

Chapter 13 - Influencing and Leading

Kreitner/Eliason Foundations of Management

Influence Tactics in the Workplace

Influence is any attempt by a person to change another's behavior. There are eight generic influence tactics:

1. Consultation: seeking someone's participation in a decision
2. Rational persuasion: trying to convince someone by relying on reasonable assumptions and logic
3. Inspirational appeals: appealing to someone's emotions to generate enthusiasm
4. Ingratiation tactics: making someone feel important before making a request
5. Coalition tactics: seeking the aid of others to persuade someone else
6. Pressure tactics: relying on intimidation to gain compliance
7. Upward appeals: obtaining support of higher management
8. Exchange tactics: offering an exchange of favors

All eight of these influence tactics are generic because they are used by various organizational members to conduct downward, lateral, and upward influence within an organization. Regardless of the direction of influence, consultation, rational persuasion, and inspirational appeals are the most popular tactics. Regardless of the direction of influence, pressure tactics, upward appeals, and exchange tactics are the least popular. Influence tactics used by employees to influence managers were found to vary according to various leadership styles.

Power

Power is inevitable in modern organizations.

What is Power?

Power is the ability to marshal human resources to get something done, and affects members of an organization in three areas: 1) decisions, 2) behavior, 3) situations. Authority is an officially sanctioned privilege that may or may not get results, whereas power is the ability to get results. A manager who gets employees to work hard on an important project has the right combination of authority and power.

The Five Bases of Power

Reward Power

One's ability to grant rewards to those who comply with a demand or request. (Example: Management's ability to give pay raises and promotions.)

Coercive Power

Rooted in fear and based on threatened or actual punishment. (Example: A manager may threaten a habitually tardy employee with a demotion if he/she continues to be late.)

Legitimate Power

Legitimate power is achieved when a person's superior position alone prompts another person to act in a desired manner. (Example: parents, teachers, religious leaders)

Referent Power

Compliance based on charisma or personal identification. (Example: John Kennedy, Martin Luther King, Jr., Abraham Lincoln)

Expert Power

Compliance based on the ability to dispense valued information. (Example: IT experts)

Empowerment

Empowerment occurs when employees are adequately trained and are made full partners in the decision-making process, and are given the necessary tools and rewards to achieve good results. To encourage participation, leaders must supplement their power and authority with their personal attributes and social skills. The hardest task is trying to make empowerment happen through favorable growing conditions, but often empowerment may fail due to the fact that the burden falls on the individual who often can be dishonest, selfish, and inadequately trained.

Leadership

Leadership Defined

Leadership is the social influence process involving aspiring and guiding others in a common effort. To encourage participation, leaders supplement any authority and power they possess with their personal attributes, visions and social skills.

Formal Versus Informal Leaders

Formal Leadership is the process of influencing others to pursue official objectives. Formal leaders generally have a measure of legitimate power. Informal Leadership is the process of influencing others to pursue unofficial objectives. Informal leadership generally lacks formal authority. Both leadership styles rely on the combinations of reward, coercive, referent, and expert powers.

Trait Theory

This theory was developed under the idea that certain people are born with inherited leadership traits. It was later believed by some that leadership traits are not only inherited but can also be achieved. More trait theories developed and many traits were said to be associated with leadership, but no exact traits can be determined due to discrepancies.

An Early Trait Profile

Extensive review of competing theories completed in 1948 showed that just five leadership traits, which include 1) intelligence, 2) scholarship, 3) dependability in exercising responsibilities, 4) activity and social participation, and 5) socioeconomic status, could be agreed upon.

A Modern Trait Profile: Leaders with Emotional Intelligence

Emotional Intelligence, written by Daniel Goleman brought about the idea of emotional intelligence (EQ) which is the capability to monitor and manage one's emotions and behavior in complex social situations. High EQ scores mean excellent social skills and emotional maturity. EQ can be described by four leadership traits that can be learned: 1) Self-awareness, which is the ability to read one's emotions. 2) Self-management, which is the ability to ignore one's own moods and emotions when dealing with sincere and open relationships. 3) Social awareness, which is the ability to read and react to others' emotions and reactions. 4) Relationship management, which is the ability to establish strong relationships and resolve conflicts.

The Controversy over Female and Male Leadership Traits

There are stereotypes that female leaders are more relationship-oriented and male leaders are more task-oriented. Numerous studies indicate no substantial differences in male and female leadership styles.

Behavioral Styles Theory

Attention shifted from leadership traits to leadership styles during World War II. An early study indicated democratic leadership was the preferred style, but practical experience has shown different styles are better depending on the circumstances.

The Ohio State Model

The Ohio State Model consists of two dimensions of leader behavior developed by Ohio State University researchers. 1) "Initiating structure," was how a leader organized things and finished a task. 2) "Consideration," was how well a leader treated subordinates. Researchers made a matrix out of these two elements and developed four leadership styles which are 1) low structure, low consideration, 2) low structure, high consideration, 3) high structure, low consideration, and 4) high structure, high consideration. The latter was generally perceived as the best overall style.

The Leadership Grid

The Leadership Grid is a trademarked and widely recognized typology of leadership styles developed by Blake and Mouton. This grid contains different styles of leadership exhibited by managers. Vertical axis focuses on "concern for people" and horizontal axis focuses on "concern for production." Scale ranges from 1-9, 1 being the lowest and 9 being the highest. Five major styles of leadership: 1) **9,1 style:** primary concern for production; people secondary. "Authority-compliance", 2) **1,9 style:** primary concern for people; production secondary. "Country club management", 3) **1,1 style:** minimal concern for either production or people. "Impoverished management", 4) **5,5 style:** moderate concern for both production and people to maintain the status quo. "Middle of the road management", 5) **9,9 style:** high concern for both production and people as evidenced by personal commitment, mutual trust, and teamwork. "Team management"

Situational Theory

This theory states that a leader's style should match the situation, and rejects the idea of a universally applicable style.

Fiedler's Contingency Theory

Performance of leaders depends on two interrelated factors: 1.) The degree to which the situation gives the leader control and influence (the likelihood that the leader can successfully accomplish the job), 2.) The leader's basic motivation (whether the leader's self-esteem depends on accomplishing the task or having supportive relations with others). This theory is backed up by a scale, in which different types of leaders are compared to different situations, ranging from highly unfavorable to highly favorable. It suggests that task-motivated leaders perform better in extremely unfavorable and favorable situations, but relationship-motivated leaders perform better when the situation is moderately favorable or unfavorable.

Path-Goal Theory

Theory stating that effective leaders can enhance employee motivation by: 1.) Clarifying the individual's perception of work goals, 2.) Linking meaningful rewards with goal attainment, and 3.) Explaining how goals and desired rewards can be achieved. According to the Path-Goal Theory, managers should rely contingently on four different leadership styles:

1. **Directive:** tell people what is expected of them and provide specific guidance, schedules, rules, regulations, and standards
2. **Supportive:** treat employees as equals in a friendly manner while striving to improve their well-being
3. **Participative:** consult with employees to seek their suggestions and then seriously consider those suggestions when making decisions.
4. **Achievement-oriented:** set challenging goals, emphasize excellence, and seek continuous improvement while maintaining a high degree of confidence that employees will meet difficult challenges in a responsible manner.

Transformational Leadership Theory

Transformational leaders are visionaries who challenge people to do exceptional things.

Transactional Versus Transformational Leaders

Transformational leaders rely heavily on referent power, emphasize the importance of charisma, and exhibit widely different styles. Transactional leaders monitor people to do the job right and work according to plan. Transformational leaders are visionaries who challenge people to do exceptional things. They inspire people to do the unexpected and rise above and beyond the given plan.

Positive Evidence

Transformational leadership is needed in rapidly changing situations; transactional leaders work best in stable situations. Laboratory and field research evidence generally supports the transformational leadership pattern, and followers of these types of leaders tend to perform better and report greater satisfaction than those of transactional leaders.

Servant Leaders: Putting to Work What You've Learned

Finding ways to practice leadership both on and off the job will help present and future managers better their abilities. Robert Greenleaf's philosophy of the servant leader: an ethical person who puts others (not herself or himself) in the foreground.

Characteristics of the Servant Leader

- They are servants first
- Articulate goals
- Inspire trust
- Listen well
- Positive feedback
- Rely on foresight
- Emphasize personal development

An example of a servant leader is John Wooden, who coached the UCLA men's basketball team to ten national championships.

Mentoring

Learning from a Mentor

A mentor is an individual who systematically develops another person's abilities through intensive tutoring, coaching, and guidance. Abraham Zaleznik, a respected sociologist, claims that leaders develop under the nurturing and wise guidance of a mentor. Research suggests mentor relationships tend to work more efficiently when the process is very informal and unstructured. KLA-Tencor is a company that uses older employees as mentors for the organization, and utilizes online mentor support programs.

Dynamics of Mentoring

Mentors fulfill two important functions: 1.) Career enhancement function (sponsorships, exposure and visibility, coaching, protection, challenging assignments), and 2.) Psychosocial support function (role model, acceptance and confirmation, counseling, friendship). Mentors engage in intensive tutoring, coaching and guiding, and serve as role models for aspiring leaders.

Reference:

Kreitner, Robert (2005) Foundations of Management: basics and best practices, Houghton Mifflin Company, New York.