

COMM 210 **Contemporary Business Thinking**

Dickson Jay
Department of Management

Lecture 11 – Leadership

Objectives For Today

- Discuss the evolution of the leadership theories through time
- Understand Tannenbaum & Schmidt leadership continuum
- Apply the fundamental theories to a business article
- Practice essay writing: Finding and presenting your own evidence for a claim

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A Born Leader?







Personality?
Environment?

3

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Background: Classic Ideas About Leadership

- Trait leadership theories
 - Are there “born leaders?” What traits are important?
- Behaviour leadership theories
 - Do successful leaders behave in certain ways? Can these behaviours be learned?
- Contingency/Situational leadership theories
 - What does successful leadership depend on?

Tannenbaum and Schmidt

LEADERSHIP

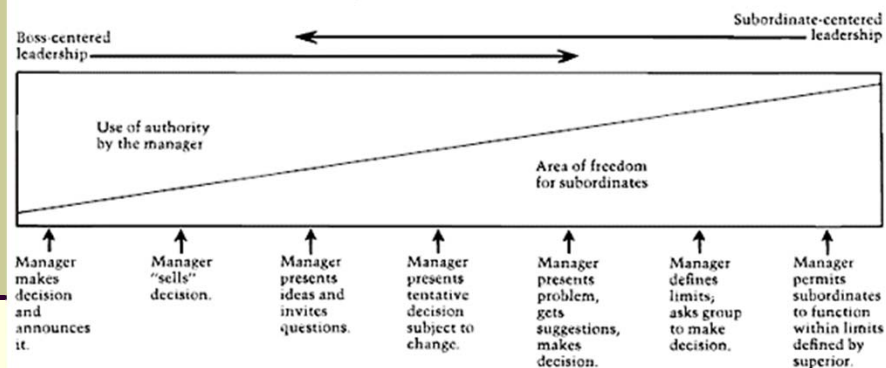
Answering the Need

- Old Problem: How to lead followers?
- New Problem: When should a decision be made by the leader? When should employees be consulted and to which extent?

“... The purpose of this article is suggest a framework which managers may find useful in grappling with this dilemma....” R. Tannenbaum and W.H. Schmidt; HBR: May-June 1973; page 163

Tannenbaum & Schmidt: How to Choose a Leadership Pattern

EXHIBIT I Continuum of Leadership Behavior



Source: HBR : May-June 1973

Key Questions

- If the subordinates make the decision, is the manager responsible?
- What role should managers play?
 - Member or authority figure
- Should subordinates be able to tell what style manager is using?
- How do you measure a manager's "democracy"?

The Notion of Contingency

- Is there a universal type of leadership?
 - No.
- What types of leadership are *practical* and *desirable*?
 - It depends on the manager, the subordinate and the situation.

How to Lead: 3 Forces Impact

- Forces in the Manager
- Forces in the Subordinate
- Forces in the Situation

How to Lead: Forces in the Manager

- Value system
- Confidence in subordinates
- Own leadership inclinations
- Feelings of security

How to Lead: Forces in the Subordinate

****Remember That They are Individuals Like You!****

- High need for independence
- Readiness to assume responsibility
- High tolerance for ambiguity
- Identify with the organization's problems and goals
- Have knowledge and experience
- Learned to be part of decision making

**More
Democratic**

How to Lead: Forces in the Situation

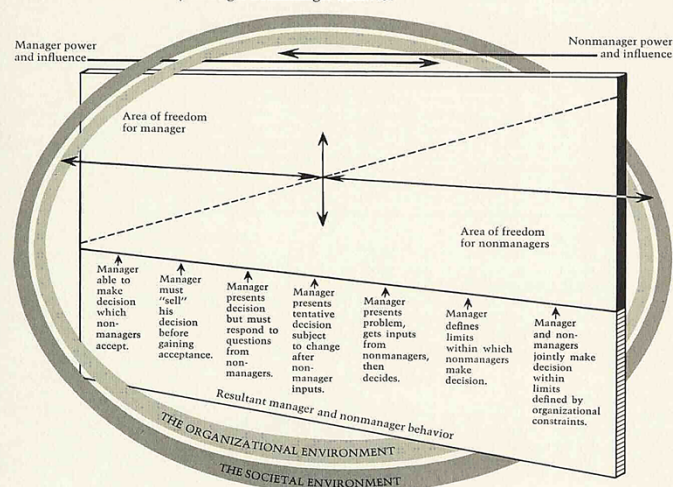
- Type of organization
- Group effectiveness
- Nature of the problem
- Time pressures
- Long-run strategy
- Objectives to be attained

Revised Model

- Compare the old model vs the revised model.
- Take a few moments to write down the differences.
- Prepare to be called upon to explain the differences.

Tannenbaum & Schmidt: New Concept Map

Exhibit 11. Continuum of manager-nonmanager behavior



Source: HBR : May-June 1973

Discussion: The Case for Electing your Managers

- What do you think about SumAll's "choose-your-own-leader policy"?
- Is this in line with Tannenbaum & Schmidt leadership continuum? How so?

ESSAY WRITING

Electing your Managers

- Do you think choosing your own leader is a good idea? Draw on Tannenbaum & Schmidt and one other theory studied this semester to write a persuasive essay.
 - Include a title
 - Make sure you state a clear claim
 - Make sure you provide good quality evidence for your claim
 - Use techniques of persuasion (tip: include a counter claim and a rebuttal)
 - Structure your essay: intro, paragraphs, conclusion
 - You will hand in this essay

Assess an Essay - Rubric

Items	Points
Title	1
Clear claim	2
Intro, paragraphs, conclusion	2
Tannenbaum & Schmidt Well-understood, concepts mentioned and applied	6
Other theory: _____ Well-understood, concepts mentioned and applied	6
Quality of evidence	4
Counter-claim	2
Rebuttal	2
Total	25

Preparation for Next Class

- Final Report Due
- Presentations
- Don't forget to check your mailbox and our class folder on Moodle