

Organisations and Behaviour



Lecturer: Judith Robb-Walters

Lesson 6



ORGANISATIONS AND BEHAVIOUR

LO I: Understand the relationship between organisational structure and culture

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LEARNING OBJECTIVES



- At the end of the class, students should be able to:
- Evaluate the different approaches to management used by different organisations

OVERVIEW



- Leading is about setting direction and ensuring that that direction is followed. Leading can apply to leading oneself, other individuals, groups, organizations and societies. The nature of how leading is done depends on the context of the situation, one's perspective, and on the nature and needs of those involved.

OPPORTUNIST



- Focus on personal wins & controlling external environment
- People are an opportunity for exploitation
- Legitimize unethical behavior
- Reject feedback
- Externalize blame

DIPLOMAT



- Diplomatic leadership involves negotiating, representing interests and policies, speaking publicly and resolving conflicts. Diplomacy – the professional activities or skills of managing international relations – usually involves dealing with others without causing bad feelings. Diplomatic leadership requires a person to be a good manager, resilient negotiator and a trusted adviser. It enables her to raise awareness and assist constituents.

TECHNICIAN



- The job knowledge required for a particular leadership role can be termed as the technical skills. The leader must understand the output of the organization in terms of product or services, without which he cannot possibly utilize his conceptual skills to their maximum ability. The next step is to have good knowledge of organization management processes to boost the effectiveness.

achiever



- Team orientation
- Open to feedback
- Concerned with meeting goals
- Inhibit thinking outside of the box

STRATEGIST



- Strategic leadership refers to a manager's potential to express a strategic vision for the organization, or a part of the organization, and to motivate and persuade others to acquire that vision. Strategic leadership can also be defined as utilizing strategy in the management of employees. It is the potential to influence organizational members and to execute organizational change. Strategic leaders create organizational structure, allocate resources and express strategic vision. Strategic leaders work in an ambiguous environment on very difficult issues that influence and are influenced by occasions and organizations external to their own.

STRATEGIST



- A few main traits / characteristics / features / qualities of effective strategic leaders that do lead to superior performance are as follows:
 - Loyalty- Powerful and effective leaders demonstrate their loyalty to their vision by their words and actions.
 - Keeping them updated- Efficient and effective leaders keep themselves updated about what is happening within their organization. They have various formal and informal sources of information in the organization.
 - Judicious use of power- Strategic leaders makes a very wise use of their power. They must play the power game skillfully and try to develop consent for their ideas rather than forcing their ideas upon others. They must push their ideas gradually.
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STRATEGIST



- Have wider perspective/outlook- Strategic leaders just don't have skills in their narrow specialty but they have a little knowledge about a lot of things.
- Motivation- Strategic leaders must have a zeal for work that goes beyond money and power and also they should have an inclination to achieve goals with energy and determination.
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STRATEGIST



- Compassion- Strategic leaders must understand the views and feelings of their subordinates, and make decisions after considering them.
- Self-control- Strategic leaders must have the potential to control distracting/disturbing moods and desires, i.e., they must think before acting.
- Social skills- Strategic leaders must be friendly and social.
- Self-awareness- Strategic leaders must have the potential to understand their own moods and emotions, as well as their impact on others.
- Readiness to delegate and authorize- Effective leaders are proficient at delegation. They are well aware of the fact that delegation will avoid overloading of responsibilities on the leaders. They also recognize the fact that authorizing the subordinates to make decisions will motivate them a lot.

STRATEGIST



- Articulacy- Strong leaders are articulate enough to communicate the vision(vision of where the organization should head) to the organizational members in terms that boost those members.
- Constancy/ Reliability- Strategic leaders constantly convey their vision until it becomes a component of organizational culture.

MAGICIAN



- Becoming a great leader takes time, knowledge, and perseverance. On top of that, however, is a little bit of what University of Notre Dame's Jason Monaghan calls "magic."
- "The "magic" of a great leader is developed over time and through years of professional awareness," he says. "The qualities that make a good team a great one depend largely on the leader's ability to create an environment of complete engagement."

PLURALISTIC



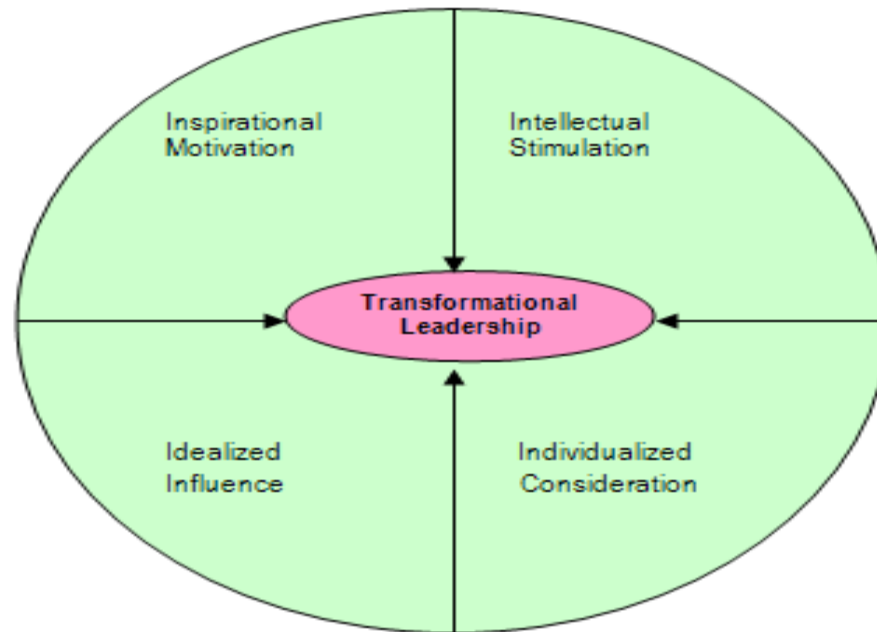
- The main objective of pluralistic leadership should be to lead a more diverse group of people being identified, hired, and advanced to leadership positions. Pluralistic leadership cultures will lead to the expansion of curriculum within leadership training to include a broader range of traits, behaviors, power/influence processes, and cognitive processes. Finally, being aware of the multiple ways that leadership is defined can facilitate sounder organizational communication as organizational participants realize the necessity of explaining their assumptions about leadership.

TRANSFORMATIONAL



- Transformational leadership may be found at all levels of the organization: teams, departments, divisions, and organization as a whole. Such leaders are visionary, inspiring, daring, risk-takers, and thoughtful thinkers. They have a charismatic appeal. But charisma alone is insufficient for changing the way an organization operates. For bringing major changes, transformational leaders must exhibit the following four factors:

Figure 1: Model of Transformational Leadership



TRANSFORMATIONAL



- **Inspirational Motivation:** The foundation of transformational leadership is the promotion of consistent vision, mission, and a set of values to the members. Their vision is so compelling that they know what they want from every interaction. Transformational leaders guide followers by providing them with a sense of meaning and challenge. They work enthusiastically and optimistically to foster the spirit of teamwork and commitment.
- **Intellectual Stimulation:** Such leaders encourage their followers to be innovative and creative. They encourage new ideas from their followers and never criticize them publicly for the mistakes committed by them. The leaders focus on the “what” in problems and do not focus on the blaming part of it. They have no hesitation in discarding an old practice set by them if it is found ineffective.
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TRANSFORMATIONAL



- Idealized Influence: They believe in the philosophy that a leader can influence followers only when he practices what he preaches. The leaders act as role models that followers seek to emulate. Such leaders always win the trust and respect of their followers through their action. They typically place their followers needs over their own, sacrifice their personal gains for them, and demonstrate high standards of ethical conduct. The use of power by such leaders is aimed at influencing them to strive for the common goals of the organization.
- Individualized Consideration: Leaders act as mentors to their followers and reward them for creativity and innovation. The followers are treated differently according to their talents and knowledge. They are empowered to make decisions and are always provided with the needed support to implement their decisions.

CHANGE



- Change leadership prepares and supports people through organizational change, it enables achieving your organization's desired business objectives whilst minimizing losses in productivity. Effective change leadership improves your business by maintaining alignment to strategic and operational realities, and delivering a set of processes that will change the beliefs and behaviors of your people in ways directly linked to your bottom line.

REVIEW QUESTIONS



1. Which of the following is not generally regarded as a trait that differentiates leaders from non-leaders?

- A) Absence of self-doubt.
- B) Intelligence.
- C) Drive.²²
- D) Job-relevant knowledge.
- E) Broad general knowledge.

2 Which of the following is not a characteristic of a transformational leader?

- A) Communicates high expectations
- B) Treats all employees collectively as one
- C) Inspires exertion of extra effort for goal achievement
- D) Provides vision and sense of mission
- E) Encourages innovative approaches to old problems

3. When your manager suggests negotiation as a method to reduce resistance to change, he means:

- A) The exchange of something valuable for agreement to reduce resistance to change
- B) The use of co-optation to obtain compliance
- C) Manipulation of facts to make the situation appear more attractive
- D) Establishment of a collective bargaining committee on each side of the issue
- E) The use of threats or force to obtain compliance

REVIEW QUESTIONS



- 4. Important concepts in small group communication are leadership and leader. Leadership relates to a _____, while a leader is a _____.
- A) concept; theory
- B) cultural trait; behavior
- C) process; person
- D) all of the above

- 5. Leadership is the ability to:
- A) influence others.
- B) motivate others.
- C) enable others to contribute towards the effectiveness and success of the organization.
- D) all of the above.
- E) none of the above.

FURTHER READING



- All About Leadership - Carter McNamara MBA, PhD
- Seven Transformations of Leadership - By David Rooke and Williams R. Torbert
- What Is Diplomatic Leadership?
- by Tara Duggan
- Leadership Skills- Ashim Gupta
- <http://managementstudyguide.com/>

FURTHER READING



- <http://www.hrcommunication.com/>
- Toward Pluralistic Leadership Cultures: Beyond Policy Making, Being Transformed by Stories. ASHE Annual Meeting Paper.
- -Kezar, Adrianna
- <http://www.deloitte.com/>
- <http://wps.prenhall.com/>
- <http://highered.mheducation.com/>