

## Leadership Concepts

1. Explain why leadership is important
  - Organizations take on the personality of their leaders
  - Leadership training can maximize productivity, shape a positive culture, and promote harmony
2. Define Leadership
  - The action of leading a group of people or an organization
  - A person who creates an inspiring vision of the future, motivates and inspires people to engage with that vision, manages delivery of the vision, coaches and builds a team
3. Explain how self-assessment is used to determine leadership potential
  - Want to examine skills, traits, competencies, abilities, and experience
  - Learning details about yourself can help you determine what you need to improve upon as a leader→ there are quizzes and websites online that can be used
4. Describe characteristics of leaders

Initiative→ you motivate yourself and your team to make things happen and always try to improve (the power or opportunity to act or take charge before others do)

Ability to function independently→ you can independently get your work done and do not need someone to manage you and always delegate your tasks (self-starter)

Follow through→ you are responsible for your actions and always meet deadlines on time (you correspond with others in a timely manner and do not slack off)

Ethics→ you have good ethics (do things for the good and things that are logical, not selfish and mean)

Ability to respond to ambiguity and change→ in any situation you can react fast and problem solve quickly. Changes do not falter you and you can always keep your eye on your goals, also open to new ideas→ you listen to your team and their ideas rather than just your own. You do not just shoot down new ideas

Resiliency→ when times get tough, you keep pushing through. You dust yourself off when times get hard and do not let it falter the positivity and motivation of your team.

Positive attitude→ Keeping a positive attitude motivates your team to work harder and keep a positive attitude as well.

Confidence→ it makes you look like a good leader and helps the ability to effectively lead your team.

## Leadership Managerial Roles

1. Describe interpersonal roles for managerial leadership
  - Managing through people
  - a. Figurehead
    - i. Perform social and legal duties
  - b. Leader
    - i. Direct and motivate subordinates, select and train employees
  - c. Liaison
    - i. Establish and maintain contacts within and outside the organization
2. Explain informational roles for managerial leadership
  - Managing through information

- a. Monitor
  - i. Seek and acquire work related information
- b. Disseminator
  - i. Communicate information to others within the organization
- c. Spokesperson
  - i. Communicate information to outsiders
- 3. Describe decisional roles of managerial leadership
  - Managing through action
- a. Entrepreneur
  - i. Identify new ideas and initiate improvement projects
- b. Disturbance handler
  - i. Deals with disputes or problems and takes corrective action
- c. Resource allocator
  - i. Decide where to apply resources
- d. Negotiator
  - i. Defends business interests

### **Leadership Behavior and Motivation**

1. Compare leadership styles
  - Laissez- Faire
    - Lacks direct supervision of employees
    - Fails to provide regular feedback to those under his supervision
    - Hinders production of employees needing supervision
    - Produces no leadership effort from managers → lack of control and increasing costs
  - Autocratic
    - Allows managers to make decisions alone without the input of others
    - Total authority and impose their will on their employees
    - No one challenges these decisions
    - Benefits employees who require close supervision
  - Participative
    - Values the input of team members and peers
    - Responsibility of making the final decisions rests with the participative leader
    - Boosts employee morale
    - Helps employees accept change
  - Transactional
    - Receive certain tasks to perform and provide rewards or punishments to team members based on performance results
    - Sets predetermined goals together
    - Manager possesses power to review results and train employees when they fail to meet goals
  - Transformational
    - Depends on high level of communication from management to meet goals

- Leaders motivate employees and enhance productivity through communication and high visibility
  - Requires involvement of management to meet goals
  - Big picture and delegate smaller tasks to team to help accomplish goals
2. Explain the difference between job-centered and employee-centered behavior
- Job-centered behavior- occurs when a leader pays close attention to the work of others, explains work procedures, and is keenly interested in performance.
- Employee-centered behavior- occurs when the leader is interested in developing a cohesive work group and in ensuring employees are satisfied with their jobs.
3. Compare and contrast motivation theories
- Herzberg's Two-Factor Theory
    - Motivator factors
    - Hygiene factors
    - Must work to improve both of these
  - Maslow's Hierarchy of Needs
  - Hawthorne Effect
    - Employees are motivated to work harder as a response to the attention being paid to them, rather than the actual physical changes themselves
  - Expectancy Theory
    - People will choose how to behave depending on the outcomes they expect as a result of their behavior
    - We decide what to do based on what we expect the outcome to be
  - Three Dimensional Theory of Attribution
    - We attach meaning to our own and other people's behavior
4. Define Maslow's Hierarchy of Needs Theory
- Physiological needs (basic need) → food, water, warmth, rest
  - Safety needs (basic need) → security, safety
  - Belongingness and love needs (psychological needs) → intimate relationships, friends
  - Esteem needs (psychological needs) → prestige and feeling of accomplishment
  - Self-actualization (self-fulfillment needs) → achieving one's full potential
  - Explain the need for individuals to balance professional and personal needs
5. Define the Equity, Expectancy, Reinforcement, and Goal-Setting Theory for motivation

Equity theory- there must be a fair balance struck between an employee's inputs and an employee's outputs. This serves to ensure a strong and productive relationships achieved with the employee.

Expectancy theory- the belief that increased effort will lead to an increased performance.

Reinforcement theory- proposes that you can change someone's behavior by using reinforcement, punishment, and extinction. Rewards are used to reinforce the behavior you want and punishments are used to prevent the result you do not want.

Goal-setting theory- setting goals with improve performance. Without the most basic goals, employees won't show up for work and see a purpose in holding a job.

## Networking

1. Define professional networking
  - A type of social network service that is focused solely on interactions and relationships of a business nature rather than including personal, non business interactions

## Communication Skills

1. Define the elements of the communication process
  - Sender encodes information
  - Sender selects a channel of communication by which to send the message
  - Receiver receives the message
  - Receiver decodes the message
  - Receiver may provide feedback to the sender
2. Explain the power of nonverbal communication
  - Facial expressions
  - Body movements and posture
  - Gestures
  - Eye contact
  - Touch
  - Space
  - All demonstrate how you feel in your conversation
3. Explain the role of conflict negotiation for groups
  - A way for two or more parties to find a peaceful solution to a disagreement among them
  - Disagreement may be personal, financial, political, or emotional
  - When a dispute arises, best course of action is negotiation to resolve the disagreement

## Leader/follower relations

1. Define the Leader-Member Exchange Theory
  - Describes how leaders in groups maintain their position through a series of tacit exchange agreements with their members
    - Role taking
    - Role making
    - Routinization
  - Relationships based approach that focuses on the two way relationship between leaders and followers
2. List characteristics of an effective follower
  - Honest
  - Courageous
  - Ambitious
  - Diligent
  - Communicator

## Team Leadership & Self-Managed Teams

1. Explain the difference between a group and a team

- Group
  - A number of people or things that are located close together or are considered or classed together
- Team
  - A group of people who come together to achieve a common goal
- 2. Explain the advantages and disadvantages of teamwork
- Advantages
  - Opportunity to learn from each other
  - Potential exists for greater workforce flexibility with cross training
  - Opportunity
  - New approaches to tasks may be discovered
  - Support for hard tasks
  - Greater cooperation
  - Team commitment may stimulate performance and attendance
- Disadvantages
  - Some individuals may not be compatible with teamwork
  - Workers must be selected to fit the team with jobs as well
  - Some members may experience less motivating jobs
  - Resist of change
  - “Free riding”
  - Less flexibility

### **Strategic Leadership for Managing Crises & Change**

1. Define crisis management

The process by which a business or other organization deals with a sudden emergency situation.

2. List the ten-step process for crisis management

- Anticipate crises
- Identify your crisis communications team
- Identify and train spokespersons
- Spokesperson training
- Establish notification and monitoring systems
- Identify and know your stakeholders
- Develop holding statements
- Assess the crisis situations
- Finalize and adapt key messages
- Post crisis analysis

3. Define the change process

The approach to transitioning individuals, teams, and organizations using methods intended to re-direct the use of resources, business process, budget allocations, or other modes of operation that significantly reshape a company or organization

### **Levels of Leadership**

1. Define organizational leadership

A dual focused management approach that works toward what is best for individuals and what is best for a group as a whole simultaneously. Also an attitude and a work ethic that empowers an individual in any role to lead from the top, middle, or bottom of an organization.

### Leadership Theory

1. Describe leadership theory
  - Leadership theory
    - Explanation of leadership
    - Theories have practical values because they are used to better understand, predict, and control successful leadership
    - Great man theory
      - History can be explained by heroes who used their power in a way that had a decisive historical impact
    - Trait theory
      - Personality is based on three dimensions
        - Introversion vs. extroversion
        - Neuroticism vs. stability
        - Psychoticism vs. socialization
    - Behavioural theory
      - Theory of learning based on the idea that all behaviors are acquired through conditioning
    - Contingency theory
      - No best way to organize a corporation or make decisions
      - Optimal course of action is dependent on the internal and external situation
    - Transactional theory
      - Focuses on supervision, organization, and group performance
      - Leaders promote compliance by followers through rewards and punishments
    - Transformational theory
      - Leadership approach that causes changes in individuals and social systems
      - Creates valuable and positive change in followers with the end goal of developing followers into leaders
  - Classifications
    - Trait
    - Behavioral
    - Contingency
    - Integrative

### Personality Profile of Effective Leaders

1. Explain the Achievement Motivation Theory
  - Explains and predicts behavior and performance based on person's need for achievement power and affiliation

- Conscientiousness
- Surgency
- Agreeableness
- 2. Define the Leader Motive Profile
  - A configuration found to contribute to leader performance in traditional bureaucratic organizations
  - Explain and predict leadership success based on person's need for achievement, power, affiliation

### Leadership Attitudes

1. Differentiate Theory X and Theory Y styles of leadership
  - Theory X
    - Pessimistic view of people
    - Assume people are naturally unmotivated and dislike work
    - Believe that team members need to be rewarded or punished to complete their tasks
    - Assumes that workers need to
      - Dislike their work
      - Avoid responsibility
      - Be supervised
  - Theory Y
    - Optimistic, positive opinion of their people
    - Decentralized, participative management style
    - Greater responsibility
    - Happy to work on their own
    - Self-motivated
    - Solves problems creatively or imaginatively
2. Explain the Pygmalion Effect of Leadership
  - Leadership phenomenon
  - High expectations bring out the best leadership in a manager
  - Better leadership, in turn, has a direct, positive effect on the subordinate's performance → kick starts positive effects

### Ethical Leadership

1. List characteristics of ethical leaders
  - Justice
  - Respectful
  - Honesty
  - Humane
  - Focus on teambuilding
  - Value driven decision making
  - Leadership by example
  - Encourages initiative
  - Values awareness

- No tolerance for ethical violations

### Relationship Between Power, Politics, Networking & Negotiation

1. Types of power
  - Legitimate
    - Positional power
  - Expert
    - Knowledge is power
    - Possessing knowledge in a specific area
    - Perform critical tasks
    - Indispensable
  - Referent
    - Interpersonal relationships that a person cultivates with other people in the organizations
    - Charisma
    - Personal connections
  - Coercive
    - Person's ability to influence others via threats, punishments, or sanctions
    - Helps control the behavior of employees by ensuring that they adhere to an organization's policies and norms
  - Reward
    - Ability to influence the allocation of incentives in an organization
    - Greatly motivates employees
2. Influencing tactics
  - Pressure
  - Assertiveness
  - Legitimizing
  - Coalition
  - Exchange
  - Upward appeals
  - Ingratiating
  - Rational persuasion
  - Personal appeals
  - Inspiration appeals
  - Consultation
3. Ways to increase personal power
  - Be versatile
  - Know your own business habits
  - Discover what energizes other people

### Managing Conflict

1. Describe conflict management styles
  - Accommodating
    - Cooperate to a high degree
  - Avoiding



- Simply avoid the issue
  - Collaborating
    - Where you pair up with neither party to achieve your goals
  - Competing
    - “Win-lose” approach
    - Act in an assertive way to achieve your goals
  - Compromising
    - “lose-lose”
2. Define conflict resolution and meditation

Conflict resolution- a way for two or more parties to find a peaceful solution to a disagreement among them.

Meditation- intervention in a dispute in order to resolve it.

### **Leadership & Team Decision Making**

1. Explain the difference between individual and team decision making
  - Individual decision making
    - Without a group’s input regardless of their decisions
    - More traditional decision making
    - Work effectively for a manager when the group’s input is not required
  - Group decision making
    - Consensus→ voting
    - Consultation→ takes both opinions and makes a compromise

### **Organizational Politics**

1. Explain the nature of organizational politics

The pursuit of individual agendas and self-interest in an organization without regard to their effect on the organization’s efforts to achieve its goals.

### **Charismatic & Transformational Leadership**

1. Describe factors that determine personal meaning
  - Self belief
  - Legacy
  - Selflessness
  - Cultural heritage
  - Activist mindset
  - Faith and spirituality
  - Personal interest
  - Values
2. Describe characteristics of charismatic leaders
  - Communication
  - Maturity
  - Humility
  - Compassion
  - Substance
  - Confidence
  - Positive body language

- Listening skills
- Self-monitoring
- Self-improvement
- 3. Define attributes and behaviors of transformational leadership
  - Transformational leaders show individualized consideration to followers by paying attention to and meeting the needs of followers.
  - Transformational leaders stimulate ideas and creativity from followers by creating a safe environment to challenge the status quo.
  - Transformational leaders have a vision that inspires and motivates followers to achieve important goals.
  - Transformational leaders serve as role models for their followers, allow them to identify with a shared organizational vision, and provide a sense of meaning and achievement.

### **Stewardship & Servant Leadership**

Stewardship leadership- the responsibility that companies have to understand and manage their impacts on the environment in any numbers of ways.

- Ethic that embodies the responsible planning and management of resources---> can be applied to the environment and nature, economics, health , property, information

Servant leadership- a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.

### **Leadership in a Diverse Setting**

1. Understand the power of culture

Reviews art and cultural expressions in conjunction with human rights, education, the environment, emancipation, and democratization.

2. Differentiate characteristics of low-performance and high-performance culture

- Low performance culture
  - Unclear vision
  - Focus on control/structure
  - Risk averse
  - Poor information flow
  - Lack of accountability
- High performance culture
  - Clear roles and responsibilities
  - Good information flow even when needs is bad
  - Risk aware