

COMMERCE 292

Management & Organizational Behavior

Review Guide

UBC. Fall 2010
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Section 005

THE KEY CORE CONCEPTS:

- **What is OB?** – Study that investigates the impact of individuals, groups, and structure on behavior within organizations and how such knowledge can help improve an organization’s effectiveness
Organizations are a social unit, composed of a group of people that work towards a common goal
OB is for everyone and interpersonal skills are important
- **Challenges at the Individual Level**
 - Individual differences – perception values, and attitudes
 - Job Satisfaction – negatively related to absenteeism and turnover
 - Motivation – how to motivate to reduce turnover
 - **Empowerment** – the extent to how much responsibility is given to the employees
 - Behaving **Ethically** – the moral values or principals that guide ones behavior
- **Challenges at the Group Level**
 - Working with others – ability to communicate, think, and solve problems, learn, and work w/others
 - Workforce **Diversity** – mix of people in terms of gender, race, ethnicity, disability, age, and demo.
- **Challenges at the Organizational Level**
 - The use of Temporary (Contingent) Employees
 - Improving Quality and **Productivity** which measures...
Effectiveness is the achievement of goals
Efficiency ratio of work output to the input required to produce the work
 - Developing Effective Employees
Organizational Citizenship Behavior is going above and beyond for the good of the org.
 - Putting people first – affects both workplace commitment and the bottom line
 - Helping Employees with Work-Life Balance
 - Creating a Positive Work Environment
Positive Org. Scholarship – concerns how org. develop human strength, foster vitality and resilience, and unlocks potential
 - Managing and Working in a Multicultural World
- **Building Blocks of OB**
 - **Psychology** – individual behaviors. Learning, perception, personality, emotions, training...
 - **Social Psychology** – The influence of one person on another. Change and group behavior
 - **Sociology** – Social system which individuals fill their roles. People to their environment/culture
 - **Anthropology** – The study of societies. Cultures and environments.
- **The Rigors of OB**
 - OB looks at Consistencies
 - OB looks beyond common sense – **Systematic Study** looks **at** relationships and attempts to attribute causes and effects, and draws conclusions based on scientific evidence
Evidence-based Management bases decision on best scientific evidence
Intuition is a gut feeling not necessarily supported by research
 - OB has few absolutes – it isn’t like physics, chemistry, or astronomy where there are laws
 - OB takes a **Contingency Approach** – it depends on the situation

THE KEY CORE CONCEPTS:

- **Perception** – process of how people organize and interpret their impressions to give it meaning
 - **The Perceiver** – Attitudes, motives, interests, experiences, expectations
 - **The Target** – Novelty, motions, sounds, size, background, proximity
 - **The Situation** – Time, Work setting, Social Setting
- **Perceptual Errors**
 - **Attribution theory** – When we observe ones behaviour and determine if it ext. or int. caused
 - Distinctiveness** – How often to they do this in other situations? *Internal > Low*
 - Consensus** – How often do others do this in similar situations? *Internal > Low*
 - Consistency** – How often did the person do this in the past? *Internal > High*
 - **Fundamental Attribution Theory** – Tendency to underestimate externals and overestimate the influence of internals when making judgments about the others
 - **Self-Serving Bias** – Tendency to think success is because of internal and failures cause of externals
 - **Selective Perception** – Perception based on ones interest, background, experience, and attitude
 - **Halo Effect** – Drawing a general impression based on a single characteristic
 - **Contrast Effects** – someone you recently encountered influences our reaction to someone
 - **Projection** - Attributing ones own characteristics to other people
 - **Stereotyping** – Judging someone based on the perception of which group the person belongs to
 - **Heuristics** – Judgment shortcuts in decision-making
 - **Prejudice** – Unfounded dislike of a person based on their belonging to a certain stereotype
 - **Self-Fulfilling Prophecy** – You behave based on how you are perceive by others
- **Personality** – Stable patterns of behaviour and internal states that determines how u react/interact.
 - **Traits** – Enduring characteristics that describes an individual’s behaviour
 - **Myers-Briggs Type indicator** – *Extraverted/Introverted, Sensitive/Intuitive, Thinking/Feeling, Judging/Perceiving*
 - **The Big 5 personality Model**
 - **Extraversion** – Degree to which one is sociable, talkative, and assertive
 - **Agreeableness** – Good natured, cooperative, and trusting
 - **Conscientiousness** – Responsible, dependable, persistent, and achievement orientated
 - **Emotional Stability** – Calm, self confident, and secure
 - **Openness to Experience** – imaginative, artistically sensitive, and intellectual
 - **Core Self-Evaluation** – Degree to which one likes themselves, perceives as capable and effective
 - **Machiavellism** – Belief that end justifies the means
 - **Narcissism** – Tendency to be arrogant, require admiration, and has a sense of entitlement
 - **Self Monitoring** – Ability to adjust behaviour to external, situational factors
 - **Risk Taking** – Persons willingness to take chances
 - **Type A vs. Type B** – time fighter vs. chill pill.
 - **Proactive** - A person who identifies opportunities, takes initiative, and perseveres until there’s change
- **Emotions vs. Moods** – Intense feelings directed at something vs. less intense and contextual stimulus
 - **Emotional Labour** – Having to express a certain emotion when you’re at work
 - **Emotional Dissonance** – Inconsistencies between how someone feels and what they show
 - **Felt vs. Displayed Emotions** – an individual’s actual emotions vs. required to show in organization
 - **Surface Acting vs. Deep Acting** – Hiding inner feelings vs. changing within to adjust to setting
 - **Emotional Intelligence** – Ability to succeed in coping with environmental demands and pressures
 - **Employee Deviance** – Actions that violate the established norms and threaten the organization
 - **Affective Events Theory** – Emotional response to things that happen at work > job satisfaction

THE KEY CORE CONCEPTS:

- **Values** – basic convictions that a way of conduct is personally or socially preferable
- **Rokeach's Value Survey**
 - **Terminal Values** - Goals that individuals would like to achieve during their lifetime
 - **Instrumental Values** – Preferable ways of behaving
- **Ethics** - Study of moral values or principals that guide our behaviour and inform right/wrong
- **Hofstede's Framework for Assessing Cultures (GLOBE's 9 dimensions)**
 - **Power Distance** – accepts that power in an organization is distributed unequally
 - **Individualism** – People prefer to act as individuals rather than as members of groups
 - **Masculinity** – Traditional masculine work roles
 - **Femininity** – seeing little differentiation from men and women
 - **Uncertainty Avoidance** – Society feels threatened by uncertain ambiguous situations and avoids them
 - **Long-Term Orientation** - Emphasizes future, thrift, and persistence
 - **Short-Term Orientation** - Emphasizes the past and present, respect for tradition, a social obligations
- **Generational Differences**
 - **The Elders** – “playing by the rules” belief in order, authority, discipline, moral code, and golden rule
 - **Baby Boomers**- Influenced by civil rights, women’s movement and Vietnam War.
 - **Generation X** – Globalization, MTV, AIDS, and computers. Happiness, friendship, and pleasure
 - **The Ne(x)t Generation** – us.
- **Cultural Differences**
 - **Francophone vs. Anglophone** – collectivist, group, nAch. vs. individualism, risk taking.
 - **Aboriginal** – emphasis on conscious decision making
 - **Asian Values** – power distance, and greater collectivism. “**Guanxi**” is relations based on reciprocity
- **Attitudes** – Positive or negative feelings about an object, people, or events
 - **Job Satisfaction** – general attitude towards his or her job
 - **Core Self Evaluation** person likes himself or herself and if they think they are capable/effect.
 - **Organizational Citizenship Behaviour** – going above and beyond for the organization
 - **Expressing Dissatisfaction** – exit, voice, loyalty, and neglect
 - **Affective Commitment** – emotional attachment to company. Positive
 - **Normative Commitment** – obligation they feel they need to stay with the company. Negative
 - **Continuance Commitment** – no other option but to stay. Negative
 - **Employee Engagement** – An individual’s involvement with, and satisfaction with the company
- **Cultural Intelligence**
 - **Provincial** – work best with people of similar background
 - **Analyst** – analyze a foreign cultures rules to figure out how to interact with others
 - **Natural** – They use intuition to understand those from other cultural backgrounds
 - **Ambassador** – They communicate that they fit in, even if they don’t know much about them
 - **Mimic** – They control actions and behaviors to match others
 - **Chameleon** – They have all levels of CQ components. 5%

THE KEY CORE CONCEPTS:

- **Motivation** – Intensity, direction, and persistence of effort to reaching a goal
 - **Theory X** – people hate their jobs and must be threatened and punished
 - **Theory Y** – people like their jobs and are self controlled if they are committed to their objectives
 - **Intrinsic Motivators** – internal desire to do something due to interest, challenge, and satisfaction
 - **Extrinsic Motivators** – external motivation such as pay or bonuses
- **Needs Theories of Motivation**
 - **Maslow’s Hierarchy of Needs** – Physiological<safety<social<esteem<self-actualization
 - **ERG Theory** – Alderfer’s modification of Maslow’s. Existence, Relatedness, and Growth
 - **Motivation-Hygiene Theory** – Herzberg’s intrinsic – job satisfaction, extrinsic- dissatisfaction
 - **McClelland’s Theory of Needs** – nAch. nPow. nAff.
- **Expectancy theory** – does it even matter if I try? Is it worth it?
 - **Expectancy** – effort will lead to good performance
 - **Instrumentality** – Good performance will lead to rewards
 - **Valence** – Rewards will satisfy his or her needs
- **Goal-Setting Theory**
 - **Goal** – what an individual is trying to accomplish
 - *Directs attention*
 - *Regulates efforts*
 - *Increases persistence*
 - *Development of strategies and action plans*
 - Specific
 - Measureable
 - Attainable
 - Results-Orientated
 - Time-Bound
 - **Self Efficacy Theory (Social Cognitive Theory)**
 - Individuals believe that they are capable of performing a task
 - Enactive Mastery
 - Vicarious modeling
 - Verbal Persuasion
 - Arousal
- **Equity Theory** – When person compares input to outcome of others and respond to eliminate unfairness
 - **Self inside , self outside, other inside, other outside**
 - Change inputs
 - Change outcomes
 - Adjust perception of self
 - Adjust perception of others
 - Choose a different referent
 - Leave the field
- **Organizational Justice**
 - **Distributive** – Fairness of the perceived outcome
 - **Procedural** – Fairness of the process used to determine the outcome
 - **Interactional** - Degree to which one is treated with dignity and respect
- **Cognitive Evaluation Theory** – offering rewards that was already intrinsically rewarding decrease motivation
- **Self Concordance** – person’s reason for pursuing a goal is consistent with their interests and core values
- **Reinforcement**
 - **Continuous** – being rewarded each time for doing something
 - **Intermittent** – not rewarded for every time the behaviour is demonstrated
 - **Fixed Interval Schedule** – reward is given at a fixed time interval
 - **Variable** – reward is given at a variable time interval
 - **Fixed ratio** – the reward given is at fixed amount of inputs

THE KEY CORE CONCEPTS:

- **Providing the C\$-Flow**
 - Variable Pay Program** is where a portion of the employees pay is based on performance
 - *Individual Based Incentives*
 - Piece Rate Pay Plan** is when you're paid a fixed sum for each unit of production completed
 - Merit Based Pay** is based on performance appraisal
 - Bonuses** is when one is rewarded for recent performances opposed to historical
 - Skill Based** is based on how many skills employees have or how many jobs they have
 - *Group Based Incentives*
 - Gainsharing** is when improvements in-group productivity determine the amount of money shared
 - *Organizational Based Incentives*
 - Profit Sharing Plans** are where employers share profit with employees based on a formula
 - Employee Stock Ownership Programs** are where employees acquire stocks as part of benefits
- **Problems with Incentives Pay**
 - Puts employees into competitive positions
 - Unions get in the way as it is based on seniority and job categories
 - Public sector employees that are working for local, provincial, and federal government
 - Ethical considerations
- **Developing Benefit Packages**
 - **Flexible Benefits** are when employees are allowed to tailor their own packages
- **Employee Recognition Programs** are good.
- **Remember that Motivation Theories are Culture-Bound**
 - Russians value extrinsic, praise and recognition while Chinese don't know what stocks are
- **Giving Performance Feedback is important**
- **How to Create a Motivating Workplace**
 - Abolish Incentive Pay
 - Re-evaluate Evaluation
 - Create Conditions for Authentic Motivation
 - Encourage Collaboration
 - Enhance Content
 - Provide Choice
- **Job Redesign**
 - **Job Rotation** is the periodic shift of an employee from one task to another
 - **Job Enlargement** is the horizontal expansion of jobs
 - **Job Enrichment** is the vertical expansion of jobs
 - **Job Characteristic Model** is model that identifies five core job dimensions
 - Skill Variety – job requires different activities
 - Task Identity – completion of a whole and identifiable piece of work
 - Task Significance – substantial impact on the lives or work of others
 - Autonomy – freedom, independence, and discretion to individual doing work
 - Feedback – worker obtains direct and clear information about their effectiveness
- **Creating Flexible Workplaces**
 - **Compressed Workweek** is a four day week with employee working 10 hour days over two weeks
 - **Job Sharing** is the practice of having 2 or more workers sharing a 40 hour a week job
 - **Flextime** is when a core our of work is required but can choose to start later or start earlier
 - **Telecommuting** is an arrangement where employee does work from home on a computer

THE KEY CORE CONCEPTS:

- **Teams vs. Groups** – two or more people with a relationship vs. working towards a common objective
 - Team members share leadership
 - Share accountability for the work of the team
 - Develops its own purpose or mission
 - Effectiveness is measured by the entire teams outcomes and goals
- **Types of Teams**
 - **Problem Solving Teams** – 5-12 that meets weekly to discuss ways of improving quality, efficiency, and the work environment
 - **Self Managed Teams** are 10-15 that takes on responsibilities of their former managers
 - **Cross Functional Teams** who work together on same level but has different work areas of specialty
 - **Task Forces** are temporary cross functional teams
 - **Committees** are a group composed of members from different departments
 - **Virtual Teams** work together through computer technology in order to achieve a common goal
- **Roles** are a set of expected behaviours in a given position in a social unit
 - **Role Expectations** is how others believe a person should act in a situation
 - **Role Conflict** is when one finds it hard to fulfill a role opposed to another one
 - **Role Ambiguity** is when a person is unclear about his or her role
 - **Role Overload** is when too much is expected of someone
 - **Role Underload** is too little is expected of someone, and they are feeling like they aren't contributing
- **Norms** are acceptable standards of behaviour within a group that are shared by all the group members
 - Performance > Appearance > Social Arrangement > Allocation of Resources
 - Facilitates group's survival > increases predictability of group members' behaviours > reduces embarrassing interpersonal problems for group members > express central values and identity
 - **Conformity** is adjusting one's behaviour to align with the norms of the group
- **Five Stage Model**
 - **Forming** is first stage characterized by much uncertainty
 - **Storming** is second stage characterized by intragroup conflict
 - **Norming** is third stage characterized by close relationships and cohesiveness
 - **Performing** is fourth stage when group is full functional
 - **Adjourning** is final stage for temporary groups where attention is directed towards wrapping up
- **The Punctuated Equilibrium Model**
 - First meeting sets group's direction
 - The first phase of group is one of inertia
 - A transition takes place at the end which occurs exactly when the group has used up half of time
 - The transition initiates major changes
 - A second phase of inertia follows the transition
 - Last meeting is characterized by markedly accelerated activity
- **Multi Team Systems** in which different teams need to coordinate their efforts to produce a desired outcome
 - Climate of trust, Performance Evaluation and Rewards, leadership and structure, adequate resources
- **Roles**
 - **Task Orientated Roles** are when a person ensures the tasks of the group is accomplished
 - **Maintenance Roles** is when a person tries to maintain good relations within the group
 - **Individual Roles** are not productive for keeping the team on task
 - **Social Loafing** tendency to do fuck all. I hate these kinds of people!
- **Work Design**
 - Common Purpose
 - Specific Goals
 - Team Efficacy
 - Mental Models
 - Managed level of Conflict
 - Accountability

THE KEY CORE CONCEPTS:

- **Communication** is the transfer and understanding of a message between two or more people
 - **Encoding** is converting a message to a symbolic form (talking)
 - **Decoding** is the interpretation of a sender’s message (listening)
 - **Message** is what is communicated
 - **Channel** is the medium through which a message travels
 - **Communication Apprehension** is tension and anxiety about oral communication
 - **Channel Richness** is the amount of information that can be sent during a communication episode
 - **Feedback Loop** is the final link in the communication process, checks for understanding

- **Barriers to Effective Communication**
 - **Filtering** is the senders manipulation of information so that it will be seen favorably by the receiver
 - **Selective Perception** is hearing what one wants based on needs, motivations, experience, background
 - **Defensiveness** is verbally attacking others, making sarcastic remarks, being judgmental, etc.
 - **Information Overload** is state of having more information than can be processed
 - **Language** as words mean different things to different people
 - **Communicating Under Stress** > speak clearly, be aware of nonverbal, think careful!

- **Organizational Communication**
 - **Downward Communication** is info. Flowing from one level to a lower level
 - **Upward Communication** is info. Flowing from one level to a higher level
 - **Lateral Communication** is info. Flowing through the same level
 - **Small Group Networks**
 - **Communication Networks** are channels by which information flow
 - **Formal Networks** are task related communication that follow the authority chain
 - *Chain, Wheel, and the All Channel*
 - **Informal networks** are communication that flows along the social and relational lines
 - **Grapevine** > *Single Strand, Gossip, Probability, Cluster*

- **Nonverbal Communication** is messages conveyed through the body movements, facial expressions, etc.
 - **Kinesics** is the study of body motions, such as gestures, facial expressions, and other movements
 - **Proxemics** is the study of physical space in interpersonal relationships
 - **Silence as Communication** – some times more can be said when nothing is said at all

- **Cross Cultural Communication**
 - **Barriers** > semantics, word connotations, tone differences, differences among perception
 - **Cultural Context**
 - High > cultures that rely heavily on what is not said
 - Low > cultures that rely heavily on what is said
 - **Overcoming Cross Cultural Differences**
 - Assume differences until similarity is proven
 - Emphasize description rather than interpretation of evaluation
 - Be empathetic
 - Treat your interpretations as a working Hypothesis

THE KEY CORE CONCEPTS:

- **Power** is the capacity that A has to influence the behaviour of B, to do whatever A wants

Bases of Power

- **Coercive Power** is based on fear
- **Reward Power** achieves compliance based on the ability to distribute rewards that is viewed as valued
- **Legitimate Power** is received as a result of his or her position in the hierarchy
- **Expert Power** is influences based on special skills or knowledge
- **Referent Power** is possessed by an individual of desirable resources or personal traits
- **Information Power** comes from access to and control over information

All met with commitment, compliance, or resistance!

- **What creates Dependency?**

- Importance, Scarcity, Nonsubstitutability

- **Influence Tactics**

- Rational Persuasion
- Inspirational Appeal
- Consultation
- Ingratiation – using flattery
- Personal Appeals
- Exchange
- Coalitions
- Pressure
- Legitimacy

Political Skills is the ability to influence others in such a way as to enhance one’s objective

- **Empowerment: Giving Power to the Employees**

- **Job Content** is the tasks and procedures necessary for carrying out a particular job
- **Job Context** is the reason for doing the job, reflects mission, objectives, and setting

- **Abusing Power**

- Bullying
- Sexual Harassment

- **Political Behaviour** are activities that influence the distributive advantages within the organization

- Attacking or blaming others
- Using Information
- Managing Impressions
- Building Support for Ideas
- Praising others
- Building Coalitions
- Associating with Influential People
- Creating Obligations

THE KEY CORE CONCEPTS:

- **Conflict** is when a party perceives that another party is about to negatively affect them
 - **Functional Conflicts** are when it supports the goals of the group and improves its performance
 - **Dysfunctional Conflicts** hinder the group performance
 - **Cognitive Conflict** is task-orientated and related to differences in perspective and judgments
 - **Affective Conflict** is emotional and aimed at a person rather than an issue
- **Sources of Conflict**
 - Communication, Structure, Personal Variables
- **Conflict Management Strategies**
 - *Forcing*. Imposing one’s will on the other party
 - *Problem Solving*. Trying to reach a satisfied agreement
 - *Avoiding*. Ignoring or minimizing the problem
 - *Yielding*. Accepting the will of the other party
 - *Compromising*. Finding a balanced commercial
- **What can Individuals do to Manage Conflict?**
 - *Problem solving* requesting a face to face meeting to identify and resolve
 - *Developing Overarching Goals* creates a shared goal between the two parties
 - *Smoothing* is playing down the differences while emphasizing common interests
 - *Compromising* agreeing with other party with both giving up something
 - *Avoidance* is withdrawing from or suppressing the conflict
- **Resolving Personality Conflicts**
 - Misunderstandings based on age, race, or cultural
 - Intolerance, prejudice, discrimination, or bigotry
 - Perceived inequities
 - Misunderstandings, rumors, or falsehoods about an individual or groups
 - Blaming for mistakes or mishaps (finger-pointing)
- **Third-Party Conflict Resolution**
 - **Facilitation** is when someone suggests the two parties work together to resolve the issue
 - **Conciliation** is when a trusted third party provides an informal communication link
 - **Ombudsperson** is an official impartial and trusted role where they hear disputes between parties
 - **Peer Review** is a panel of peers that hears both sides of the story
 - **Mediation** is a neutral third party who uses reasoning, persuasion, and suggestions for alternatives
 - **Arbitration** is a third party that has the authority to dictate an agreement
- **Conflict Outcomes**
 - *Agreement*. Equitable and fair agreements are the best outcomes.
 - *Strong Relationships*. Better relationships and greater trust
 - *Learning*. Teaches one how to do it better the next time
- **Bargaining Strategies**
 - **Distributive Bargaining** seeks to divide up a fixed amount of resources; win-lose situation
 - **Integrative Bargaining** seeks one or more settlements that creates a win-win situation
- **How to Negotiate**
 - **BATNA** is the best alternative to a negotiated agreement; the backup plan!
 - **Bargaining Zone** is between each party’s resistance point, assuming there is overlap in this range
 - **Defining Ground Rules**
 - **Clarification and Justification**
 - **Bargaining and Problem Solving**
 - **Closure and Implementation**

THE KEY CORE CONCEPTS:

- **Organizational Culture** is the pattern of shared values, beliefs that is appropriate to think in an organization
 - Culture is shared by the members of the organization
 - Culture helps members of the organization solve internal and external problems
 - Beliefs, assumptions, and expectations are taught to people who join the org.
 - These assumptions, beliefs, and expectations strongly influence how people perceive, think, and feel
- **Levels of Culture**
 - **Artifacts** are aspects of a culture that you can see, hear and feel (language, stories, symbols, rituals)
 - **Beliefs** are the understanding of how objects and ideas relate to each other
 - **Values** are the stable, long lasting beliefs about what is important
 - **Assumptions** the taken-for-granted notions of how something should be
- **Characteristics of Culture**
 - *Innovation and Risk-Taking*
 - *Attention to Detail*
 - *Outcome Orientation*
 - *Team Orientation*
 - *Aggressiveness*
 - *Stability*
- **Culture’s Function**
 - Creates distinction
 - Conveys a sense of Identity
 - Serves as a control mechanism
 - Commitment to more than self interest
 - Enhances Stability
- **Do Organizations have Uniform Cultures?**
 - **Dominant Culture** is where the majority of members share meaning that expresses core values
 - **Subcultures** are mini cultures in an org. defined by department and geographical separation
 - **Core Values** are the primary, or dominant, values that are accepted throughout the org.
 - **Strong Culture** is a culture where the core values are intense held and widely shared
- **Keeping a Culture Alive**
 - *Selection* is hiring employees who meet the job requirement
 - *Top Management* has a strong affect by how the behave or act. They establish the norms
 - *Socialization* is the process that adapts new employees to an organizations culture
 - Prearrival>Encounter> Metamorphosis=Productivity/Commitment/Turnover
- **Liabilities of Organizational Culture**
 - Culture as a barrier to change
 - Culture as a barrier to diversity
 - Culture as a barrier to Mergers and Acquisitions (**Bicultural Audit** is examination of differences)
 - Strategies> Assimilation, Separation, Integration
- **Creating an Ethical Culture**
 - Be a visible role model
 - Communicate ethical expectations
 - Provide ethics training
 - Reward ethical actions and punish unethical ones
 - Provide protective mechanisms
- **Creating a Positive Culture**
 - *Emphasizing Employee Strengths*
 - *Rewarding more often than punishing*
 - *Emphasizing Vitality and Growth*

THE KEY CORE CONCEPTS:

- **Trait Theories** proposes traits – personality, social, physical, or intellectual – differentiates leaders from non focuses on personal qualities and characteristics such as charisma, enthusiasm, and courage
 - Nelson Mandela, Barack Obama, Steve Jobs, Richard Branson
 - Big 5 model – extraversion>ambition and energy – conscientiousness and openness to experience
- **Emotional Intelligence > Leadership!** (empathy)
- **Behavioral Theories** propose that specific behaviours differentiates leaders from non leaders
- **Ohio Studies**
 - **Initiating Structure** is likely to define and structure their role in order to attain goals
 - **Consideration** is having job relationships characterized by trust, respect, and regard for feelings
- **Michigan Studies**
 - **Employee Orientated** emphasizes interpersonal relations
 - **Production Orientated** emphasizes technical aspects of the job
- **Leadership Grid**
 - **Impoverished 1,1**
 - **Authority Obedience 9,1**
 - **Middle of the Road 5,5**
 - **Country Club 1,9**
 - **Team 9,9**
- **Contingent Theory** propose leadership effectiveness is dependent on the situation
- **Fieldler Contingency Model** proposes that effective group performance depends on the proper match between the leader’s style of interacting and the degree to which the situation gives the leader control
 - Leader-member Relations
 - Task Structure
 - Position Power
- **Hershep and Blanchards Situational Leadership Theory** focuses on the readiness of followers
- **Path Goal Theory** says it’s the leaders job to assist followers in attaining their goals and provide the necessary direction and ensure that their goals are compatible with the overall objectives of the organization
 - Determine the outcomes subordinates want
 - Reward Individuals with their desired outcomes
 - Let individuals know what they need to receive rewards
- **Inspirational Leadership**
 - **Charismatic Leadership Theory** states that followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviours
 - **Vision** is the long term strategy for attaining a goal
 - **Vision Statement** is the formal articulation of an organizations vision
 - **Level 5 Leadership** are leaders who are fiercely ambitious and driven and is directed towards company
 - **Transactional Leaders** guide and motivate followers in direction of established goals
 - **Transformational Leaders** inspire to transcend their own self-interests. Has strong effect on followers
- **Contemporary Leadership Roles**
 - **Mentor** is a senior employee who sponsors and supports less experienced employees