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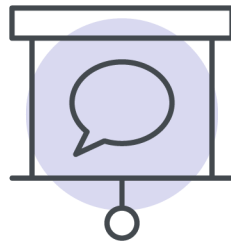
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OL140

**MIDTERM EXAM**  
**STUDY GUIDE**

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# Lecture Notes

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## OL140- Lesson 1- Introduction to Leadership

### **Defining Leadership:**

- Involved identifying a vision or goal and inspiring, aligning and motivating others to work with the leader to reach the goal
- It involves a relationship of mutual influence and respect between the leader and the follower

### **Evolving Views of Leadership:**

- Leadership involves a relationship with others
- You are only a leader when you look over your shoulder and see followers
- Leadership only works when the best way is being used
  - Autocratic style
  - Collaborative approach

### **Leadership throughout the years:**

- Great man theory
  - Early views of leadership
  - Thought only great men (men only) were leaders if they had a mythical, heroic sense of destiny
- Late 1940's
  - Key traits included intelligence, alertness, insight, responsibility, initiative, persistence, self confidence and sociability
    - Early times- physical traits such as height, looks were considered variables too
- Early 1990's
  - Key traits included drive, motivation, integrity, confidence, cognitive ability and task knowledge
- 20<sup>th</sup> Century
  - researchers began focusing on leader behaviours rather than traits
    - task behaviour orientation
      - goal oriented, focuses on task at hand, activities and policies to complete tasks
    - relationship orientation of leaders
      - tend to focus on the people working the task, building relationship, trust and respect. Understanding employees
    - situational approach
      - leaders adjust to the productivity of their workers. If the workers are good, they loosen the reigns, if they are poor, they accept an authorities role

- Relational Approach
  - relationship between leaders and individual followers
  - leaders will form close bond with some followers
- New Leadership Approach
  - Leader has a charming personality- gets along with everyone and everyone actually wants to follow because they are captivating

### Six Conceptualizations of Leadership

- Trait
  - Focuses on the individual
- Ability
  - Leadership can be developed if they have the determination or are put under the right circumstances
- Skill
  - Leadership is a competency, can allow you to accomplish your goals
- Behaviour
  - Leadership is about getting things done- being result oriented
- Relationship
  - Based on interaction and the relationship between the leader and the followers
- Influence process
  - Leaders identify a vision or goal and motivate others to work towards that goal.

### Universal Leadership Attributes

- Major international study (GLOBE)
  - Created by Dr. Robert House
  - List of attributes which are positive and negative which define a leader
- Positive
  - Trustworthy, intelligent, team builder, honest, motivational, decisive
- Negative
  - Dictatorial, egocentric, ruthless, non-cooperative

## OL140-Lecture 2- Leadership Traits

### Great Man Theory

- Belief that select individuals were born with superior traits attributes and abilities which lead to respect and make them natural leaders
- Major historical events were a result of action of great hero's influences leadership
  - Discussed by Thomas Carlyle
  - Based on Muhammad, Shakespeare, Luther, Attila the Hun and napoleon

### Stodgill

- Published 2 important papers about leadership trait domain
- First study 1948
  - 8 traits
    - intelligence, alertness, insight, responsibility, initiative, persistence, self confidence and sociability
- Second Study (1970)
  - 10 traits
    - drive, persistence, risk taking, originality, initiative, self confidence, personal identity, acceptance o consequences, manage interpersonal stress, tolerance of delay and frustration, influences, capacity to structure social interaction systems
- All traits in both studies not only identify leaders but leaders also emerge as a result of the situation or context they found themselves in

### Leadership Emergence vs Leadership Effectiveness

- Leader Emergence
  - Emerge in group setting
  - First person to speak up
  - Initiate the meeting
- Leadership Effectiveness
  - Do they help the group achieve its goals?

### 5 Big Personality Traits

- Neuroticism
  - Characterized by sadness, moodiness, emotional instability
  - Have mood swings, anxiety, irritability
- Extraversion
  - Characterized by sociability, excitability, talkativeness
  - They are usually outgoing and gain energy in social situations

- Openness
  - Imagination and insight
  - Be more creative and adventures
- Agreeableness
  - Shows trust, altruism, kindness, affection
  - Tend to be most cooperative
- Conscientiousness
  - High levels of consciousness, tend to be organized and mindful of details

### **Kirkpatrick & Locke**

- Suggested 7 key traits differentiated leaders from others
- Determination
  - High level of effort, achievement, ambition, energy, tenacity, initiative
- Leadership motivation
  - Desire to lead and influence others, need for power
- Honesty, Integrity
  - Say you do what you want to, truthfulness
- Self Confidence
  - Needed for decision making, gaining trust of others
- Cognitive Ability
  - Capacity to deal with a large volume of information and make decisions
- Knowledge of the Business
  - Know your company, know your industry
- Other possible factors
  - Charisma, creativity, originality, flexibility

### **Trait Timeline**

- Great man theory
  - 1800's- mid 1900's
- Trait theory
  - Mid 1900's
    - Loosing popularity in favour of situational models
- Trait Theory
  - Since 1990's
    - Re emergence of interest in trait theory and social intelligence

## OI140- Lesson 3- Engaging People's Strengths

### Strength based approach to Psychology & leadership

- Dr. Donald O Clifton 1924-2003
- Developed measure known as “the strength finder”

### Basic Premise of the StrengthsFinder

- Suggests that if you possess an attribute or quality or if you put effort into that attribute or quality, you have potential to enhance that particular trait
  - Talent X Investment = Strength
- If you are not good at a skill, but work hard at developing it, you will not be able to achieve a strong level of performance
- StrengthsFinder lets you see your greatest strengths and start planning on what skills to work on to get your best ‘return’

### 4 Domains of StrengthsFinder

- Did not specify strengths, referred to them as themes of human talent
- Categorized into 4 domains
  - Executing
    - Getting things done
    - 9 strengths
  - Influencing
    - Advocating/ sales person for ideas
    - 8 strengths
  - Relationship building
    - Build teams ‘glue’ of teams and organization
    - 9 strengths
  - Strategic thinking
    - Visionaries, forward thinkers
    - 8 strengths

### 4 Domains- Broadened

- Executing
  - Achiever
  - Arranger
  - Belief
  - Consistency
  - Deliberative
  - Discipline

- Focus
- Responsibility
- Restorative
- Influencing
  - Activator
  - Command
  - Communication
  - Competition
  - Maximizer
  - Self assurance
  - Significance
  - Woo
- Relationship Building
  - Adaptability
  - Developer
  - Connectedness
  - Empathy
  - Harmony
  - Include
  - Individualization
  - Positivity
  - Realtor
- Strategic Thinking
  - Analytical
  - Context
  - Futuristic
  - Ideation
  - Input
  - Intellection
  - Learner
  - Strategic

### Values in Action Institute

- Focuses more directly on individuals character and how we can become more virtuous
- 6 categories
  - wisdom & knowledge
    - 5 strengths
  - humanity
    - 3 strengths
  - temperance
    - 4 strengths
  - courage
    - 4 strengths

- justice
  - 3 strengths
- transcendence
  - 5 strengths

### Realise2 4M Model

- shows we are energized when we use our strongest strengths
- four quadrants
  - realised strengths
    - high energy, performance and use
    - things we excel at (public speaking)
  - unrealised strengths
    - high energy, high performance, lower use
    - don't use these skills as much cause we don't know we are good with them
  - learned behaviours
    - low energy, high performance
    - needed-everyone needs this, everyone does it a lot even if they don't like it (driving)
  - weaknesses
    - low use, low energy, low performance
    - spend little time on these as we don't like to fail as humans

### Fostering a Positive Strengths-Based Environment

- leadership is a relationship between leaders and followers
- ways for leaders to develop an environment for this to happen
  - creating positive climate
    - empathy, compassion, forgiveness & gratitude
  - develop positive working relationships
    - having individuals focus on the positive aspects of their co workers, rather than focusing on criticism and negatives
  - use positive communication approaches
    - words of encouragement
  - create an awareness and understanding of the connection between an individuals values and those of an organization

## OL140-Lesson 4- Understanding Philosophy and Styles

### McGregor and Theory X & Theory Y

- Douglass McGregor
- Presentation at MIT which said management approaches of mid 20<sup>th</sup> century were not bringing out the best in employees or letting them reach their full potential
- At the time management rolls looked like
  - Organize and over see organization of people, equipment, money and material
  - Guide and control people
  - Help organizations reach their goals

### Theory X

- Management Responsibility + Management needed for control = assumption employees may be resistant to work and need to be managed in many ways
- All managers had these beliefs about their employees
  - Work as little as possible
  - Self centered
  - Resistant to change
  - Not very bright, gullible
  - Want security

### Legacy Behaviours

- Some managers still operate under theory x vies
- Employees learn from old/ first manages
- Easier to keep managing instead of changing ways
- No incentive to change

### Theory Y

- Managers who view employees interests, motivations and attitudes with a positive outlook
  - Employees with show more responsibility and self control
- Motivation is present in all employees, management does not put them there but it is the responsibility of a manager to bring them out in his or her employees
- Managers much arrange organization methods to help their employees reach goals.
- Management Responsibility + management needed to create = theory y

### Leadership Approaches

- Laissez-Faire

- Absence of leadership
  - Hands off
  - Refers to leader who hands over responsibility, delays decisions, gives no feedback, little help to followers to satisfy their needs
- Authoritarian Leadership
  - Command and Control
    - Theory X
    - Refers to a leader who 'tells their employees how to do things, sets unilaterally goals, no communication within group, praise and criticism comes freely
- Democratic Leadership
  - Theory Y
  - Refers to a leader who 'boss is not superior to employees', feels everyone should be heard, role is more of a teacher- provides guidance & support