 ,  
<https://www.pdfdrive.com/essentials-of-organizational-behaviour-e176364014.html>

Thank you!

Next lecture: Power and Politics in Organizations

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