

Questions for Review

1. Are leadership and management different from one another? If so, how?

Answer: Both leadership and management are essential for organizational success. They are often used synonymously, but they are not the same.

1. Leadership is the ability to influence a group toward the achievement of a goal.
2. Management is the use of authority inherent in designated formal rank to obtain compliance from organizational members.

2. What is the premise of trait theories? What traits are associated with leadership?

Answer: Proponents of trait theories believe that a leader is “born.” They often describe leaders in terms of their personal characteristics, such as “charismatic” and “driven.” Behaviorists believe leadership can be taught, or nurtured, by providing the necessary skills to an individual to be an effective leader.

There are no universal traits that predict in all situations. Traits predict behavior more in “weak” situations than in “strong” situations. The evidence is unclear in separating cause from effect. Finally, traits do a better job at predicting the appearance of leadership than in actually distinguishing between effective and ineffective leaders. These limitations have led researchers to look in other directions.

3. What is Fiedler’s contingency model? Has it been supported in research?

Answer: After assessing leadership style, it is necessary to match the leader with the situation. Fiedler identified three contingency variables to match the leader with the situation:

1. *Leader-member relations*—The degree of confidence, trust, and respect members have in their leader
2. *Task structure*—The degree to which the job assignments are procedural
3. *Position power*—The degree of influence a leader has over power variables such as hiring, firing, discipline, promotions, and salary increases

Considerable evidence does support the model, especially when the original eight situations are grouped into three but the logic behind the LPC scale is not well understood.

4. What is authentic leadership? What are the keys to effective mentoring?

Answer: Authentic Leadership is a style based on trust. Authentic leaders are ethical people who know who they are, know what they believe in and value, and act on those values and beliefs openly and candidly. Ethics touch on many leadership styles. As the moral leaders of organizations, CEOs must demonstrate high ethical standards. Socialized charismatic leadership is characterized by leaders who model ethical behaviors. Trust is the positive expectation that another person will not act opportunistically. Trust is comprised of a blend of familiarity and willingness to take a risk. The five key dimensions are: integrity, competence, consistency, loyalty, and openness.

The effective mentoring role includes coaching, counseling, and sponsorship. As a coach, mentors help to develop their protégés’ skills. As counselors, mentors provide support and help bolster protégés’ self-confidence. As sponsors, mentors actively intervene on behalf of their

protégés, lobby to get their protégés visible assignments, and politic to get their protégés rewards such as promotions and salary increases.

5. How is mentoring valuable to leadership? What are the keys to effective mentoring?

Answer: Mentoring and virtual leadership are all contemporary roles for leaders. A leader needs to be a mentor or a senior employee who sponsors and supports a less-experienced employee (a protégé). Mentors are good teachers who present ideas clearly, listen, and empathize. Mentoring has two functions: career that includes coaching, assisting, and sponsoring and psychosocial that involves counseling, sharing, and acting as a role model. Finally, online leadership or virtual leadership is the ability to lead people who are physically dispersed. The ability to effectively communicate, and establish and maintain trust in a virtual environment is challenging.

6. Do you agree there are situations in which leadership is not necessary? Why or why not?

Answer: There are situations in which leadership may not always be important. One theory of leadership suggests that in some situations, whatever the actions leaders exhibit, they are irrelevant. Certain individual, job, and organizational variables can act as substitutes for leadership or may neutralize the leader's influence on his/her followers.

7. How can organizations select and develop effective leaders?

Answer: Organizations can help build effective organizations through their selection and training areas.

Selection

1. Review specific requirements for the job.
2. Use tests that identify personal traits associated with leadership, measure self-monitoring, and assess emotional intelligence.
3. Conduct personal interviews to determine candidate's fit with the job.
4. Keep a list of potential candidates.

Training

1. Recognize that all people are not equally trainable.
2. Teach skills that are necessary for employees to become effective leaders.
3. Provide behavioral training to increase the development potential of nascent charismatic employees.

8. Do charismatic and transformational leadership generalize across cultures?

Answer: Some of the traits seem to be universal. Certain types of leadership behaviors work better in some cultures than in others. Charismatic/Transformational Leadership may be a "universal" aspect of leadership in its focus on:

1. Vision and foresight
2. Providing encouragement
3. Trustworthiness
4. Dynamic, positive, and proactive traits