

## Leadership in Organization



*Laurent Dorey*

## Leadership in Organization

### ✓ Program:

- The Functions of Leadership in Organization
- Designing Teams for Success
- Life of a Group
- Avoiding Groupthink
- Workshop - Practical Case



CESI-LEADERSHIP



## The Functions of Leadership in Organization

### ✓ Definition

“Leadership is a **process of social influence** in which one **person** is able to **enlist the aid** and **support** of others in the **accomplishment of a common task**”

### ■ Key points:

- Leadership is a **group activity**
- Leadership is based on **social influence**
- Leadership revolves around a **common task**



## The Functions of Leadership in Organization

- ✓ Specification
  - The **specification** seems **simple**, but the **reality** of leadership is **complex**
    - **Intrapersonal** factors (i.e. thoughts and emotion)
    - **Interpersonal** processes (i.e. attraction, communication, influence) to have effects on
    - A **dynamic** external **environment**



## The Functions of Leadership in Organization

- ✓ Organizational Functions
- **Groups and organizations are by nature inefficient**
  - If **one person** could **accomplish a job**, the **creation** or **assignment** of a **group** would **not** be **warranted**
  - Groups **require coordination** of the **efforts** of their members



## The Functions of Leadership in Organization

- ✓ Organizational Functions
  - The **time** and **energy spent** in that coordination are **diverted** from **productive activity**
  - **Organizations**, which are groups of groups, demand even **greater resources** applied to **coordination**
  - But, most of the **productive activities** in society **cannot** be **accomplished** by **individuals**
  - **Organizations** are **essential** to the **realization** of the **goals** of productive **endeavor** and **leaders** are **essential** to organizational **coordination**



## The Functions of Leadership in Organization

- ✓ Organizational Functions of Leadership
  - Leadership is a process of **social influence** through which **one person** is able to **enlist** the **aid** of **others** in **reaching** a goal
  - In an **orderly, structured** and **well-understood** environment, the primary **responsibilities** are **guidance** and **motivation**
    - **Assign** people to **tasks** or **responsibilities**, to **outline** what is **expected** and to **facilitate** and **encourage** goal attainment





## The Functions of Leadership in Organization

- ✓ Organizational Functions of Leadership
  - In a **less orderly environment** calling for **external adaptability**, the crucial functions are **problem solving** and **innovation**
    - The leader must **create** the kind of **atmosphere** that **encourages sensitivity, flexibility** and **creativity**
    - The leader must be a **change agent**



## The Functions of Leadership in Organization

- ✓ Organizational Functions of Leadership
  - Political **context**, **governance** arrangements, **strategic** thinking, **culture**, all impact **performance**
  - But, in **practice**, these are parts of the context in which the **manager** has to **operate**
    - **Performance management** begins with leadership



## The Functions of Leadership in Organization

### ✓ Leading for Performance

### ■ Defining leadership

- The **job** of the leader of **any organization** is to **get people** to **do things** they have **not done before**, to do things that are **not routine** and to **take risks** for the **common good**
- The most **basic task** of the leader is to **create organization** out of **disorder**, to **make people** more **capable** as a **cohesive group** than they are as **unorganized individuals**



## The Functions of Leadership in Organization

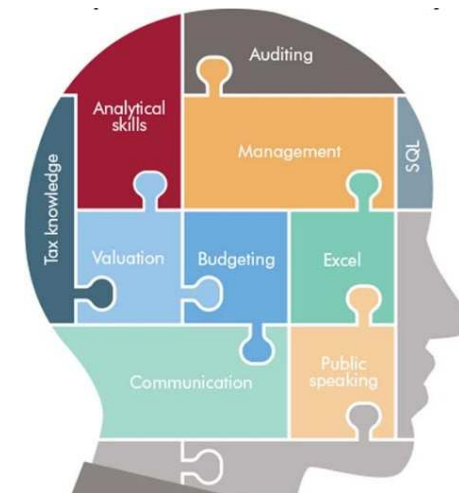
### ✓ Leading for Performance

### ■ Defining leadership

- Leadership is the **exercise** of **authority**, whether **formal** or **informal**, in **directing** and **coordinating** the work of **others**
- The **best leaders** use **both formal** and **informal** authority

### 5 major **bases** of **power**:

1. Expert power - **knowledge**
2. Referent power - **identification**
3. Reward power - **exchange**
4. Legitimate power - **authority**
5. Coercive power - **punishment**



## The Functions of Leadership in Organization

- ✓ Leading for Performance
- **Leadership and management**
  - Management **involves power** (usually formal authority) bestowed on the occupant of a position by a **higher organizational authority**
    - **Responsibility** and **accountability**
  - Leadership cannot **be bestowed**, it can only be **demonstrated**



## The Functions of Leadership in Organization

- ✓ Leading for Performance
- **Leadership and management**
  - **Legitimacy** arises from **position** in an organization and most **frequently describes managers**
  - **Charisma** arises from **personality** and most frequently **describes leaders**
  - The **3 essential functions** of leaders (Chester Barnard)
    1. To provide a system of **communication**
    2. To promote the securing of **essential efforts**
    3. To formulate and define the purposes and goals of an organization (**Vision**)



## The Functions of Leadership in Organization

- ✓ Leading for Performance
  
- **Trait** theories
  - **Assumption:** leaders **possess traits** that are **fundamentally different** from **followers**
  - **Leadership** may be **modified** by type of **interaction** and by **situation**
  - Biggest **criticism** was the **inability** to **identify** the traits of “**born**” leaders



## The Functions of Leadership in Organization

- ✓ Leading for Performance
  
- **Trait** theories
  - Traits of **successful leaders**
    - **Adaptable** to situations
    - **Alert** to social environment
    - **Ambitious** and achievement-orientated
    - **Assertive**
    - **Cooperative**
    - **Decisive**
    - **Dependable**
    - **Dominant** (desire to influence others)
    - **Energetic** (high activity level)
    - **Persistent**
    - **Self-confident**
    - **Tolerant** of stress
    - Willing to assume **responsibility**





## The Functions of Leadership in Organization

- ✓ Leading for Performance
  
- **Trait** theories
  - Traits of **successful leaders**
    - **Clever** (intelligent)
    - **Conceptually** skilled
    - **Creative**
    - **Diplomatic** and tactful
    - **Fluent** in speaking
    - **Knowledgeable** about group task
    - **Organized** (administrative ability)
    - **Persuasive**
    - **Socially** skilled



## The Functions of Leadership in Organization

- ✓ Leading for Performance
  
- **Transactional** leadership (Exchange)
  - How is leadership **established** and **exerted**?
  - Transactional leadership **occurs** when the **leaders rewards** or **disciplines** the **follower** based on the **adequacy** of the **follower's performance** (Burns and Bass)
    - **Contingent** reward
    - Management-**by-exception**



## The Functions of Leadership in Organization

### ✓ Leading for Performance

### ■ Contingency Theory

#### ➤ Many factors **may influence** a leader's style

- The type, structure, size and purpose of the **organization**
- The **external environment** in which the organization functions
- The orientation, values, goals, and expectations of the **leader**, his **superiors** and **subordinates**
- The **expert** or **professional knowledge** required for the position



## The Functions of Leadership in Organization

- ✓ Leading for Performance
  
- **Contingency Theory**
  - **Different leadership** styles will **differ** in their **effects** in **different situations**
  - The situation, not traits or styles, determines whether a **particular leaders** or **style** will be **effective**
  - The **debate** is **over** whether you change the **leader** or the **situation**



## The Functions of Leadership in Organization

- ✓ Leading for Performance
  
- **Transformational** leadership
  - A transformational leader is **one** with the **ability** to **change** an imbedded **organizational culture** by creating a **new vision** for the organization and **marshalling** the **appropriate support** to make that vision the **new reality**
    - George Patton (General), Lee Iacocca (CEO), Edward G. Rendell (Mayor Philadelphia)



## The Functions of Leadership in Organization

- ✓ Leading for Performance
  
- **Transformational** leadership
  - **Characteristics**
    - **Charismatic** leadership
    - **Inspirational** motivation
    - Intellectual **stimulation**
    - Individualized **consideration**
  
  - Ironically, a lot like **trait theories**



## The Functions of Leadership in Organization

- ✓ Too Much Leadership
  - **Structural rigidity** often causes managers to **overmanage** - to lead **too much**
  - “**Micromanage**” is the **pejorative term** for supervising too closely
  - **Any** manager may be **guilty** of **micromanagement** for **refusing** to **allow subordinates** to have any **real authority** or **responsibility**
  - Managers then have **no time** to **develop long-term strategy** or overall **vision**
  - **Legislators** are **particularly guilty** of micromanagement



## The Functions of Leadership in Organization

- ✓ Too Much Leadership
  - Micromanagement will **not make** a **competent employee** more **competent**; it only makes **things worse** by **wasting time**, **damaging** interpersonal **relationships**, by **demonstrating** the **incompetence** of the **supervisors** and by **distracting managers** from activities to **improve efficiency**
    - Too **many managers** for the **nature** of the **organization** or the **task** can **lead** to **micro-management**





## The Functions of Leadership in Organization

- ✓ Moral Leadership
  - “If the **leader** is just an **expediter** of **what** other **people** want, a **resource** for their **use**, the **people** are **not** being **led** but **serviced**” - Garry Wills
  - Moving people in **new directions** - taking them **places** where they **did not know** they **wanted** or **needed** to go - that is the essence of leadership



## The Functions of Leadership in Organization

- ✓ Moral Leadership
  - The **Bully** Pulpit
    - **Great presidents** have traditionally used their **bully pulpit** as “*leaders of thought at times when **certain historic ideas** in the life of the nation **had to be clarified**” - FDR*
  - **Rhetorical** leadership
    - **Today’s presidents** use **speech-making** to **exhort** the **public** to **support policies** to **move public opinion**



## The Functions of Leadership in Organization

### ✓ Moral Leadership

#### ■ The Execucrats

- Career **executives/bureaucrats** who are **neither elected** nor **appointed** to office
- **Essential** element in the **policy process**
  - **Technical expertise** is greater
  - Managers who **must implement**
- Because of **inherent disinterestedness**, **nonpartisanship** and **technical authority**, they often have **more moral authority** than **elected** or **appointed officials**
- A function of their **political** and **leadership skills** interacting with a **specific situation** that their **technical expertise** and personality **can influence**

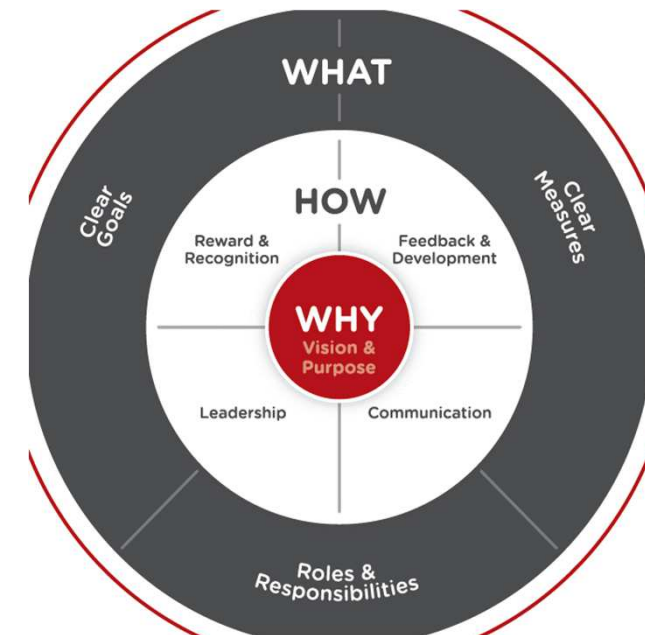






## Designing Teams for Success

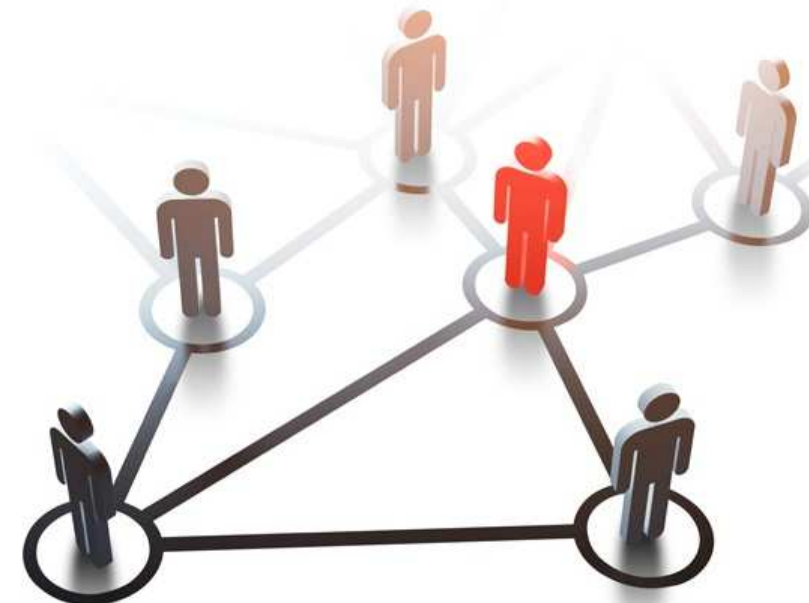
- ✓ Designing Teams for Success
  - The **team approach** is being used more and **more** in **organizational settings**
    - Leaders may **sponsor 5-8 member** teams to work on **projects** related to **organizational success**
    - Projects are **typically** related to:
      - New **markets**
      - **Technology**
      - Product and service **quality**
      - **Safety**
      - **Work-life** issues





## Designing Teams for Success

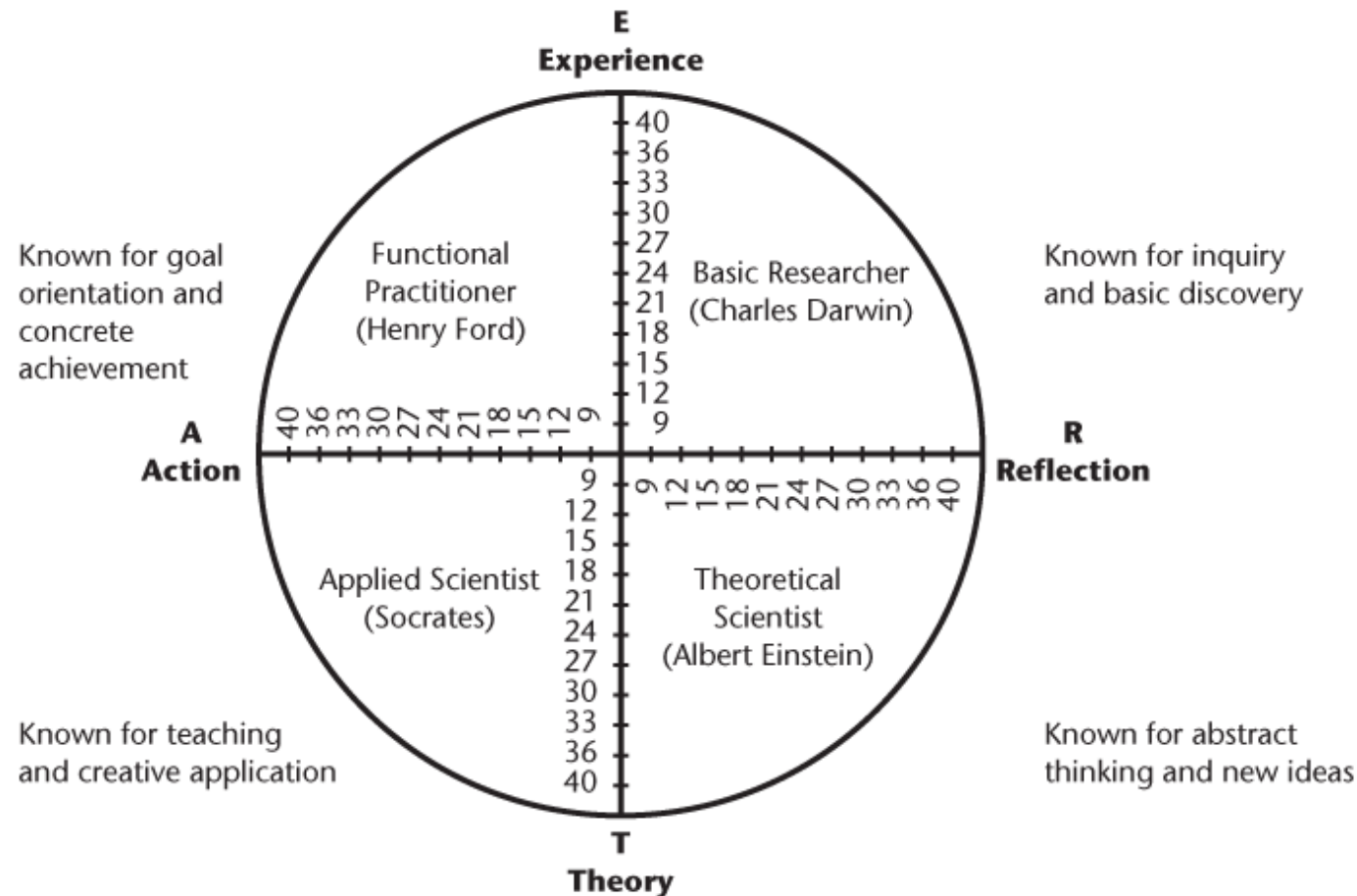
- ✓ Designing Teams for Success
  - 4 preferred **styles** of problem-solving:
    1. Charles **Darwin**
    2. Albert **Einstein**
    3. **Socrates**
    4. Henry **Ford**





## Designing Teams for Success

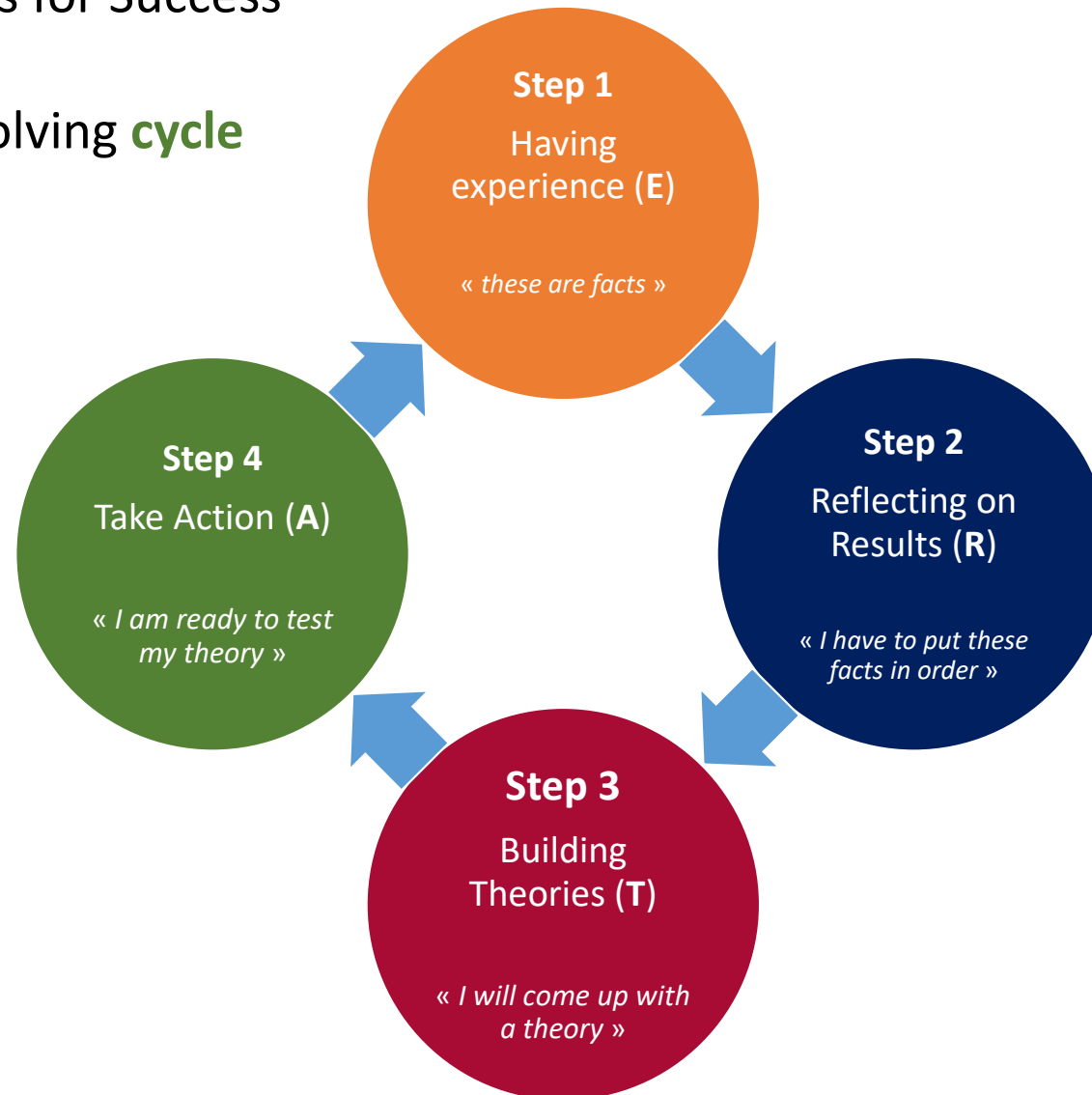
- ✓ Designing Teams for Success
- A picture of your problem solving **style**





## Designing Teams for Success

- ✓ Designing Teams for Success
- The problem-solving **cycle**

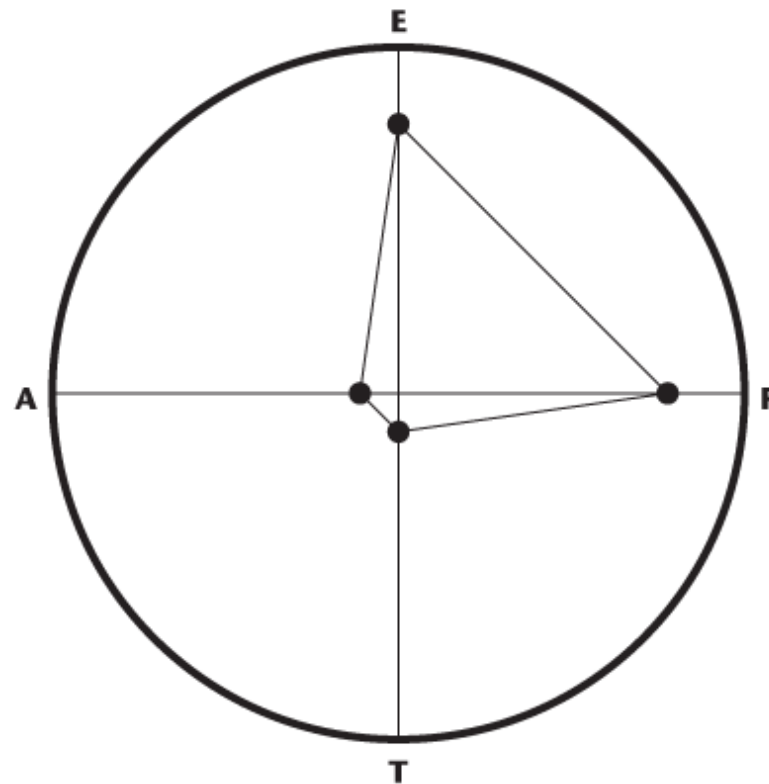






## Designing Teams for Success

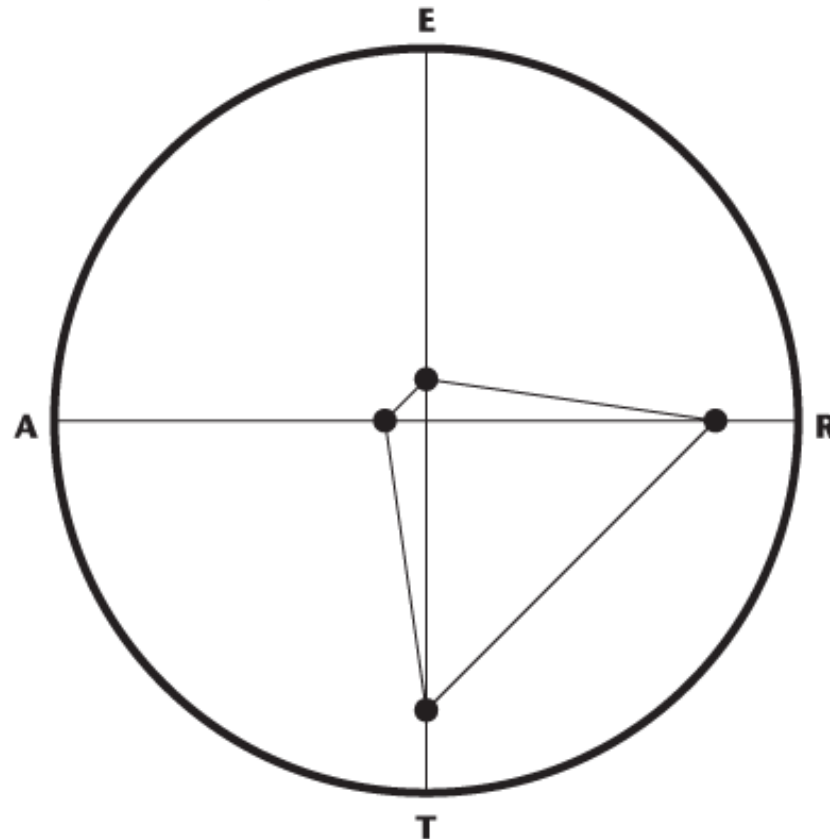
- ✓ Designing Teams for Success
  - Charles **Darwin** problem-solving **style**
    - Strengths are **observing**, recording **facts**, and identifying **alternatives**





## Designing Teams for Success

- ✓ Designing Teams for Success
  - Albert **Einstein** problem-solving **style**
    - Moves into the **world** of **theory**
    - Strengths are **abstract conceptualization** and **blue-sky** thinking



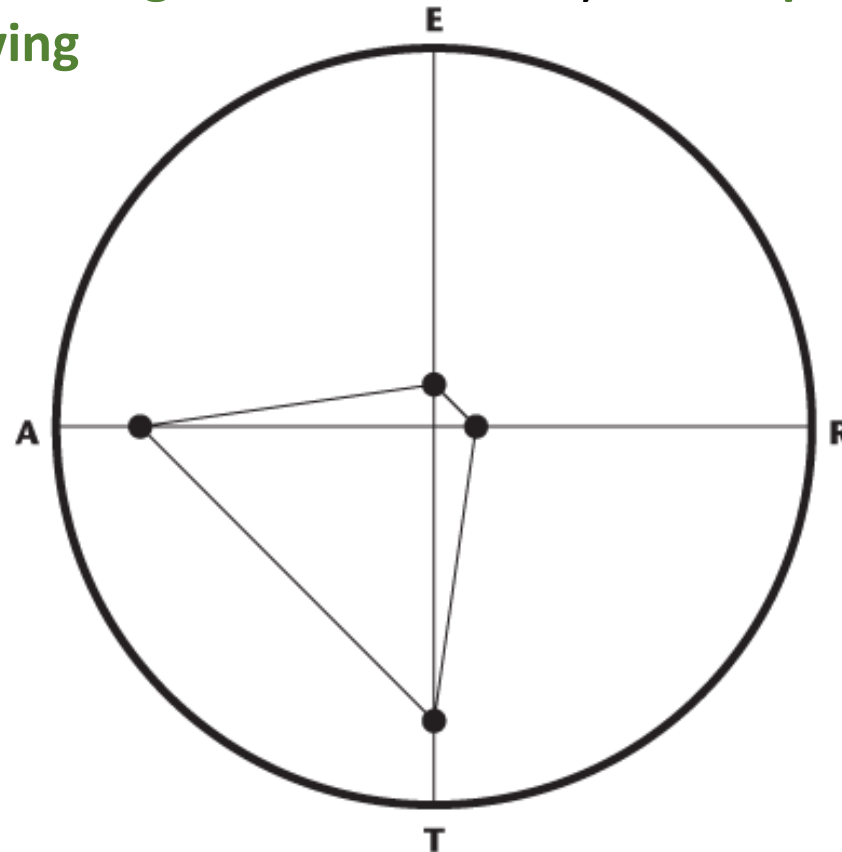


## Designing Teams for Success

### ✓ Designing Teams for Success

#### ■ **Socrates** problem-solving style

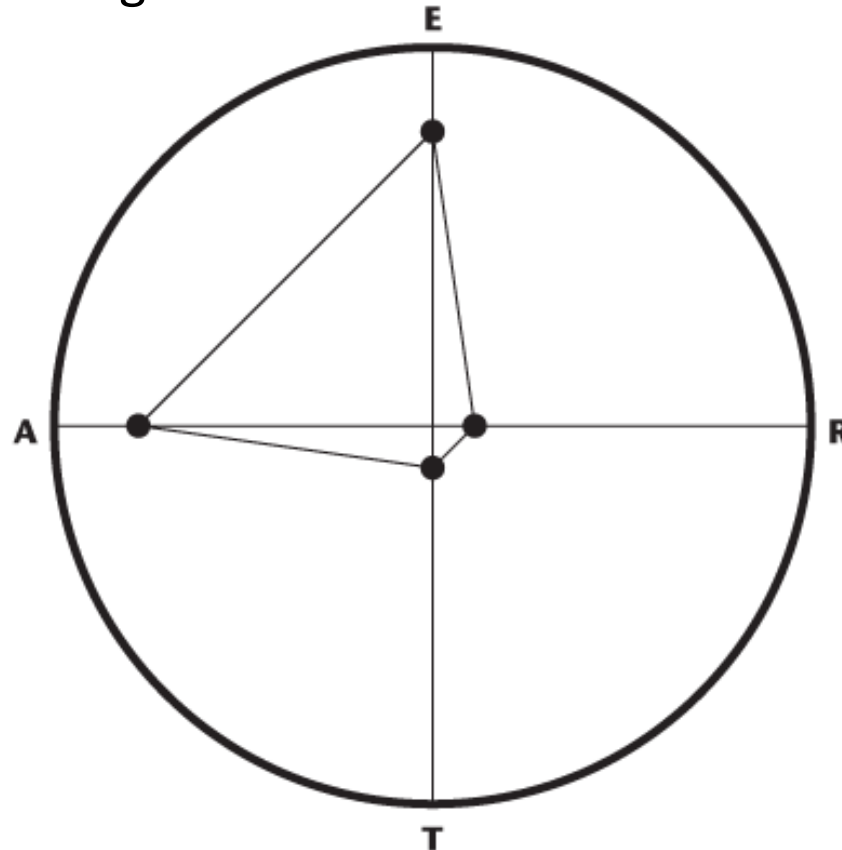
- Applied **scientist**
- Strengths are **translating ideas** so that they can be **put into action, coordinating,** and **problem-solving**





## Designing Teams for Success

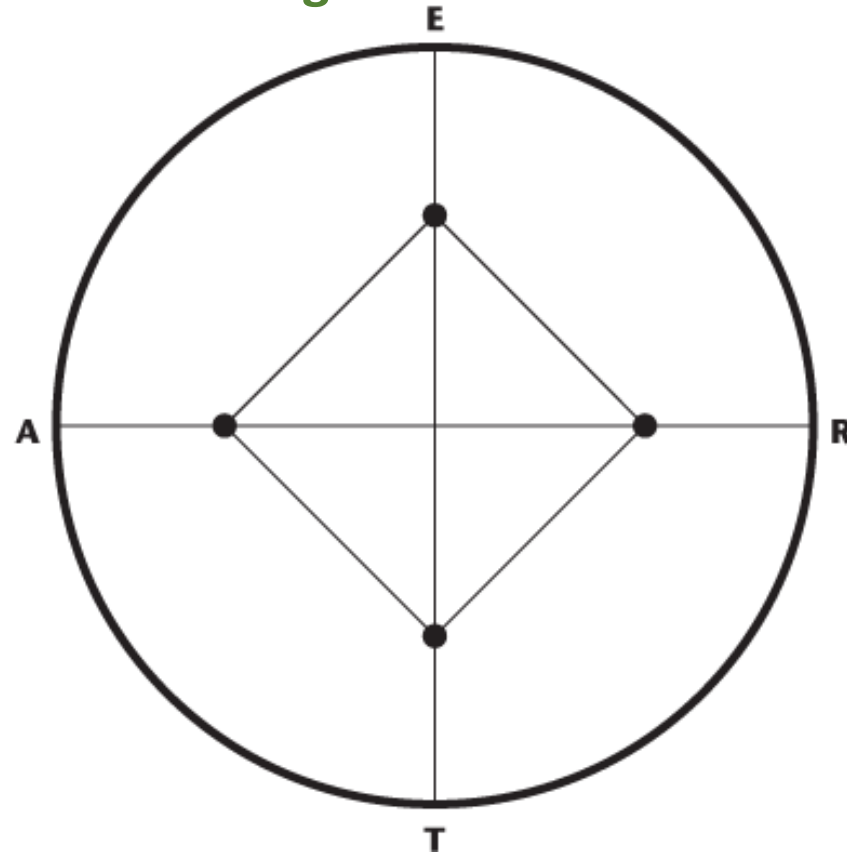
- ✓ Designing Teams for Success
- Henry **Ford** problem-solving **style**
  - Problem-solving cycle **never ends**
  - Strengths are achieving **results** and **action**





## Designing Teams for Success

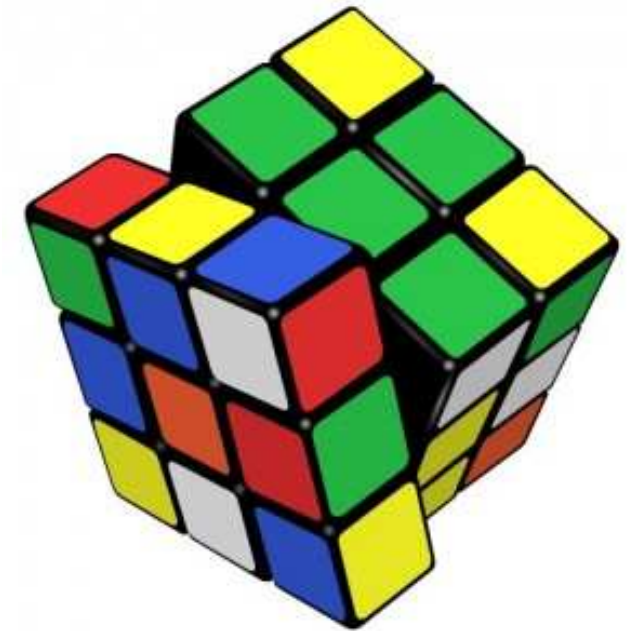
- ✓ Designing Teams for Success
  - **Versatile style** of problem-solving
    - **Comfortable** with **each step** of the problem-solving cycle
    - Does **not** have **structural strengths** and **weaknesses**





## Designing Teams for Success

- ✓ Problem-Solving Points
  - Problem-solving involves **4 steps**:
    1. Having **experiences**
    2. Reflecting on **results**
    3. Building **theories**
    4. Taking **action**
  - **Multiple styles** of problem-solving are **possible**
    - Tolerance of **differences** is required
    - Most people have **difficulty changing** their styles
  - An **organization needs** all **4 styles** of problem-solving





## Life of a Group

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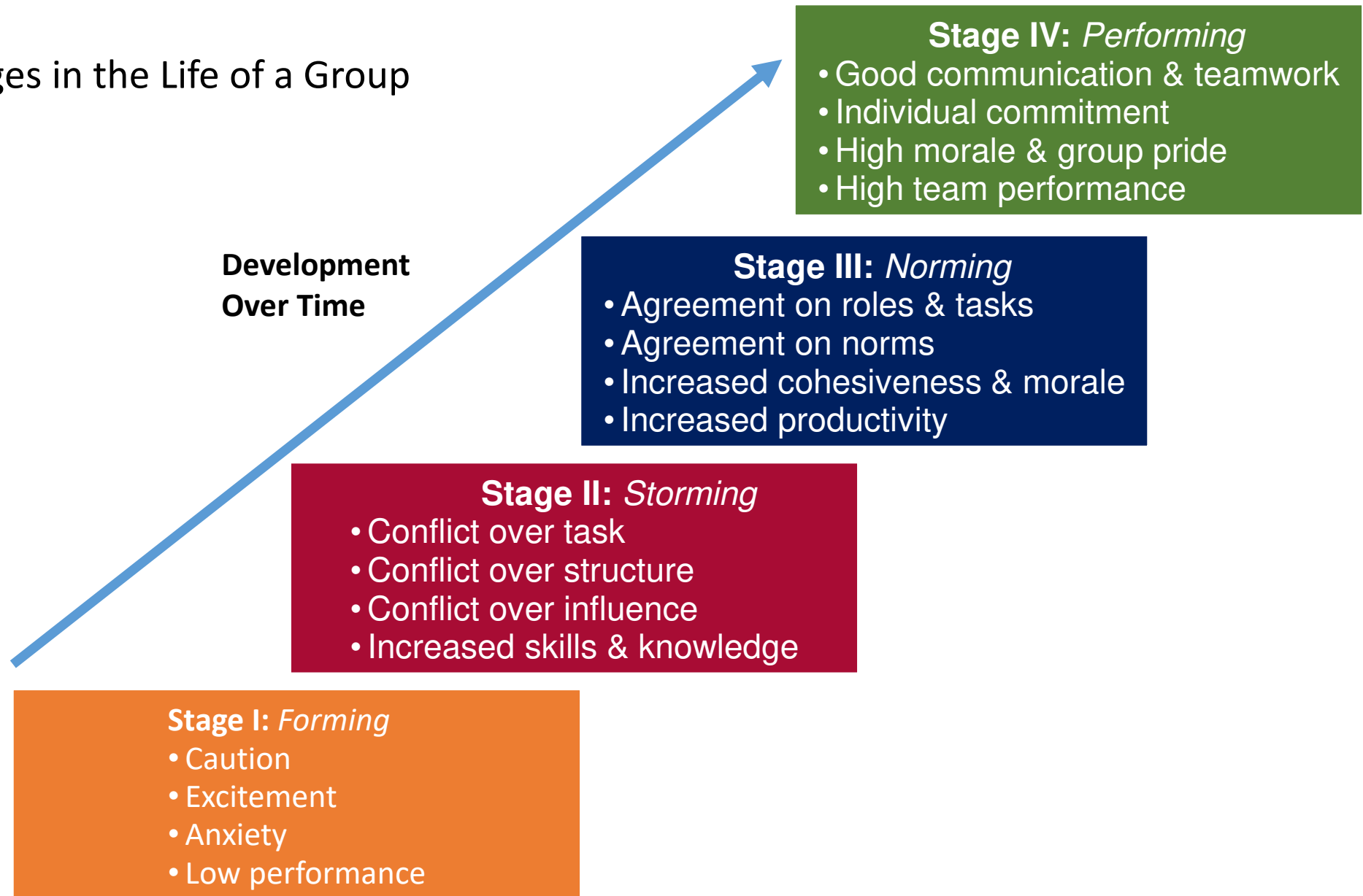
- ✓ Stages in the Life of a Group
  - **4 stages** in the **life** of a group
    - **Understanding** the stages **can help** leaders move a group from **low performance** to a **well-oiled machine**





## Life of a Group

### ✓ Stages in the Life of a Group



## Life of a Group

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### ✓ Stages in the Life of a Group

#### ■ Stage I - Forming

➤ The group is formed, but its **purpose** and member's **expectations** are **unclear**

➤ A **major issue** is the development of **trust**:

- What is going to **happen**?
- **Who** is in the group?
- Where do **I fit** in the group?
- How will I **be treated**



## Life of a Group

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### ✓ Stages in the Life of a Group

#### ■ Stage I - **Forming**

##### ➤ Member **behavior** is **characterized** by:

- **Anxiety**
- Search for **structure**
- **Silence**
- **Cautious** with leader and other group members

##### ➤ Leaders can **reduce uncertainty** by:

- **Explaining** purpose and goals
- Providing **time** for questions
- Allowing time for members to get to **know each other**
- Modeling expected **behaviors**



## Life of a Group

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### ✓ Stages in the Life of a Group

#### ■ Stage II - Storming

➤ Individuals **react** to what has been **done**, **question** authority, and feel comfortable **being themselves**

- A major issue is **increased conflict** from:
  - ✓ Openly dealing with **problems**
  - ✓ Increasing group **interaction**
  - ✓ Power **struggles**
  - ✓ Increasing **independence** from leader



## Life of a Group

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### ✓ Stages in the Life of a Group

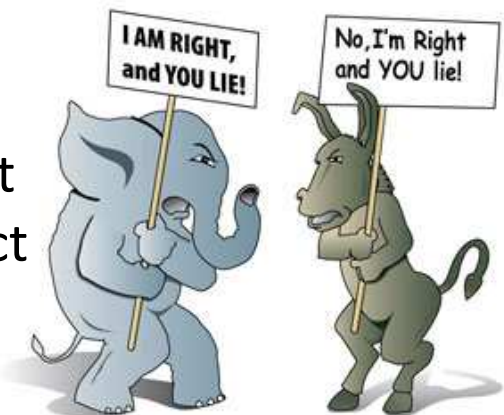
#### ■ Stage II - Storming

##### ➤ Member **behavior** is **characterized** by:

- **Confrontation** with the leader
- **Polarization** of team members
- **Testing** of group tolerance
- **Fight-or-flight** behavior

##### ➤ Leaders can **reduce conflict** by:

- **Hearing** all points of view
- **Acknowledging** conflict as opportunity for improvement
- Adhering to **core values**, such as truth, trust, and respect
- **Staying focused** on the goal



## Life of a Group

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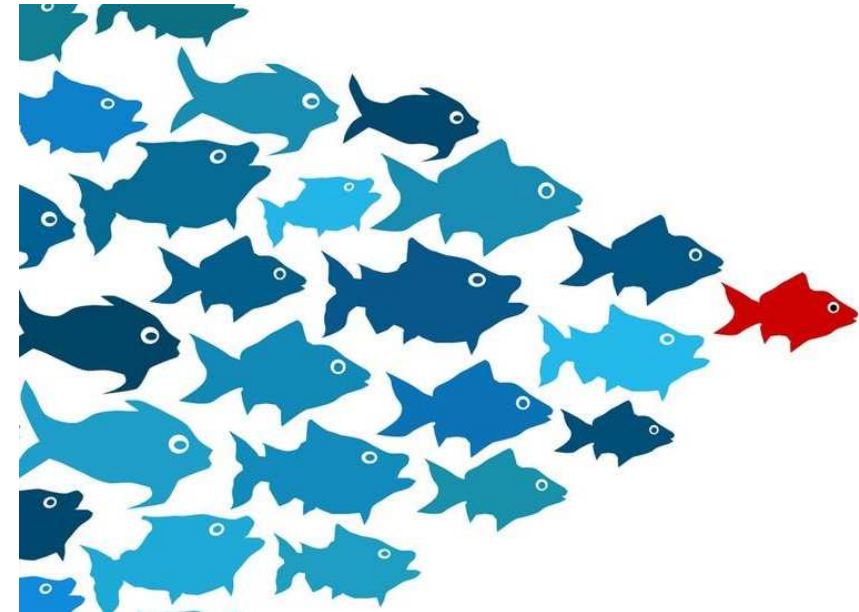
### ✓ Stages in the Life of a Group

#### ■ Stage III - Norming

##### ➤ Norms of behavior are **developed**

- A **major issue** is **development** of norms for:

- ✓ Team member **behavior**
- ✓ Decision-making **processes**
- ✓ Resolving **differences**
- ✓ **Leadership** behavior



## Life of a Group

### ✓ Stages in the Life of a Group

#### ■ Stage III - Norming

##### ➤ Member **behavior** is **characterized** by shift from:

- Power **struggle** to affiliation
- **Confusion** to clarity
- **Personal advantage** to group success
- **Detachment** to involvement

##### ➤ Leaders can **encourage** norm **development** by:

- Modelling **listening** skills
- Fostering an atmosphere of **trust**
- Teaching and facilitating **consensus**
- Providing team-centered **learning**



## Life of a Group

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### ✓ Stages in the Life of a Group

#### ■ Stage IV - Performing

➤ This is the **payoff stage** in the life of a group

- **Major issue** is group **performance**, including:

- ✓ Using wide range of task and **process behaviors**
- ✓ Monitoring and taking pride in **group accomplishments**
- ✓ Focusing on goals and **interpersonal needs**
- ✓ Maintaining the **values** and **norms** of the group





## Life of a Group

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### ✓ Stages in the Life of a Group

#### ■ Stage **IV** - **Performing**

##### ➤ Member **behavior** is **characterized** by:

- Interpersonal trust and mutual **respect**
- Active **resolution** of conflict
- Active **participation**
- Personal **commitment** to the success of the group



## Life of a Group

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### ✓ Stages in the Life of a Group

#### ■ Stage **IV** - **Performing**

➤ Leaders can **help** the group **succeed** by:

- Being prepared for **temporary setbacks**
- Focusing on task **accomplishments** and interpersonal **support**
- Providing **feedback** on the work of the group
- Promoting and **representing** the group



## Life of a Group

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- ✓ Stages in the Life of a Group
- It is **helpful** to view group stages from **2** points of **view**:
  - **Interpersonal** Relationships
    - **Predictable** stages of:
      1. **Testing** and dependency (**forming**)
      2. **Tension** and conflict (**storming**)
      3. Building **cohesion** (**norming**)
      4. Functional role **relationships** (**performing**)



## Life of a Group

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### ✓ Stages in the Life of a Group

- It is **helpful** to view group stages from **2** points of **view**:

#### ➤ **Accomplishing** Tasks

- Focus on **task definition** and the exchange of information (**forming**)
- Discussion and **conflict** over the task (**storming**)
- Sharing **interpretations** and perspectives (**norming**)
- Effective group **performance** (**performing**)





## Avoiding Groupthink

- ✓ Avoiding Groupthink
- **Groupthink** can occur between **stages III** and **IV**
- **Definition:**

*“A mode of **thinking** that **people engage** in when they are **deeply involved** in a **cohesive group**”*

- It occurs when members’ **striving** for **unanimity** overrides their **motivation** to realistically appraise **alternative courses** of action



## Avoiding Groupthink

- ✓ Avoiding Groupthink
- Additional **contributing factors**:
  - Highly **insulated group** with **restricted** access to external **information**
  - **Stressful** decision-making **context**
- Groupthink is the **result** of a **trilogy** of:
  1. Group **cohesiveness**
  2. **Isolation**
  3. **Stress**



## Avoiding Groupthink

- ✓ Avoiding Groupthink
- **8 symptoms** that indicate **groupthink** is present:
  1. Illusion of **invulnerability**
  2. Belief in the **inherent morality** of the group
  3. **Rationalization**
  4. **Stereotypes** of out-groups
  5. **Self-censorship**
  6. Direct **pressure**
  7. **Mindguards**
  8. Illusion of **unanimity**

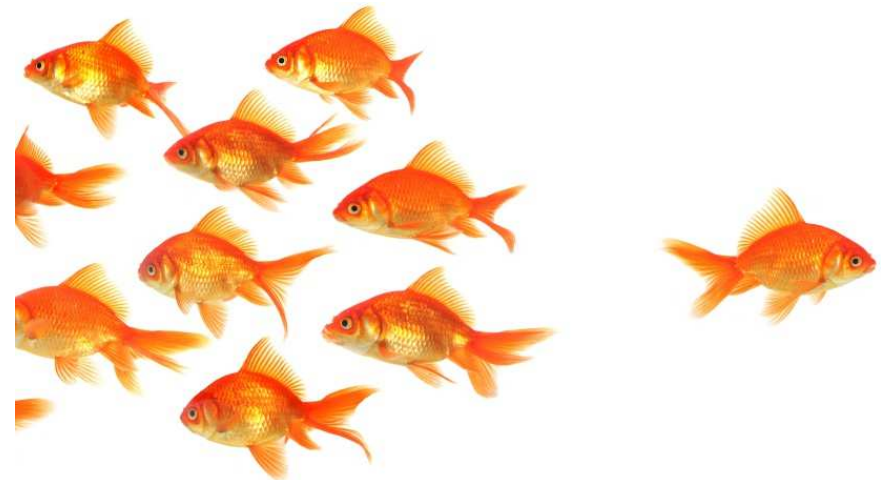




## Avoiding Groupthink

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- ✓ Avoiding Groupthink
  - **Techniques leaders** can use to **ensure consideration** of all **available action**:
    - Assign the role of **critical evaluator** to all members
    - Adopt an **impartial stance** to encourage open discussion
    - Set up **outside evaluators** to work on the same policy question
    - Have one member play **devil's advocate**
    - Hold a “**second chance**” **meeting** to rethink the issue



## Avoiding Groupthink

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✓ The Devil's Advocate | Michael Roberto | TEDxBryantU

<https://www.youtube.com/watch?v=f5-a9Bhhbng>



**TED<sup>x</sup>**  
**BryantU**  
**x = independently organized TED event**



## Workshop - Practical Case



- ✓ A Mini Case Study - Managing your Stakeholders
  - How could Sarah manage this stakeholder?
  - How should Sarah avoid this situation in the future?



## Workshop - Practical Case



- ✓ Coronavirus: "An hour of truth for business"
- 1. In new business models, such as those cited by the 3 articles, and others you might know, how would you describe the role, style and determinants of choice of the Middle and Senior Managers you would recruit?
- 2. In light of the 3 articles, and others you might find, it is to reconcile business model and interests of the enlarged Stakeholders (Stakeholders) in a situation of exit from crisis such as the one we are going through?





*The end*