If people see you looking out only for your own best interests, they will not follow you.
- Carlos Gutierrez, U.S. Secretary of Commerce and former CEO, Kellogg

**Leading** = Influencing people to act or not act in a certain way.

**Characteristics of a Successful Leader**
Managers seek and follow direction. Leaders inspire achievement.

Some traits that might be considered significant:
1) *Sense of responsibility*. Supervisors’ must be willing to take responsibility seriously.
2) *Self confidence*. Must believe that your ability to get things done will convey confidence in employees.
3) *High energy level*. Supervisory positions can be physically challenging as well as mentally stimulating. It is important as a role model and mentor that you convey to employees that you are providing maximum effort.
4) *Empathy*. Supervisors’ should be sensitive to the feelings of employees and higher management. Supervisors without people skills will be at a disadvantage.
5) *Internal Locus of Control*. The belief that you are the primary cause of what happens to yourself. People with external locus of control tend to blame others and do not take responsibility. Internal people tend to be better leaders because they try harder to take charge of events.
6) *Sense of humor*. People with appropriate humor are more fun to work with and work for.

**Leadership Styles**
Supervisor’s who are aware of the basic types of leadership styles are in the best position to use the style that will get the best results.

Degree of Authority Retained
- All styles are determined by the amount of authority retained.
- Authoritarian Leadership retains a great deal of authority, making decisions and dictating instructions to employees.
- Democratic Leadership allows employees to participate in decision making and problem solving.
- Laissez-faire Leadership is uninvolved and lets employees do what they want. This is rare because the job requires close involvement with the employees.

Task Orientated versus People Orientated
- In general, leaders may be task orientated or people orientated.
- Task focuses on the jobs to be done and the goals to be accomplished.
- People orientated leaders is concerned primarily with the wellness of the people they manage,
- A leader focused on the work should remember to check on how employees feel and if they are getting along.
- A leader who focuses on the wellness of employees should remember to measure their progress towards the goal.
- Page 204, Figure 8.2

Leader Attitudes

Theory X
- Assume people dislike work and try to avoid it.
- People must be coerced to perform.
- People wish to avoid responsibility.
- They want to be directed and have a need for security.
- Theory X Supervisors should adapt an autocratic role.
- This attitude will require you to keep a close eye on employees to assure that the work is completed.

Theory Y
- Work is a natural activity.
- People will work hard to achieve objectives they are committed to.
- They seek responsibility.
- They will be creative in solving organizational problems.
- Theory Y leaders should focus on developing the potential of their employees.
- Leaders should make themselves available to help with problems and encourage performance.

Contingency Theories of Leadership
- A common view is that the best leadership style depends on the circumstances.

Fiedler’s Contingency Model
- Each leader has a preferred leadership style.
- Leadership performance depends on three characteristics:
  1) Leader – member relations. What is the support level?
  2) Task Structure. Specific procedures that must be followed to accomplish the task.
  3) Position power of the leader. The formal authority the leader is granted from the organization.

Hersey-Blanchard Theory
- This known as the life cycle theory.
- The leader’s behavior should adapt to the situation.
- The style should reflect the maturity of the followers.
- The leaders should measure by traits such as the ability to work independently.
• Leaders should adjust their degree of task and relationship behavior in response to the growing maturity of the followers
• Short term deadlines will require the leader to adjust style temporarily.
• Choosing a style will bring the most effective long term working relationship between a leader and followers.

Choosing a Leadership Style
The supervisor should consider the characteristics of the leader, the subordinates, and the situation itself.

Characteristics of the Leader
• **Values.** The ability to work as a good role model. Getting employees involved in decision making will assist them in their development.
• **Level of Confidence in Employees.** The more confidence a supervisor has in their employees, the more you will respect their concerns.
• **Personal Leadership Strengths.** Effective leaders will capitalize on their strengths.
• **Tolerance for Ambiguity.** When involving employees in the decision making process you cannot always be sure of the outcome. Supervisors differ in their level of comfort with this uncertainty. (Ambiguity)
• Greater diversity in the workplace generates greater diversity in characteristics, values, and leadership strengths.

Characteristics of the Subordinates
• **Need for independence.** People who want direction will require autocratic leadership.
• **Readiness to assume responsibility.** Employees eager to assume responsibility will appreciate democratic or even laissez-faire style.
• **Tolerance for ambiguity.** Employees who can handle uncertainty will need a style that allows input into decision making issues.
• **Interest in the problem to be solved.** Those who find the problem interesting will help solve it.
• **Understanding & identification of goals.** Supervisors will find that employee’s knowledge in problem solving generally makes them more reliable. Others will need more direct supervision.
• **Knowledge & experience.** Knowledgeable employees are more valuable because they understand how to work through problems. Less experienced employees will require a balance of task and people orientation until they acquire the skills.
• **Expectations.** Some employees expect to participate in the making decisions.
Characteristics of the Situation

- **Type of organization.** Organizations tend to lend themselves to one leadership style or another.
- **Effectiveness of the group.** Some groups are more successful than others and over ride the characteristics of any individual.
- **The problem or task.** Employees can easily find the solution to simple problems. However, the supervisor should retain greater control of complex or difficult problems.
- **Time available.** Group decision making usually requires more time for discussion and the sharing of ideas. If time is not available, autocratic style may be required.

**Harvard Business Review Summarized:**
Effective leaders choose from six distinctive styles,
1) Coercive, which demands compliance.
2) Pace-setting, which sets extremely high performance standards.
3) Coaching, which focuses on developing people.
4) Democratic, which seeks consensus through participation.
5) Affiliate, which creates harmony and emotional bonds.
6) Authoritative, which mobilizes employees with enthusiasm and vision.

**Giving Directions**
- Leadership is practiced by giving directions.
- It can be detailed formal procedures.
- Can provide a mission that unites a common cause.
- You must be sure the employees understand the directions.
- Ask for feedback and the response will tell you of the quality of the directions.
- Employees must be told the reason for the directions.
- Most effective way to give directions is to be confident and polite without apologies.

**Human Relations**
Leading is clearly an application of human skills.

**Supervisors’ Self Images**
- A person self image influences the supervisor’s behavior.
- It is worthwhile for the supervisor to be aware of the thoughts they have themselves.
- Supervisors must think in terms of how to create a positive work environment.
- Awareness of your self concepts helps cultivate positive thoughts.
- Behavior will provide insight on your beliefs.

**Supervisor’s Relationships with Their Employees**
- Supervisor’s who are liked and respected by employees will inspire them to work better.
- This does not mean that you should be friends with employees.
• A supervisor should treat employees in a way that reflects their distinctive roles.
• The supervisor is the person who most directly represents management and the organization.
• Employees judge evaluate the organization through the supervisor’s behavior.
• The supervisor should follow all the rules that cover employees.

Developing Trust
• Trust comes from being trustworthy.
• Courage is necessary for speaking the truth.
• Character involves acting ethically.
• Conviction means standing firm and remaining faithful to one’s carefully chosen values and goals.
• Trust takes time and effort.
• You can lose it with one unreasonable act.
• Engage in fair predictable behavior.
• Should fulfill promises and give employees credit for doing something well.
• Listen carefully and share information.

Supervisor’s Relationship with Their Managers
• The ability to get along with your manager can determine the course of your career.
• Expectations. Most managers expect certain kinds of behavior from the people they manage.
• Loyalty. Say only positive things about company policies and fellow employees.
• Cooperation. The supervisor works with others in the organization to achieve organizational goals.
• Communication. Expects the supervisor to keep him/her informed about the department’s performance.
• Results. Knows the supervisor will meet or exceed departmental objectives. High performance is the best way to look good.

Supervisor’s Relationships with Their Peers
• If you get along with your peers, they will help you get your job done.
• You need to cultivate good relations with peers.
• Competition should be fair and as friendly as possible.
• Criticism should be minimal if at all. You can not be a positive force if you are critical.
• Focus on the problem and its consequences for the organization and not the personalities involved.

Homework