

CHAPTER 2

Traits, Behaviors, and Relationships

Chapter Outline

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Summary and Interpretation

The point of this chapter is to understand the importance of traits and behaviors in the development of leadership theory and research. Some traits associated with effective leadership include optimism, self-confidence, honesty, and drive. Large number of personal traits and abilities have been associated with successful leaders, but traits themselves are not sufficient to guarantee effective leadership. Natural traits and behavior patterns can be developed into strengths. It is important for leaders to recognize their strengths and acknowledge the interdependence that is a key to effective leadership.

Research suggests that different leader strengths might be better suited to different types of leadership roles. The chapter describes three types of roles—operational roles, collaborative roles, and advisory roles. Leaders can be more effective when they are in positions that best match their natural tendencies. The behavior approach explored autocratic versus democratic leadership, consideration versus initiating structure, employee-centered versus job-centered leadership, and concern for people versus concern for production. The theme of people versus tasks runs through this research, suggesting these are fundamental behaviors through which leaders meet followers’ needs. There has been some disagreement in the research about whether a specific leader is either people- or task-oriented or whether one can be both. Today, the consensus is that leaders can achieve a “high-high” leadership style.

Another approach is the dyad between a leader and each follower. Followers have different relationships with the leader, and the ability of the leader to develop a positive relationship with each follower contributes to team performance. The leader-member exchange theory says that high-quality relationships have a positive outcome for leaders, followers, work units, and the organization. Leaders can attempt to build individualized relationships with each subordinate as a way to meet needs for both consideration and structure. The historical development of leadership theory presented in this chapter introduces some important ideas about leadership. Although certain personal traits and abilities indicate a greater likelihood for success in a leadership role, they are not in themselves sufficient to guarantee effective leadership. Rather, behaviors are equally significant. Therefore, the style of leadership demonstrated by an individual greatly determines the outcome of the leadership endeavor. Often, a combination of behavioral styles is most effective. To understand the effects of leadership upon outcomes, the specific relationship behavior between a leader and each follower is also an important consideration.

Entrepreneurial leadership is of great concern in today’s turbulent environment because entrepreneurial leadership is an important source of innovation and change. Entrepreneurial leaders take risks to bring new organizations into being or create novel solutions to competitive challenges confronting existing organizations.

Your Leadership Challenge

After reading this chapter, you should be able to:

- Outline some personal traits and characteristics that are associated with effective leaders.
- Identify your own traits that you can transform into strengths and bring to a leadership role.
- Distinguish among various roles leaders play in organizations, including operations roles, collaborative roles, and advisory roles, and where your strengths might best fit.
- Recognize autocratic versus democratic leadership behavior and the impact of each.
- Know the distinction between people-oriented and task-oriented leadership behavior and

when each should be used.

- Understand how the theory of individualized leadership has broadened the understanding of relationships between leaders and followers.
- Describe some key characteristics of entrepreneurial leaders.

Key Terms and Concepts

Traits: the distinguishing personal characteristics of a leader, such as intelligence, honesty, self-confidence, and appearance.

Great Man approach: a leadership perspective that sought to identify the inherited traits leaders possessed that distinguished them from people who were not leaders.

Optimism: a tendency to see the positive side of things and expect that things will turn out well.

Self-confidence: assurance in one's own judgments, decision making, ideas, and capabilities.

Honesty: truthfulness and nondeception.

Integrity: the quality of being whole, integrated, and acting in accordance with solid moral principles.

Drive: high motivation that creates a high effort level by a leader.

Strength: a natural talent or ability that has been supported and reinforced with learned knowledge and skills.

Operational role: a vertically oriented leadership role in which an executive has direct control over people and resources and the position power to accomplish results.

Collaborative role: a horizontal leadership role (such as team leader) in which the leader often works behind the scenes and uses personal power to influence others and get things done.

Advisory role: a leadership role that provides advice, guidance, and support to other people and departments in the organization.

Autocratic: a leader who tends to centralize authority and derive power from position, control of rewards, and coercion.

Democratic: a leader who delegates authority to others, encourages participation, relies on

subordinates' knowledge for completion of tasks, and depends on subordinate respect for influence.

Consideration: the extent to which a leader is sensitive to subordinates, respects their ideas and feelings, and establishes mutual trust.

Initiating structure: the extent to which a leader is task oriented and directs subordinates' work activities toward goal achievement.

Employee-centered: a leadership behavior that displays a focus on the human needs of subordinates.

Job-centered: leadership behavior in which leaders direct activities toward efficiency, cost-cutting, and scheduling, with an emphasis on goals and work facilitation.

The Leadership Grid: a two-dimensional leadership model that describes major leadership styles based on measuring both concern for people and concern for production.

Individualized leadership: a theory based on the notion that a leader develops a unique relationship with each subordinate or group member, which determines how the leader behaves toward the member and how the member responds to the leader.

Vertical Dyad Lineage (VDL) Model: a model of individualized leadership that argues for the importance of the dyad formed by a leader with each member of the group.

Leader-member exchange (LMX): individualized leadership model that explores how leader-member relationships develop over time and how the quality of exchange relationships affects outcomes.

Introduction

Virginia Rometty spent 30 years climbing the ranks at IBM before becoming the company's first female CEO in January 2012. Some of the personal characteristics that helped her get to the top include intelligence, ambition, ability to stay focused, empathy, superb listening skills, and self-confidence. That last trait is something Rometty had to work on. She describes an experience early in her career when she was offered a big promotion. She told her boss she didn't think she was ready and needed to think it over. Later, Rometty's husband asked her, "Do you think a man would have ever answered that question that way?" The lesson Rometty learned, she says, was that "you have to be very confident, even though you're so self-critical inside about what it is you may or may not know."

It is likely that many of Rometty's traits are shared by other leaders who have attained higher levels in organizations. Personal traits are what captured the imagination of the earliest leadership researchers. However, look at any two successful and effective leaders and they will likely share some traits but have others that are quite dissimilar. Each individual has a unique set of qualities, characteristics, and strengths to bring to a leadership role. In addition, as the example of Virginia Rometty shows, leaders can learn to overcome some potentially limiting traits, such as a lack of self-confidence. Consequently, many researchers have examined the behavior of leaders to determine what behavioral features comprise leadership style and how particular behaviors relate to effective leadership.

Annotated Lecture/Outline

Leadership Challenge #1: Outline some personal traits and characteristics that are associated with effective leaders.

I. The Trait Approach

Traits are the distinguishing personal characteristics of a leader, such as intelligence, honesty, self-confidence, and appearance. Research early in the twentieth century examined leaders who had achieved a level of greatness and hence became known as the Great Man approach. The **Great Man approach** sought to identify the traits leaders possessed that distinguished them from people who were not leaders. Generally, research found only a weak relationship between personal traits and leader success.

Nevertheless, with the advancement of the field of psychology during the 1940s and 1950s, trait approach researchers expanded their examination of personal attributes by using aptitude and psychological tests. These early studies looked at:

- Personality traits such as creativity and self-confidence
- Physical traits such as age and energy level
- Abilities such as knowledge and fluency of speech
- Social characteristics such as popularity and sociability
- Work-related characteristics such as the desire to excel and persistence against obstacles

In a 1948 literature review, Stogdill examined more than 100 studies based on the trait approach. He uncovered several traits that appeared consistent with effective leadership:

- General intelligence
- Initiative
- Interpersonal skills
- Self-confidence

- Drive for responsibility
- Personal integrity

However, Stogdill's findings also indicated that the importance of a particular trait is often relative to the situation. In recent years, there has been a resurgence of interest in examining leadership traits. A review by Kirkpatrick and Locke identified a number of personal traits that distinguish leaders from nonleaders, including some pinpointed by Stogdill. Other studies have focused on followers' perceptions and indicate that certain traits are associated with people's perceptions of who is a leader.

Exhibit 2.1: Personal Characteristics of Leaders

Exhibit 2.1 presents some of the traits and their respective categories that have been identified through trait research over the years. A few traits typically considered highly important for leadership are optimism, self-confidence, honesty and integrity, and drive

A. Optimism and Self-confidence

Optimism refers to a tendency to see the positive side of things and expect that things will turn out well. Numerous surveys indicate that optimism is the single characteristic most common to top executives.

A related characteristic is a positive attitude about oneself. Leaders who know themselves develop **self-confidence**, which is general assurance in one's own judgments, decision making, ideas, and capabilities. Self-confidence is related to *self-efficacy*, which refers to a person's strong belief that he or she can successfully accomplish a specific task or outcome.

New Leader Action Memo: *People generally prefer to follow leaders who are optimistic rather than pessimistic about the future. Complete the questionnaire in Leader's Self-Insight 2.1 to assess your level of optimism.*

Active leaders need self-confidence and optimism. The characteristics of optimism and self-confidence enable a leader to face challenges.

Discussion Question #3: *The chapter suggests that optimism is an important trait for a leader, yet some employees complain that optimistic leaders create significant stress because they don't anticipate problems and expect their subordinates to meet unreasonable goals. Do you agree? Why?*

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B. Honesty and Integrity

One aspect of being an ethical leader is being honest with followers, customers, shareholders, and the public, and maintaining one's integrity. **Honesty** refers to truthfulness and non-deception. It implies an openness that followers welcome. **Integrity** means that a leader's character is whole, integrated, and grounded in solid ethical principles, and he or she acts in keeping with those principles. Leaders who model their ethical convictions through their daily actions command admiration, respect, and loyalty. Honesty and integrity are the foundation of trust between leaders and followers.

New Leader Action Memo: *As a leader, you can develop the personal traits of self-confidence, integrity, and drive, which are important for successful leadership in every organization and situation. You can work to keep an optimistic attitude and be ethical in your decisions and actions.*

C. Drive

Drive refers to high motivation that creates a high effort level by a leader. Leaders with drive seek achievement, have energy and tenacity, and are frequently perceived as ambitious. A strong drive is also associated with high energy. Leaders work long hours over many years. They have stamina and are vigorous and full of life in order to handle the pace, the demands, and the challenges of leadership.

In the Lead: Marissa Mayer, Yahoo

Marissa Mayer has set herself some tough goals as the new president and CEO of Yahoo. But tough is part of Mayer's DNA. Mayer is known for being incredibly energetic and ambitious. She loves hard work and challenge. Mayer has demonstrated that she has almost superhuman stamina and a strong drive to succeed. In the early years at Google, she routinely worked 100-hour weeks and occasionally pulled all-nighters. Soon after joining Yahoo as CEO, Mayer had her first baby and returned to work two weeks after the delivery.

Even in high school, Mayer was known as an overachiever who refused to settle for less than the best from herself or others. As captain of the pom-pom squad, she scheduled practices that lasted for hours to make sure everyone was synchronized. It was during her first management job at Google that she incorporated the idea of pushing beyond her comfort zone into her career philosophy. She isn't afraid to take risks in the interest of helping the team and organization

succeed. Mayer created a firestorm of criticism when she issued a policy early in her tenure at Yahoo that employees can no longer work from home, but she stuck by her decision without regrets or apologies. She believes Yahoo is in a crisis situation and to succeed needs the creative energy that comes from people working face to face and side by side. Some people believe she will eventually relax the tough “all hands in the office” policy, since flexibility is another of her characteristics. However, she won’t relax her high standards or the requirement that employees be as dedicated to Yahoo’s success as she is.

Discussion Question #2: *Suggest some personal traits of leaders you have known. Which traits do you believe are most valuable? Why?*

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Leadership Challenge #2: Identify your own traits that you can transform into strengths and bring to a leadership role.

II. Know Your Strengths

The myth of the “complete leader” can cause stress and frustration for leaders and followers, as well as damage the organization. *Interdependence* is the key to effective leadership. Everyone has strengths, but many leaders fail to recognize and apply them, often because they are hampered by the idea that they should be good at everything. Only when leaders understand their strengths can they use these abilities effectively to make their best contribution.

Discussion Question #1: *Why is it important for leaders to know their strengths? Do you think leaders should spend equal time learning about their weak points?*

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A. What are Strengths?

A **strength** arises from a natural talent that has been supported and reinforced with knowledge and skills. Talents can be thought of as innate traits and naturally recurring patterns of thought, feeling, and behavior. Once recognized, talents can be turned into strengths by consciously developing and enhancing them with learning and practice. When people use their talents and strengths, they feel good and enjoy their work without extra

effort; hence they are effective and make a positive contribution.

In the Lead: Warren Buffet, Berkshire Hathaway

Warren Buffett says he finds investing so much fun that he would do it for free. Buffett tried other work early in his career but found it so unsatisfying that he knew he wouldn't want to do it for any amount of money. The legendary self-made billionaire and chairman of Berkshire Hathaway was the fourth richest person in the world in 2013. Yet it isn't the money that drives him, but the love of the work.

Each year, Buffett hosts in his hometown of Omaha, Nebraska, about 160 business students from universities around the world. One question he usually gets is about how to know what career to pursue. How did the great man know that investing was the right career for him? Buffett answers in two parts. First, he says his "natural wiring" was made for capital allocation—that is, he just had a knack for knowing how to allocate financial resources into companies or other entities as a way to generate wealth. Buffett says that if he had been born in a country such as Sudan or Cambodia, without abundant private capital and a system of capital allocation, he would never have gotten to use his natural talents. Nor would he have succeeded in a different era when there was no capitalism. Buffett is very clear in recommending that people need to do what fits their natural mental makeup.

How did he know that his wiring fit investing? The key was his love for it. His career advice is to find work or a career that you really enjoy, and it will fit the natural strengths of your mental wiring.

Leadership Challenge #3: Distinguish among various roles leaders play in organizations, including operations roles, collaborative roles, and advisory roles, and where your strengths might best fit.

B. Matching Strengths with Roles

Recent research suggests that different leader strengths might be better suited to different types of leadership roles.

Exhibit 2.2: Three Types of Leadership Roles

Exhibit 2.2 illustrates three types of leadership roles identified in today's organizations by a team of experts at Hay Group. The researchers found that, although there is a core set of competencies that all leaders need, there is significant variation in the personal characteristics, behaviors, and skills that correlate with success in the different roles.

The **operational role** is the closest to a traditional, vertically oriented management role, where an executive has direct control over people and resources to accomplish results. Operational leaders are doggedly focused on delivering results. Successful operational leaders are typically analytical and knowledgeable, yet they also have the ability to translate their knowledge into a vision that others can become passionate about.

The **collaborative role** is a horizontal role and includes people such as project managers, matrix managers, and team leaders in today's more horizontally organized companies. Leaders in collaborative roles typically don't have the strong position power of the operational role. Collaborative leaders need excellent people skills in order to network, build relationships, and obtain agreement through personal influence.

Leaders in an **advisory role** provide guidance and support to other people and departments in the organization. Advisory leaders are responsible for developing broad organizational capabilities rather than accomplishing specific business results. Advisory leaders need great people skills and the ability to influence others through communication, knowledge, and personal persuasion.

New Leader Action Memo: *As a leader, you can understand the type of leadership role in which your strengths would be most effective and satisfying. You can pursue an operational, collaborative, or advisory leadership role depending on your natural tendencies.*

Discussion Question #10: *Pick three traits from the list in Exhibit 2.1 that you think would be most valuable for a leader in an operational role. Pick three that you think would be most valuable for a leader in a collaborative role. Explain your choices.*

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Leadership Challenge #4: Recognize autocratic versus democratic leadership behavior and the impact of each.

III. Behavior Approaches

Rather than looking at an individual's personal traits, diverse research programs on leadership behavior have sought to uncover the behaviors that effective leaders engage in. Behaviors can be learned more readily than traits, enabling leadership to be accessible to all.

A. Autocratic versus Democratic Leadership

One study that served as a precursor to the behavior approach recognized autocratic and democratic leadership styles. An **autocratic leader** is one who tends to centralize authority and derive power from position, control of rewards, and coercion. A **democratic leader** delegates authority to others, encourages participation, relies on subordinates' knowledge for completion of tasks, and depends on subordinate respect for influence.

The first studies on these leadership behaviors were conducted at the University of Iowa by Kurt Lewin and his associates. The research included groups of children, each with its own designated adult leader who was instructed to act in either an autocratic or democratic style. The groups with autocratic leaders performed highly so long as the leader was present to supervise them. However, group members were displeased with the close, autocratic style of leadership, and feelings of hostility frequently arose. The performance of groups who were assigned democratic leaders was almost as good, and these groups were characterized by positive feelings rather than hostility. In addition, under the democratic style of leadership, group members performed well even when the leader was absent. These characteristics of democratic leadership may partly explain why the empowerment of employees is a popular trend in companies today.

Consider This: Minimal Leadership

- When the Master governs, the people are hardly aware that he [she] exists.
- Next best is a leader who is loved.
- Next, one who is feared.
- The worst is one who is despised.
- If you don't trust the people, you make them untrustworthy.
- The Master doesn't talk, he [she] acts.
- When his [her] work is done, the people say, "Amazing: we did it all by ourselves."

Further work by Tannenbaum and Schmidt indicated that leadership behavior could exist on a continuum reflecting different amounts of employee participation. Thus, one leader might be autocratic (boss-centered), another democratic (subordinate-centered), and a third a mix of the two styles.

Exhibit 2.3: Leadership Continuum

Exhibit 2.3 illustrates the leadership continuum. Tannenbaum and Schmidt also suggested that the extent to which leaders should be boss-centered or subordinate-centered depended on

organizational circumstances and that leaders might adjust their behaviors to fit the circumstances. The findings about autocratic and democratic leadership in the original University of Iowa studies indicated that leadership behavior had a definite effect on outcomes such as follower performance and satisfaction.

New Leader Action Memo: *As a leader, you can use a democratic leadership style to help followers develop decision-making skills and perform well without close supervision. An autocratic style might be appropriate when there is time pressure or followers have low skill levels.*

Discussion Question #4: *What is the difference between trait theories and behavioral theories of leadership?*

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Discussion question #8: *Why would subordinates under a democratic leader perform better in the leader's absence than would subordinates under an autocratic leader?*

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Leadership Challenge #5: Know the distinction between people-oriented and task-oriented leadership behavior and when each should be used.

B. Ohio State Studies

One early series of studies on leadership behavior was conducted at The Ohio State University. The analysis of ratings from the studies resulted in two wide-ranging categories of leader behavior:

- **Consideration** describes the extent to which a leader cares about subordinates, respects their ideas and feelings, and establishes mutual trust. Showing appreciation, listening carefully to problems, and seeking input from subordinates regarding important decisions are all examples of consideration behaviors.
- **Initiating structure** describes the extent to which a leader is task oriented and directs subordinates' work activities toward goal achievement. This type of leader behavior includes directing tasks, getting people to work hard, planning, providing explicit schedules for work activities, and ruling with an iron hand.

New Leader Action Memo: *You can discover your leadership orientation related to consideration and initiating structure by completing the self-assessment exercise in Leader's Self-Insight 2.2.*

Although many leaders fall along a continuum that includes both consideration and initiating structure behaviors, these behavior categories are independent of one another. In other words, a leader can display a high degree of both behavior types or a low degree of both behavior types. Research indicates that all four types of leader style combinations can be effective.

In the Lead: Col. Joe D. Dowdy and Maj. Gen. James Mattis, United States Marine Corps

Only a few weeks into the war in Iraq, Marine Col. Joe D. Dowdy had both accomplished a grueling military mission and been removed from his command by Maj. Gen. James Mattis. One issue that came under examination was the differing styles of Col. Dowdy and Gen. Mattis, as well as the difficult, age-old wartime tension of “men versus mission.”

Gen. Mattis has been referred to as a “warrior monk,” consumed with the study of battle tactics and a leader whose own battle plans in Iraq were considered brilliant. Gen. Mattis saw speed as integral to success in the early days of the Iraqi war, pushing for regiments to move quickly to accomplish a mission despite significant risks. For Col. Dowdy, some risks seemed too high, and he made decisions that delayed his mission but better protected his marines. Col. Dowdy was beloved by his followers because he was deeply concerned about their welfare, paid attention to them as individuals, and treated them as equals, going so far as to decline certain privileges that were available only to officers.

Despite their different styles, both leaders were highly respected by followers.

Additional studies that correlated these two leader behavior types and impact on subordinates initially demonstrated that “considerate” supervisors had a more positive impact on subordinate satisfaction than did “structuring” supervisors. For example, research that utilized performance criteria, such as group output and productivity, showed initiating structure behavior was rated more effective.

Discussion Question #5: *Would you feel most comfortable using a “consideration” or an “initiating structure” leadership style? Discuss the reasons for your answer?*

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C. University of Michigan Studies

Studies at the University of Michigan took a different approach by directly comparing the behavior of effective and ineffective supervisors. The effectiveness of leaders was determined by productivity of the subordinate group.

Over time, the Michigan researchers established two types of leadership behavior, each type consisting of two dimensions. First, **employee-centered** leaders display a focus on the human needs of their subordinates. Leader support and interaction facilitation are the two underlying dimensions of employee-centered behavior. This means that in addition to demonstrating support for their subordinates, employee-centered leaders facilitate positive interaction among followers and seek to minimize conflict.

In contrast to the employee-centered leader, the **job-centered** leader directs activities toward scheduling, accomplishing tasks, and achieving efficiency. Goal emphasis and work facilitation are dimensions of this leadership behavior. By focusing on reaching task goals and facilitating the structure of tasks, job-centered behavior approximates that of initiating structure.

However, unlike the consideration and initiating structure styles defined by the Ohio State studies, Michigan researchers considered employee-centered leadership and job-centered leadership to be distinct styles in opposition to one another. A leader is identifiable by behavior characteristic of one or the other style but not both. Another hallmark of later Michigan studies is the acknowledgment that often the behaviors of goal emphasis, work facilitation, support, and interaction facilitation can be meaningfully performed by a subordinate's peers rather than only by the designated leader.

In addition, while leadership behavior was demonstrated to affect the performance and satisfaction of subordinates, performance was also influenced by other factors related to the situation within which leaders and subordinates worked.

D. The Leadership Grid

Blake and Mouton of the University of Texas proposed a two-dimensional leadership theory called **the Leadership Grid** that builds on the work of the Ohio State and Michigan studies. Based on a week-long seminar, researchers rated leaders on a scale of one to nine according to two criteria—the concern for people and the concern for production.

Exhibit 2.4: The Leadership Grid® Figure

Exhibit 2.4 depicts the two-dimensional model and five of the seven major leadership styles.

- *Team Management* (9,9) is often considered the most effective style and is recommended because organization members work together to accomplish tasks.
- *Country club management* (1,9) occurs when emphasis is given to people rather than to work outputs.
- *Authority-compliance management* (9, 1) occurs when efficiency in operations is the dominant orientation.
- *Middle-of-the-road management* (5,5) reflects a moderate amount of concern for both people and production.
- *Impoverished management* (1,1) means the absence of a leadership philosophy; leaders exert little effort toward interpersonal relationships or work accomplishment.

In the Lead: Denise Morrison, Campbell Soup Company, and Michael Arrington, TechCrunch

Douglas Conant, former CEO of Campbell Soup Company, met Denise Morrison in 1995 when he was CEO of Nabisco and she cold-called him looking for a job. He found in Morrison a kindred spirit in terms of leadership style and hired her; she later followed him to Campbell in 2003—and into the company’s top executive seat eight years later. Like Conant, Morrison is a strong proponent of empowerment and employee engagement. She has been referred to as “tough on the issues but tender on people.” Morrison is known to be patient and supportive, even though she can make difficult operational decisions without letting her emotions cloud her judgment.

Compare Morrison’s approach to that of Michael Arrington, founder of TechCrunch, the company that publishes the influential blog of the same name. Arrington started the blog because he enjoys the research and writing, and he admits he isn’t very good at the “people management” part of his job. Arrington says his style is to bust down doors and clean up the mess later. Recognizing his weak point in being a manager of people, Arrington hired Heather Harde as CEO of the company, which enabled TechCrunch to grow and allowed Arrington to focus on what he was best at doing. Both Arrington and Harde have since left the company after public clashes with Arianna Huffington of *The Huffington Post*.

E. Theories of a “High-High” Leader

The leadership styles described by the researchers at Ohio State, University of Michigan, and University of Texas pertain to variables that roughly correspond to one another—consideration and initiating structure; employee-centered and job-centered; concern for people and concern for production. The research into the behavior approach culminated in two predominate types of leadership behaviors—people-oriented and task-oriented.

Exhibit 2.5: Themes of Leader Behavior Research

The findings about two underlying dimensions and the possibility of leaders rated high on both dimensions raise three questions to think about:

- The first question is whether these two dimensions are the most important behaviors of leadership. A review of 50 years of leadership research, for example, identified task-oriented behavior and people-oriented behavior as primary categories related to effective leadership in numerous studies.
- The second question is whether people orientation and task orientation exist together in the same leader, and how. The grid theory argues that yes, both are present when people work with or through others to accomplish an activity. Although leaders may be high on either style, there is considerable belief that the best leaders are high on both behaviors.
- The third question concerns whether people can actually change themselves into leaders high on people- or task-orientation. In the 1950s and 1960s, when the Ohio State and Michigan studies were underway, the assumption of researchers was that the behaviors of effective leaders could be emulated by anyone wishing to become an effective leader. Although “high-high” leadership is not the only effective style, researchers have looked to this kind of leader as a candidate for success in a wide variety of situations

***New Leader Action Memo:** As a leader, you can succeed in a variety of situations by showing concern for both tasks and people. People-oriented behavior is related to higher follower satisfaction, and task-oriented behavior is typically associated with higher productivity.*

Leadership Challenge #6: Understand how the theory of individualized leadership has broadened the understanding of relationships between leaders and followers.

IV. Individualized Leadership

Traditional trait and behavior theories assume that a leader adopts a general leadership style that is used with all group members. A more recent approach to leadership behavior research, *individualized leadership*, looks instead at the specific relationship between a leader and each individual follower. **Individualized leadership** is based on the notion that a leader develops a unique relationship with each subordinate or group member, which determines how the leader behaves toward the member and how the member responds to the leader. In this view, leadership is a series of *dyads*, or a series of two-person interactions. The dynamic view focuses on the concept *exchange*, what each party gives to and receives from the other.

Exhibit 2.6: Stages of Development of Individualized Leadership

Exhibit 2.6 illustrates the development of research in this area:

- The first stage was the awareness of a relationship between a leader and each individual rather than between a leader and a group of followers.
- The second stage examined specific attributes of the exchange relationship.
- The third stage explored whether leaders could intentionally develop partnerships with each group member.

A. Vertical Dyad Linkage Model

The **vertical dyad linkage model (VDL)** argues for the importance of the dyad formed by a leader with each member of the group. Initial findings indicated that followers provided very different descriptions of the same leader. These high-quality relationships might be characterized as high on both people and task orientation.

Based on these two extreme behavior patterns, subordinates were found to exist in either an in-group or an out-group in relation to the leader.

Exhibit 2.7: Leader Behavior toward In-Group versus Out-Group Members

Exhibit 2.7 delineates the differences in leader behavior toward in-group versus out-group members. Most of us who have had experience with any kind of group recognize that some leaders may spend a disproportionate amount of time with certain people and that these “insiders” are often highly trusted and may obtain special privileges. In the terminology of the VDL model, these people would be considered to participate in an *in-group relationship* with the leader, whereas other members of the group who did not experience a sense of trust and extra consideration would participate in an *out-group relationship*. In-group members, those who rated the leader highly, had developed close relationships with the leader and often became assistants who played key roles in the functioning of the work unit. Out-group members were not key players in the work unit.

Discussion question #6: *The vertical dyad linkage model suggests that followers respond individually to the leader. If this is so, what advice would you give leaders about displaying people-oriented versus task-oriented behavior?*

Notes

B. Leader-Member Exchange

Stage two in the development of the individualized leadership theory explored the **leader-member exchange (LMX)** in more detail, discovering that the impact on outcomes depends on how the LMX process develops over time. Studies evaluating characteristics of the LMX relationship explored such things as communication frequency, value agreement, characteristics of followers, job satisfaction, performance, job climate, and commitment.

Overall, studies have found that the quality of the LMX relationship is substantially higher for in-group members. LMX theory proposes that this higher-quality relationship will lead to higher performance and greater job satisfaction for in-group members. For followers, a high-quality exchange relationship may mean more interesting assignments, greater responsibility and authority, and tangible rewards such as pay increases and promotions.

New Leader Action Memo: Answer the questions in Leader's Self-Insight 2.3 to understand how LMX theory applies to your own work experience.

C. Partnership Building

In this third phase of research, the focus was on whether leaders could develop positive relationships with a large number of subordinates. If leaders are perceived to be granting excessive benefits and advantages to in-group members, members of the out-group may rebel, which can damage the entire organization.

New Leader Action Memo: *As a leader, you can build a positive, individualized relationship with each follower to create an equitable work environment and provide greater benefits to yourself, followers, and the organization.*

Thus, the third phase of research in this area focused on whether leaders could develop positive relationships with all followers. In this approach, the leader views each person independently and may treat each individual in a different but positive way.

In the LMX research study, leaders were trained to offer the opportunity for a high-quality relationship to all group members, and the followers who responded to the offer dramatically improved their performance. The implications of this finding are that true performance and productivity gains can be achieved by having the leader develop positive relationships one on one with each subordinate.

Discussion Question #7: *Does it make sense to you that a leader should develop an individualized relationship with each follower? Explain advantages and disadvantages to this approach.*

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Leadership Challenge #7: Describe some key characteristics of entrepreneurial leaders.

V. Entrepreneurial Traits and Behaviors

Entrepreneurship refers to initiating a business venture, organizing the necessary resources, and assuming the associated risks and rewards. An entrepreneur recognizes a viable idea for a business product or service and carries it out by finding and assembling the necessary resources—money, people, machinery, location—to undertake the business venture.

Entrepreneurial leaders display many of the same characteristics as other leaders, but some traits are particularly important for entrepreneurs. These leaders need strong drive, enthusiasm, and future vision. They tend to be persistent, independent, and action oriented. They are drawn to new opportunities and are more concerned with innovation, creativity, and creating new processes than with maintaining the status quo. They are typically highly self-motivated and are willing to stretch themselves and take risks for improvement.

These leaders take risks to create novel solutions to competitive challenges confronting a business, especially the development or enhancement of products and services. Entrepreneurial leadership is a source of innovation and change for established companies.

Discussion Question #9: *Why is an entrepreneurial leader important to an organization? How is this role different from other leader roles?*

Notes _____

Discussion Questions

1. *Why is it important for leaders to know their strengths? Do you think leaders should spend equal time learning about their weak points?*

Leaders face challenges that go beyond any individual's capabilities. Therefore, the best leaders recognize and hone their strengths, while trusting and collaborating with others to make up for their weak points. Becoming an effective leader requires discovering one's own unique strengths and capabilities and learning how to make the most of them. Leaders

should also learn about their weak points so that they can rely on others to compensate for their weaknesses. For example, a leader who struggles with managing his or her time effectively can get assistance from a follower who excels in time-management. Many leaders are hampered by the idea that they should be good at everything.

2. *Suggest some personal traits of leaders you have known. Which traits do you believe are most valuable? Why?*

Students' answers will vary. Some of them may mention personal traits like courage, self-confidence, good communication skills, and dedication.

3. *The chapter suggests that optimism is an important trait for a leader, yet some employees complain that optimistic leaders create significant stress because they don't anticipate problems and expect their subordinates to meet unreasonable goals. Do you agree? Why?*

Students' answers will vary. Some of them may disagree. Leaders at all levels need some degree of optimism to see possibilities even through the thickest fog and rally people around a vision for a better tomorrow. Optimism doesn't mean a lack of problems. It means a positive outlook for solving problems.

4. *What is the difference between trait theories and behavioral theories of leadership?*

The trait approach, an early effort to understand leadership success, focused on the leader's personal traits which are distinguishing personal characteristics such as intelligence, values, self-confidence, and appearance. Fundamental to this theory was the idea that some people are born with traits that make them natural leaders.

The behavior approach says that anyone who adopts the appropriate behavior can be a good leader. Behaviors can be learned more readily than traits, making leadership accessible to all.

5. *Would you feel most comfortable using a "consideration" or an "initiating structure" leadership style? Discuss the reasons for your answer.*

Students' answers will vary. It depends on the project. However, some of them would prefer using both styles as a "high-high" leader. The Grid theory argues that people orientation and task orientation in the same leader are present when people work with others to accomplish an activity.

6. *The vertical dyad linkage model suggests that followers respond individually to the leader. If this is so, what advice would you give leaders about displaying people-oriented versus*

task-oriented behavior?

Students' answers will vary. Some of them may say that the subordinates who rate the leader highly would have developed close relationships with the leader and often become assistants who play key roles in the functioning of the work unit. Out-group members are not key players in the work unit. The key to developing in-group members is to form one-on-one relationships, which also results in higher job satisfaction and performance.

7. *Does it make sense to you that a leader should develop an individualized relationship with each follower? Explain advantages and disadvantages to this approach.*

Students' answers may vary. Some of them may say that a leader should develop an individualized relationship with each follower. One of the major advantage of this approach is that it leads to higher performance and improved job satisfaction which allows leaders to rely on followers for assistance and followers to participate in decision making. The major disadvantage of this approach is that following stage three of the leader-member relationship, it is difficult to change the pattern.

8. *Why would subordinates under a democratic leader perform better in the leader's absence than would subordinates under an autocratic leader?*

The democratic leader shares in decision making and values the opinions of subordinates. Therefore, in his absence, the subordinates have already engaged in decision-making and are able to carry on. The autocratic leader does not allow subordinate decision making, and subordinates would be afraid to change their behavior in the absence of the leader. In addition, autocratic leadership is used when there is a great difference in skill level and the subordinates cannot function independently.

9. *Why is an entrepreneurial leader important to an organization? How is this role different from other leader roles?*

Entrepreneurial leaders are important to an organization because they take risks to create novel solutions to competitive challenges confronting a business, especially the development or enhancement of products and services. Unlike other leader roles, entrepreneurial leadership is a source of innovation and change for established companies. Entrepreneurial leaders proactively pursue new opportunities and translate new ideas into practice. Entrepreneurial leaders display creativity, drive, enthusiasm, and future vision. They tend to be persistent and independent. Entrepreneurial leaders are more concerned with innovation and creating new processes than with maintaining the status quo.

10. *Pick three traits from the list in Exhibit 2.1 that you think would be most valuable for a leader in an operational role. Pick three that you think would be most valuable for a leader in a collaborative role. Explain your choices.*

Students' answers will vary. Some of them may choose the following roles:

Operational Role:

According to Exhibit 2.1, work-related characteristics include drive, desire to excel; dependability; fair-mindedness; and perseverance and tenacity. These traits are valuable for operational leaders who fill vertical management positions in a business. Operational leaders fill traditional line and general management positions in a business, for example. They set goals, establish plans, and get things done primarily through the vertical hierarchy and the use of position power. Operational leaders are doggedly focused on delivering results. They need high self-confidence and tend to be assertive, always pushing forward and raising the bar.

Collaborative Role:

According to Exhibit 2.1, social characteristics include sociability, interpersonal skills; cooperativeness; ability to enlist cooperation; and tact and diplomacy. Leaders in collaborative roles have horizontal responsibilities and include people such as project managers, matrix managers, and team leaders in today's more horizontally organized companies. Collaborative leaders often work behind the scenes, using their personal power to influence others and get things done. Collaborative leaders need excellent people skills in order to network, build relationships, and obtain agreement through personal influence.

Teaching Tools and Exercises

1. **Leader's Bookshelf:** *Take the Lead: Motivate, Inspire, and Bring Out the Best in Yourself and Everyone around You* by Betsy Myers.

In her first book, *Take the Lead*, Betsy Myers, senior advisor to Presidents Barack Obama and Bill Clinton and former executive director of the Harvard Center for Public Leadership, explains the characteristics that will make you a motivating and inspirational leader.

It's Not Magic

The two presidents Myers has worked with are known for their charisma, but Myers insists

there's no magic to being able to fully engage others. *Take the Lead* describes seven characteristics that good leaders share—authenticity, connection, respect, clarity, collaboration, learning, and courage.

Practical Advice for New Leaders

Take the Lead doesn't claim to have a “secret sauce” for leadership, but it does describe qualities that anyone can develop to be a better leader. “Genuine leadership is not something that magically happens because we've been handed a certain position or role to play. It is a quality we nurture in ourselves, regardless of our job or station in life.”

2. **On the Web:** Go to Leadership501 at www.leadership501.com/ and read *Five Most Important Leadership Traits*.
3. **Discuss the Following Leader:** *Napoleon Bonaparte*

His brain is among the most perfect that has ever been. His ever ready attention seizes indefatigably upon facts and ideas, which his memory registers and classifies. His imagination plays with them freely, and a state of incessant secret tension enables it tirelessly to produce those political and strategic theses which reveal themselves to him as sudden intuitions comparable to that of the mathematician and the poet. This happens especially at night when he wakes up suddenly. He himself speaks of “the moral spark” and “the after-midnight presence of mind.”

Out of this physical and intellectual disposition arose that irresistible impulse towards action and domination, which is called his ambition. He saw clearly into himself, “It is said that I am ambitious, but this is an error, or at least my ambition is so intimately allied to my whole being that it cannot be separated from it.” It cannot be better expressed. Napoleon is before all else a temperament.

Source: Pieter Geyl, *Napoleon For and Against* (New Haven: Yale University Press, 1968), 422-423.

- Using Exhibit 2.1, *Personal Characteristics of Leaders*, identify the leadership characteristics of Napoleon.
- Napoleon had the ability to rally the French army. Researchers have shown that effective leaders were often identified with exceptional follower performance. What traits made Napoleon's followers support him?
- Could Napoleon be considered a people-oriented, task-oriented leader, or a “high-high”? Explain. This question could be used as an out-of-class library assignment.

4. **Read and discuss:** Ronald Heifetz, Alexander Grashow, and Marty Linsky, “Leadership in a (Permanent) Crisis,” *Harvard Business Review* (July- August 2009).

5. **Leadership Styles in Action**

Divide the class into two groups. One group works for a leader who has a “consideration” leadership style while the other works for a leader who has an “initiating-structure” style. Each group has ten minutes to defend its leader by giving reasons and examples.

- Group I: *Consideration* describes the extent to which a leader is sensitive to subordinates, respects their ideas and feelings, and establishes mutual trust (e.g., listening, seeking input, and showing).
- Group II: *Initiating structure* describes the extent to which a leader is task oriented and directs subordinates’ work activities toward goal achievement (e.g., directing tasks, planning, and ruling with an iron hand).

6. **Leadership at Work: Your Ideal Leader Traits**

Spend some time thinking about someone you believe is an ideal leader. For the first part of the exercise, select an ideal leader you have heard about whom you don’t personally know. It could be someone like Mother Teresa, Martin Luther King, Abraham Lincoln, or any national or international figure that you admire. Write the person’s name. Next, write down three things you admire about the person, such as what he or she did or the qualities that person possesses.

For the second part of the exercise, select an ideal leader whom you know personally. This can be anyone from your life experiences. Write the person’s name. Next, write down three things you admire about the person, such as what he or she did or the qualities that person possesses.

What is similar about the traits you listed for the two leaders? Different? Interview another student in class about traits he or she admires. What do the traits tell you about the person you are interviewing? What are the common themes in your list and the other student’s list of traits? To what extent do you display the same traits as the ones on your list? Will you develop those traits even more in the future?

Leadership Development: Cases for Analysis

I. Consolidated Products

Synopsis

Consolidated Products is a medium-sized manufacturer of consumer products. Ben Samuels was a plant manager who was well liked by employees. They were grateful for the fitness center, picnics, and holiday parties. Ben believed it was important to treat employees properly so they would have a sense of loyalty. Under Ben, the plant had the lowest turnover but the second worst record for costs and production levels. He was asked to take early retirement and Phil Jones replaced him. Phil had a reputation as a manager who could get things done. Supervisors were instructed to establish high-performance standards. Costs were cut by trimming the fitness center, picnics and parties, and training. Phil believed that if workers did not want to work, the company should get rid of them.

Case questions and answers

1. *Compare the leadership traits and behaviors of Ben Samuels and Phil Jones.*

Ben Samuels is an employee-centered or people-oriented boss. Ben shows more interest in people. Employee-centered leaders display a focus on the human needs of their subordinates, as expressed through the dimensions of leader support and facilitating positive interaction among followers.

Phil Jones is a job or task- oriented boss who shows more interest in productivity. Job-centered leaders direct activities towards efficiency, cost cutting, and scheduling, as expressed through the dimensions of goal emphasis and work facilitation.

2. *Which leader do you think is more effective? Why? Which leader would you prefer to work for?*

Students' answers will vary. Some may say that Ben's leadership style would be more effective in the long run and they would prefer working with a leader like Ben. Ben is more democratic, and Phil is more autocratic. An autocratic leader achieves high productivity, but the workers feel hostile and when the boss is absent, they produce less. A work environment that leads to job satisfaction is more democratic than Phil's. In the short run, Phil is more effective in terms of reducing costs and increasing productivity, but in the long term, the high employee turnover will increase company costs.

3. *If you were Phil Jones' boss, what would you do now?*

Students' answers will vary. Some may say that Phil's boss should encourage him to

change his leadership behavior and become a “high-high” leader. A 9,9 team management style shows the same level of concern for people, but it takes on completely different characteristics as it joins with a high level of concern for results. There is a general belief that “high-high” leadership is a desirable quality, because the leader meets both needs simultaneously.

II. Transition to Leadership

Synopsis

Michael Collins who joined as Southwest Regional Manager of Creighton Auto Parts, saw the transition period before and immediately following his appointment as an exciting new opportunity. During the initial stages of this period he received inputs on the company’s procedures, products and services, and individual stakeholders from the outgoing regional manager. As, a first step of his transition, he sent a lengthy e-mail message to all key players on his new leadership team both as introduction and as a prelude to establishing his vision and transition program. He traveled around the region meeting with the store managers on his regional team, as well as held informal meetings with front-line employees. His questions to front-line workers, in particular, had both positive and negative aspects. He discovered that for most of them, this was more than just a job. Many had worked for the company for a number of years and had a great deal of pride in the company, as well as a deep sense of responsibility toward their customers.

He also found himself hostage to those who wanted to rant on and on about workplace issues, their training, their bosses, even their customers. Michael also spent time with the marketing staff exploring customer satisfaction levels.

Michael is an idea guy, a hands-on manager who likes to surround himself with similar kinds of people. He generates ideas and expects follow-up and accountability. The leadership model he embraces sets the bar high for him and for everyone who works for him. He looks forward to injecting a new vision and new standards of service throughout the region.

Case questions and answers

1. *What do you see as Michael Collins’s leadership traits? Which of these traits do you consider a strength? A weakness? Explain.*

Students’ answers will vary. Some may say that Michael Collins has self-confidence, the degree to which one is self-assured in judgments, decision making, ideas, and capabilities. Self-confidence doesn’t mean being arrogant and prideful but rather knowing and trusting

in oneself. Since Michael is initiating a transition program, he will need to bring in changes and take risks. Self-confidence will help him face the upcoming challenges in the transition process. He also has drive, high motivation that creates a high effort level by a leader. Michael finds himself hostage to people's issues, and finds himself spending a lot of time listening to workers. He showed poor time management skill and the lack of ability to prioritize his tasks in the process. This people-pleasing trait might be detrimental to Michael because he has to get the job done.

2. *What do you think of Michael Collins's approach to leading the region? How would you characterize his people-oriented versus task-oriented style? Why?*

Michael is seen to be spending a lot of time with the employees, understanding their goals, ideas, opinions, and complaints. He finds himself hostage to those who wanted to rant on and on about workplace issues, their training, their bosses, even their customers. Michael is a people-oriented leader, which may lead him to ignore his tasks. A 1,9 Country Club style shows a leader who puts people first even at the expense of achieving results.

3. *How might an understanding of individualized leadership theory be useful to Collins with respect to his relationship with marketing versus store personnel?*

Students' answers may vary. Some may say that Michael knows that he needs to build good relationships with the team to initiate the transition process. In individualized leadership, a leader develops a unique relationship with each subordinate or group member, which determines how the leader behaves toward the member and how the member responds to the leader. Leadership is a series of two-person interactions. He held informal meetings with front-line employees and was surprised to find people who were eager to talk openly about their goals, ideas, opinions, and complaints. He found the time spent with the marketing staff more rewarding. He spoke to them about the customers and the retention and promotional strategies undertaken by them on the customers. His interaction with the marketing personnel helped him analyze the market data for the company.

Digital Homework Grid

Case Assessment Questions	Topic	Category
Peter heads the communications department of Xenon Inc. He shows concern for the personal needs of his followers and	Leadership Challenge #5	Perform

<p>helps them with work wherever required. He inspires his employees to work with enthusiasm and assigns projects with reasonable timelines. He also defines job responsibilities, sets targets, and inspects quality of work on a regular basis. This behavior of Peter implies that he is most likely to be a(n) _____ leader.</p> <p>a. autocratic b. task-oriented c. “high-high” d. people-oriented</p>		
<p>George is the president of Colaco Inc. He has a high level of determination and energy. While working on projects, he does not take breaks until he completes them. He also coordinates tasks by assigning projects and evaluating performance of his followers. He examines work progress and ensures that employees achieve goals on time. This behavior of George indicates that he is most likely to be a _____ leader.</p> <p>a. democratic b. task-oriented c. “high-high” d. people-oriented</p>	Leadership Challenge #5	Perform
<p>Dorothy works as the sales manager of Cole Pvt. Ltd. She maintains good relations with her employees. She excuses employees when</p>	Leadership Challenge #5	Perform

<p>they do not meet targets if they have valid reasons. She also extends help when an employee is unable to complete work on time due to personal issues. This behavior of Dorothy explains that she is most likely to be a _____ leader.</p> <p>a. task-oriented b. “high-high” c. people-oriented d. job-centered</p>		
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Homework Questions	Topic	Category
<p>According to the trait approach to leadership, which of the following characteristics of leaders is categorized under social background?</p> <p>a. Humility b. Education c. Dependability d. Knowledge</p>	Leadership Challenge #1	Engage
<p>Which of the following statements is true of effective leaders?</p> <p>a. They often must make decisions without adequate information. b. They must suppress competing points of view to satisfy everybody. c. They often must avoid taking risks in order to discourage change. d. They must encourage uniform thinking among subordinates.</p>	Leadership Challenge #1	Connect
<p>Which of the following statements is true of successful leaders?</p> <p>a. Successful leaders have been found to be extremely pessimistic. b. Successful leaders are advocates of uniform thinking in organizations. c. Successful leaders have been found to be highly consistent. d. Successful leaders do not make decisions without adequate information.</p>	Leadership Challenge #1	Connect
<p>Leaders with drive:</p> <p>a. lack energy and tenacity. b. are frequently perceived as ambitious. c. encourage uniform thinking among employees. d. are always seen as dishonest individuals.</p>	Leadership Challenge #1	Connect
<p>Which of the following statements is true of leaders with drive?</p> <p>a. They encourage uniform thinking among employees. b. They do not seek achievement. c. They have energy and tenacity.</p>	Leadership Challenge #1	Connect

d. They are always perceived as dishonest individuals.			
Many leaders fail to recognize their strengths and apply them because they are hampered by the idea that: a. they require executive coaching. b. they cannot fix their weaknesses. c. they should be good at everything. d. they should be dependent on others.		Leadership Challenge #2	Connect
Which of the following statements is true of strengths? a. They enable individuals to be dependent on others. b. They help individuals fix their weaknesses. c. They enable individuals to turn them into natural talents. d. They help individuals focus their lives around them.		Leadership Challenge #2	Connect
You are aware that different leaders have distinguishing personal characteristics. Listed below are a few traits typically considered highly important for leadership. Match each scenario with its corresponding trait.		Leadership Challenge #2	Connect
SCENARIOS	TRAITS		
Diana, a team lead, sees every situation positively. She avoids interpreting circumstances in a negative way. She trains her subordinates to be positive.	Integrity		
Kelly heads the operations team of a media company. She has the virtues of reliance and credibility. She is open and truthful about her activities and plans while guiding her followers, which in turn helps her gain respect from them.	Drive		
Harry is the production manager of Magnify Inc. He works with high levels	Honesty		

of initiation and energy. He has the ability to motivate employees to strive hard to achieve their goals. He is full of life and has a lot of stamina.				
Natalie follows her principles religiously. Her character is grounded in solid ethical principles. She is a strong person.	Optimism			
<p>Which of the following statements is true of operational leaders?</p> <p>a. They often work behind the scenes, using their personal power to influence others.</p> <p>b. They primarily provide guidance and support to other people in an organization.</p> <p>c. They set goals and get things done primarily through the vertical hierarchy.</p> <p>d. They do not have the strong position power of the collaborative role.</p>			Leadership Challenge #3	Connect
<p>Who among the following is an advisory leader?</p> <p>a. Edward, a senior legal associate, who provides guidance and aid to his clients and subordinates</p> <p>b. Theodora, a project manager, who works behind the scenes and subtly influences her subordinates</p> <p>c. Steve, a division president, who gets tasks done through the use of the power his position affords him</p> <p>d. John, a team leader, who takes all the important decisions of his organization on his own</p>			Leadership Challenge #3	Performance
<p>In terms of leader behavior, which of the following statements is true of consideration and initiating structure?</p> <p>a. These styles of leadership behavior are independent of each other.</p> <p>b. These styles of leadership behavior are the foundation of trust between leaders and followers.</p> <p>c. These styles of leadership behavior enable leaders to maintain the status quo.</p> <p>d. These styles of leadership behavior do not clash.</p>			Leadership Challenge #4	Connect
<p>Listed below are a couple of scenarios relating to some leadership behaviors and a set of behavior approaches. Drag and drop the options below into the illustrated box categorizing them accurately.</p> <p>Answer Options: Katie heads the divisional branch of Pisces</p>			Leadership Challenge #3	Connect

<p>Networks Inc. She has good critical thinking and analytical skills. She tends to push her employees beyond their comfort zones to help them grow. She primarily focuses on attaining results. Her duties include setting goals, preparing plans and budgets, and formulating policies. She maintains a vertical structure to execute tasks/Employee-centered leadership behavior/Raymond leads the financial services team of Tecdin Inc. He has a horizontal leadership role and avoids publicizing his work. He does not use the power inherent in his position to influence his employees. He can communicate effectively with others. He has the resilience to survive in uncertain situations. /Task-oriented leadership behaviors/George, a team leader, concentrates on the human needs of his followers. He regularly provides support to his followers. Also, he ensures that positive interaction is preserved among all his team members. He works hard to manage conflicts among employees in his team/Operational leadership role/Giselle mainly engages in explaining job responsibilities and aims of tasks to subordinates. She sets different performance targets for each project and allocates resources based on the capabilities and skills of the employees. She also ensures that her subordinates keep her updated about the progress of their work. She assesses their performances on a regular basis/Collaborative leadership role</p> <table><tr><th>SCENARIOS</th><th>CONCEPTS</th></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr></table>	SCENARIOS	CONCEPTS											<p>Leadership Challenge #5</p>	
SCENARIOS	CONCEPTS													
<p>According to the Leadership Grid, _____ refers to the absence of a leadership philosophy wherein leaders exert little effort toward interpersonal relationships or work accomplishment.</p> <p>a. team management b. country club management c. authority-compliance management d. impoverished management</p>	<p>Leadership Challenge #4</p>	<p>Engage</p>												
<p>According to the Leadership Grid, which of the following forms of management occurs when efficiency in operations is the dominant orientation?</p> <p>a. Team management b. Country club management c. Authority-compliance management</p>	<p>Leadership Challenge #4</p>	<p>Engage</p>												

d. Impoverished management		
<p>In terms of leader behavior, which of the following is an example of consideration behavior?</p> <p>a. Directing tasks</p> <p>b. Getting people to work hard</p> <p>c. Showing appreciation</p> <p>d. Providing explicit schedules for work activities</p>	Leadership Challenge #5	Connect
<p>Which of the following is an example of initiating structure style of leader behavior?</p> <p>a. Showing appreciation</p> <p>b. Listening carefully to problems</p> <p>c. Seeking input from subordinates</p> <p>d. Getting people to work hard</p>	Leadership Challenge #5	Connect
<p>The findings about two underlying dimensions of people-oriented and task-oriented leadership behaviors raise three questions to think about. One of the questions is whether:</p> <p>a. people orientation and task orientation can result in “high-high” leadership.</p> <p>b. people orientation and task orientation exist together in the same leader, and how.</p> <p>c. leaders can actually avoid high levels of people orientation and task orientation.</p> <p>d. the best leaders can be low on both people orientation and task orientation.</p>	Leadership Challenge #5	Connect
<p>Which of the following is an example of employee-centered leadership behavior?</p> <p>a. Directing activities toward scheduling</p> <p>b. Seeking to minimize conflict</p> <p>c. Facilitating work</p> <p>d. Focusing on reaching task goals</p>	Leadership Challenge #5	Connect
<p>Which of the following is a difference between leader behavior toward in-group subordinates versus out-group subordinates?</p> <p>a. Leaders treat mistakes made by in-group subordinates as opportunities for developing, whereas leaders criticize out-group subordinates when they make mistakes.</p> <p>b. Leaders show little consideration when in-group subordinates have difficulty with a task, whereas leaders provide support to out-group subordinates when they face a stressful task.</p> <p>c. Leaders primarily assign routine jobs to in-group subordinates, whereas leaders give interesting assignments to out-group subordinates.</p> <p>d. Leaders focus on in-group subordinates’ areas of poor performance, while leaders praise out-group subordinates’ accomplishments and improvements.</p>	Leadership Challenge #6	Connect

<p>Different leaders are characterized by different leadership behaviors. Here are a few scenarios illustrating leaders following diverse leadership styles. Drag and drop the right scenario into their corresponding columns consisting of leadership styles.</p> <p>Answer Options: Ricky leads his team members by paying attention to their needs and respecting their opinions and suggestions. He admires and appreciates his subordinates when they perform well and make improvements. He also listens to the challenges faced by his followers and provides solutions/Louisa, a project manager, creates schedules, sets work targets, and completes tasks efficiently. She delegates tasks to employees based on the requirements and their skills. She chiefly focuses on facilitating work/Mark executes his leadership role by explaining the duties and responsibilities to be carried out by his followers. He regularly checks the status of each project and evaluates the performance of employees. He also respects his coworkers by listening to their opinions and suggestions. He also shows kindness to his subordinates/Charles, a finance manager, maintains a specific relationship with each subordinate. He does not use a combined leadership style for all his team members. He believes in having a series of two-person interactions. He preserves an association in which he and his subordinates learn from each other/Frieda heads an advertising firm. She is highly enthusiastic about her job and spreads the energy among her team members. She ensures that her team creates innovative and unique content for their clients. She does not encourage maintaining the status quo as she believes that it reduces organizational efficiency and growth. She enjoys taking a lot of risks for the advancement of the organization.</p>	<p>Leadership Challenge #4</p> <p>Leadership Challenge #6</p> <p>Leadership Challenge #7</p>	<p>Connect</p>										
<table><tr><td>Consideration leadership behavior</td><td>Job-centered leadership style</td><td>“High-high” leadership style</td><td>Individualized leadership</td><td>Entrepreneurial leadership</td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr></table>	Consideration leadership behavior	Job-centered leadership style	“High-high” leadership style	Individualized leadership	Entrepreneurial leadership							
Consideration leadership behavior	Job-centered leadership style	“High-high” leadership style	Individualized leadership	Entrepreneurial leadership								

Media Quiz Questions	Topic	Category
<p>Which of the following can leaders apply to maintain good networking skills with others?</p> <p>a. Leaders can develop arrogance and pride rather</p>	<p>Leadership Challenge #1</p>	<p>Connect</p>

<p>than know themselves.</p> <p>b. Leaders can train themselves to focus on the positive rather than the negative.</p> <p>c. Leaders can work on suppressing competing points of views in their teams.</p> <p>d. Leaders can concentrate on their weaknesses and fix them to make a positive contribution.</p>		
<p>A democratic leader:</p> <p>a. tends to centralize authority in an organization.</p> <p>b. depends on subordinate respect for influence.</p> <p>c. derives power from his or her position.</p> <p>d. influences subordinates with coercion.</p>	Leadership Challenge #4	Connect
<p>Which of the following statements is true of collaborative leaders?</p> <p>a. They fill traditional line and general management positions in an organization.</p> <p>b. They are responsible for developing broad organizational capabilities rather than accomplishing specific business results.</p> <p>c. They need excellent people skills in order to network, build relationships, and obtain agreement through personal influence.</p> <p>d. They set goals, establish plans, and get things done primarily through the vertical hierarchy and the use of position power.</p>	Leadership Challenge #4	Connect

Pre-Test Questions	Topic	Category
According to the trait	Leadership Challenge #1	Engage

<p>approach to leadership, which of the following personal characteristics of leaders is categorized under intelligence and ability?</p> <p>a. Optimism b. Humility c. Judgment d. Energy</p>		
<p>_____ refers to general assurance in one's own judgments, decision making, ideas, and capabilities.</p> <p>a. Humility b. Self-confidence c. Honesty d. Drive</p>	Leadership Challenge #1	Engage
<p>Which of the following is an important point that should be remembered by leaders?</p> <p>a. Competing points of view have to be rejected. b. Risks have to be taken for the progress of an organization. c. Uniform thinking should be encouraged among employees. d. Decision making should be avoided if there is no adequate information.</p>	Leadership Challenge #1	Connect
<p>Which of the following is true of leaders who model their ethical convictions through their daily actions?</p> <p>a. They are untrustworthy due to years of corporate greed. b. They command admiration and respect. c. They tend to be deceptive and greedy for power. d. They do not believe in themselves.</p>	Leadership Challenge #1	Connect
<p>When people live and work from their strengths, _____.</p>	Leadership Challenge #2	Connect

a. they hide their weaknesses from others b. they tend to be untrustworthy c. their talents diminish naturally d. they are more motivated and competent		
Emma works as the general manager of Hazel Inc., an apparel manufacturer. Her daily routine involves setting goals and creating plans. She controls her subordinates using the power inherent in her position. She is very knowledgeable and is able to communicate her company's vision to her followers. This information indicates that Emma is most likely a(n) _____ leader. a. collaborative b. advisory c. operational d. autocratic	Leadership Challenge #3	Perform
Frank heads the sales team of GlobeTrot Inc. He prefers not to call attention to his work and inspires others to work effectively. He has the ability to communicate well. He is extremely firm; however, he is also flexible when dealing with uncertainty and change. This implies that Frank is a(n) _____ leader. a. collaborative b. traditional c. operational d. autocratic	Leadership Challenge #3	Perform
Susanna works as the human resources manager of Iris Inc. She provides support and aid to all employees in her organization. She solves	Leadership Challenge #3	Perform

<p>various queries or grievances regarding salaries, incentives, training, and other aspects. She executes her role with honesty and has the ability to build trust among others. From the above information, one can conclude that Susanna is most likely a(n) _____ leader.</p> <p>a. traditional b. advisory c. operational d. autocratic</p>		
<p>Reese is the managing director of IOD Inc. She makes all the important decisions for the organization without consulting her employees. She arbitrarily fixes the incentives and other benefits. She pressures her employees to meet unfair productivity targets. This indicates that Reese is a(n) _____ leader</p> <p>a. democratic b. collaborative c. autocratic d. advisory</p>	Leadership Challenge #4	Perform
<p>Jerry heads the accounts department of Interphase Inc. He encourages diverse perspectives from all employees. He shares authority with others. He listens to the suggestions and ideas of his subordinates about how work can be done. He allows employees to use their own approaches to solve challenges. This scenario implies that Jerry is a(n) _____ leader.</p> <p>a. autocratic b. traditional c. job-centered</p>	Leadership Challenge #4	Perform

d. democratic		
<p>The findings about two underlying dimensions of people-oriented and task-oriented leadership behaviors raise three questions to think about. Which of the following is one of these questions?</p> <p>a. Can people actually prevent high levels of these two dimensions while leading?</p> <p>b. Do these two dimensions exist separately in the same leader?</p> <p>c. Can the best leaders be low on these two dimensions?</p> <p>d. Are these two dimensions the most important behaviors of leadership?</p>	Leadership Challenge #5	Connect
<p>Lily is the operations manager at Genesis Inc. She acknowledges the achievements of her subordinates, displays trust, and respects others. She sets performance expectations and checks if employees are meeting their productivity and quality targets. Lily formulates job descriptions and policies as well. This implies that Lily is a(n) _____ leader.</p> <p>a. autocratic</p> <p>b. task-oriented</p> <p>c. “high-high”</p> <p>d. people-oriented</p>	Leadership Challenge #5	Perform
<p>Jessica heads the software team of Allen Inc. She maintains an exclusive relationship with each team member. She has one-on-one interactions with her subordinates and does not use a common approach for all her team members. In the given scenario, Jessica follows</p>	Leadership Challenge #6	Perform

<p>_____ to execute her role as an effective leader.</p> <ul style="list-style-type: none"> a. boss-centered leadership b. individualized leadership c. autocratic leadership d. task-oriented leadership 		
<p>Identify the difference between leader behavior toward out-group subordinates and leader behavior toward in-group subordinates.</p> <ul style="list-style-type: none"> a. Leaders show little consideration when out-group subordinates have difficulty with a task, whereas leaders provide support when in-group subordinates face a stressful task. b. Leaders trust out-group subordinates to use their own approaches to solve problems, whereas leaders give specific directives to in-group subordinates for how to accomplish tasks. c. Leaders sometimes defer to out-group subordinates' opinions, whereas leaders usually impose their own views when they work with in-group subordinates. d. Leaders treat mistakes made by out-group subordinates' as opportunities for development, whereas leaders criticize mistakes made by in-group subordinates. 	Leadership Challenge #6	Connect
<p>Kurt heads the web designing team of Pluto Inc. He is an enthusiastic individual who has high levels of stamina and vigor. He enjoys taking risks to improve situations in his team. He inspires his employees to be innovative and creative and bring</p>	Leadership Challenge #7	Perform

changes. He does not believe in maintaining the status quo. This information implies that Kurt is a(n) _____ leader. a. task-oriented b. advisory c. entrepreneurial d. autocratic		
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Post-Test Questions	Topic	Category
According to the trait approach to leadership, which of the following is categorized as a work-related characteristic of leaders? a. Physical stamina b. Charisma c. Energy d. Fair-mindedness	Leadership Challenge #1	Engage
Which of the following is true of active leaders? a. They suppress competing points of view. b. They strive to overcome setbacks. c. They encourage uniform thinking among employees. d. They avoid decision making if there is no adequate information.	Leadership Challenge #1	Connect
Which of the following statements is true of the characteristics of optimism and self-confidence? a. They are the foundation of trust between leaders and followers. b. They enable leaders to maintain the status quo. c. They help leaders to see the negative side and be extra cautious. d. They enable a leader to make decisions without	Leadership Challenge #1	Connect

adequate information.		
<p>Which of the following statements is true of leaders with integrity?</p> <p>a. They prefer maintaining the status quo rather than bringing change.</p> <p>b. They promote uniform thinking among followers.</p> <p>c. They are grounded in solid ethical principles.</p> <p>d. They are pessimistic and dependent on followers.</p>	Leadership Challenge #1	Connect
<p>When people use their talents and strengths, ____.</p> <p>a. they do not work based on what fits their natural interests and abilities</p> <p>b. they feel good and enjoy their work without extra effort</p> <p>c. they tend to make negative contributions to the organization</p> <p>d. they hide their weaknesses instead of getting them fixed</p>	Leadership Challenge #2	Connect
<p>Who among the following is an operational leader?</p> <p>a. Joanna, who is firm and dependable with respect to delivering results</p> <p>b. Kelly, who uses her personal power to influence employees</p> <p>c. Laura, who provides guidance and advice to her coworkers</p> <p>d. Iris, who gets tasks done through threats and punishments</p>	Leadership Challenge #3	Perform
<p>Olivier heads the design team at Poise Inc., a watch manufacturer. He prefers to work without attracting too much attention. He displays amazing people skills and easily adapts to changing</p>	Leadership Challenge #3	Perform

<p>circumstances. He has the ability to build confidence in others and is enthusiastic about getting work done. This implies that Olivier is a(n) _____ leader.</p> <p>a. collaborative b. traditional c. operational d. autocratic</p>		
<p>Nick works as the manager of Franklin Financial Consultants. His role involves giving tips and helping employees with regard to various financial queries. He has the ability to persuade others with his excellent communication skills. He focuses on improving the competence of the organization rather than achieving specific goals. This information indicates that Nick is a(n) _____ leader.</p> <p>a. task-oriented b. advisory c. operational d. autocratic</p>	Leadership Challenge #3	Perform
<p>Ken serves as the president of the software firm, Trinity Corp. He concentrates power in his hands and formulates policies in a unilateral manner. He makes decisions without asking subordinates for their opinions and suggestions. He tends to threaten his subordinates when they do not meet deadlines. This information indicates that Ken is a(n) _____ leader.</p> <p>a. democratic b. collaborative c. autocratic d. advisory</p>	Leadership Challenge #4	Perform

<p>Peter leads the human resources team of Iota Inc. He divides authority among different employees. He encourages followers to give suggestions and ideas on how to accomplish goals. He makes decisions by incorporating inputs from his subordinates. This indicates that Peter is a(n) _____ leader.</p> <p>a. autocratic b. traditional c. job-centered d. democratic</p>	<p>Leadership Challenge #4</p>	<p>Perform</p>
<p>Which of the following is a dimension of job-centered leader behavior?</p> <p>a. Conflict minimization b. Work facilitation c. Leader support d. Interaction facilitation</p>	<p>Leadership Challenge #4</p>	<p>Connect</p>
<p>As a team leader, Lisa shows compassion to her subordinates and respects them. She gives credit to her followers for their achievements. She is generally positive about the operations of her team and spreads warmth and energy among her team members. This indicates that Lisa is a _____ leader.</p> <p>a. task-oriented b. “high-high” c. people-oriented d. job-centered</p>	<p>Leadership Challenge #5</p>	<p>Perform</p>
<p>William believes that leadership is a series of dyads. He holds that his interactions with each subordinate exemplify exchange. He does not believe in adopting a similar leadership style for all his subordinates. He sustains a system in which he has a</p>	<p>Leadership Challenge #6</p>	<p>Perform</p>

<p>distinct relationship with each employee. This indicates that William follows _____ leadership.</p> <p>a. boss-centered b. individualized c. autocratic d. task-oriented</p>		
<p>Which of the following statements differentiates leadership behavior toward in-group subordinates and out-group subordinates?</p> <p>a. Leaders punish in-group subordinates when they make mistakes, whereas they treat mistakes made by out-group subordinates as opportunities for learning. b. Leaders focus on in-group subordinates' areas of poor performance, whereas they praise out-group subordinates' accomplishments and improvements. c. Leaders sometimes defer to in-group subordinates' opinions, whereas they usually impose their own views on out-group subordinates. d. Leaders provide support when out-group subordinates face a stressful task, whereas they show little consideration when in-group subordinates have difficulty with a task.</p>	Leadership Challenge #6	Connect
<p>Tom heads the marketing team of Dempsey Inc. His traits include being persistent, energetic, self-motivated, and independent. He preserves innovation and creativity in his team. He treats small, unique ideas with utmost importance and develops them by working with his team</p>	Leadership Challenge #7	Perform

<p>members. This implies that Tom is most likely a(n) _____ leader.</p> <p>a. task-oriented</p> <p>b. advisory</p> <p>c. entrepreneurial</p> <p>d. autocratic</p>		
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Self-Assessment Questions	Topic	Category
<p>Which of the following is an example of a high level of self-confidence?</p> <p>a. Giving up on things before completing them</p> <p>b. Feeling that failure makes one give up</p> <p>c. Putting off facing difficult situations</p> <p>d. Feeling that one cannot get down to work when one should</p>	Leadership Challenge #1	Connect
<p>Which of the following indicates that Thomas has a low level of self-confidence?</p> <p>a. Thomas rarely achieves important goals that he sets for himself.</p> <p>b. Thomas is certain that when he makes plans, he can achieve them.</p> <p>c. Thomas often gets down to work when he should.</p> <p>d. Thomas believes that failure makes him try harder.</p>	Leadership Challenge #1	Connect
<p>Which of the following indicates that Tiffany has a high level of self-confidence?</p> <p>a. Tiffany typically puts off facing difficult situations.</p> <p>b. Tiffany considers herself a self-reliant person.</p> <p>c. Tiffany feels that failure makes her give up easily.</p>	Leadership Challenge #1	Connect

d. Tiffany rarely achieves goals that she sets for herself.		
Which of the following is an example of an optimistic leader? a. A leader who often feels concern about how things will turn out for him or her b. A leader who often tries to anticipate when things will go wrong c. A leader who always sees the positive side of things d. A leader who usually thinks everything goes wrong for him or her	Leadership Challenge #1	Connect
Optimistic leaders: a. think that everything goes wrong for them. b. nearly always expect a lot from life. c. try to anticipate when things will go wrong. d. feel concern about how things will turn out for them.	Leadership Challenge #1	Connect
Which of the following statements is true of excessive optimism? a. It may lead people to expect the worst. b. It may exaggerate positive expectations that are never fulfilled. c. It may often bring concern about how things will turn out. d. It may lead people to anticipate when things will go wrong for them.	Leadership Challenge #1	Connect
In the context of leader behavior categories, which of the following is an example of initiating structure? a. Bringing up how much work should be accomplished b. Treating everyone in the group with respect as his or	Leadership Challenge #4	Connect

<p>her equal</p> <p>c. Helping others with their personal problems</p> <p>d. Putting into operation suggestions agreed to by the group</p>		
<p>In the context of leader behavior categories, which of the following is an example of a consideration behavior?</p> <p>a. Assigning people to specific tasks</p> <p>b. Bringing up how much work should be accomplished</p> <p>c. Emphasizing deadlines and how to meet them</p> <p>d. Backing up what other people in a group do</p>	Leadership Challenge #4	Connect
<p>Which of the following is an example of initiating structure behavior by leaders?</p> <p>a. Treating everyone in the group with respect as his or her equal</p> <p>b. Backing up what other people in a group do</p> <p>c. Emphasizing deadlines and how to meet them</p> <p>d. Helping others with their personal problems</p>	Leadership Challenge #4	Connect
<p>Which of the following statements is true of the leader-member exchange theory?</p> <p>a. It encourages a general leadership style to be used with all members of a group.</p> <p>b. It is about the quality of a leader's relationship with subordinates.</p> <p>c. It is explored in stage one in the development of the Great Man approach.</p> <p>d. It seeks to identify the traits leaders possess that distinguish them from people</p>	Leadership Challenge #6	Connect

who are not leaders.		
<p>Which of the following is an example of a good leader-member exchange relationship?</p> <p>a. A follower feels the work he does for his or her supervisor was not required.</p> <p>b. A follower is given rigid directives on how to accomplish tasks and attain goals.</p> <p>c. A supervisor frequently mistreats his or her subordinate due to his or her poor performance.</p> <p>d. A supervisor defends his or her follower's work to superiors if he made a mistake.</p>	Leadership Challenge #6	Connect
<p>Identify the example of a good leader-member exchange relationship.</p> <p>a. A supervisor complains to people above him or her if his or her follower makes a mistake.</p> <p>b. A follower respects his or her supervisor's management competence.</p> <p>c. A supervisor frequently mistreats his or her subordinate due to his or her poor performance.</p> <p>d. A follower is given rigid directives for how to accomplish tasks and attain goals.</p>	Leadership Challenge #6	Connect