

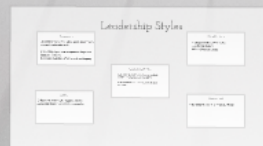
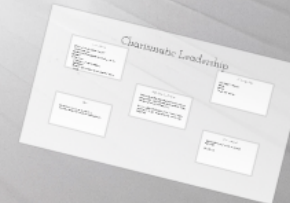
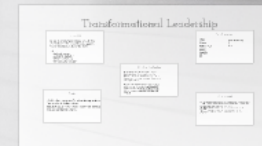
# Paradoxical Leadership to Enable Strategic Agility

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Intro

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The Prezi approach to this matrix was the most appealing approach I could think of. I like it and disliked it for a lot of reasons, but I did find that it is best used in the 'edit' mode for this purpose. Each cell surrounding the center deals with a chapter of the text with the 5 elements in each. Zoom in and out for the best views of the text.

# Leader/Member Exchange Theory (LMX)

## Foundations

"Leaders develop separate exchange relationships with each of their followers"  
In Groups and Out Groups Emerge  
3 Aspects of the Relationship- "Fairness, Trust, and Quality  
All based on idea of "Social Exchange" (From Ch. 1)

## Noted Scholars

- Hollander & Julian-Discussed the 'exchange relationship in Ch 1
- O'Reilly & Chatmann Discuss levels of "Compliance" "Identification" and "Internalization"-Also "my leader" and "my follower"
- Reading 5 (1st)-Terri A. Scandura - Miami-"Justice"
- Reading 6 (2nd)- Kurt T. Dirks and Donald L. Ferrin-"Trust"

## Reflection/Application

Early in this class I am trying to wrap my head around the idea of quantifying a trait such as leadership(still seems to me that this would all be qualitative in nature)  
I believe that this idea of leader member exchange (LMX) is in every form of leadership and is an essential part of the process. It is at this point that I am starting to see how the follower impacts the relationship as much as the leader.

## Context

My impressions are that this is a very common theory and is widely used and studied, although I have no real basis for comparison to other theories...Yet...

## Measurement

Outcomes such as Altruism, Civic Virtue, Conscientiousness, Courtesy, Sportsmanship, Intent to Quit, Org Commitment, Job Satisfaction, Belief in information, decision commitment-  
Correlates of Trust

Also measured Antecedents of trust-PS2

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# The Leader (Great Man)

## Foundations

- Great leaders are born to be great leaders...
- Certain traits are required
- Figure 3.1 on p.69!
- Big 5 Traits- Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness

## Noted Scholars

Reading 7-SA: Kirkpatrick and E.A. Locke  
Reading 8-Timothy A. Judge, Remus Ilies, Joyce E. Bono, Megan W. Gerhardt

## Reflection/Application

My initial question is: Are the traits inherent or can they be learned...Answer: YES  
Is this a valid theory?...Debate...

## Context

The first reading asks the question: "Do Traits Matter?"  
The idea is that they do and they tie into every theory in this way. A better question for each theory moving forward is "Why do traits matter?"

## Measurement

Study looks at correlation between big 5 traits and leadership criteria.  
Past qualitative reviews.

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# Gender Role Theory

## Foundations

- Initial evidence seems to be scattered. Widely researched with mixed results...
- In a socially oriented group-females are more likely to emerge as leaders

## Noted Scholars

- R.L. Kent & S.E. Moss
- Eagly & Johnson; Karau & Makhijani
- Reading 9- Amy B. Gerstner and Roseanne J. Foti
- Reading (2) Online- John Barbuto, Susan Fritz, Gina Matkin, David Marx

## Reflection/Application

My initial reaction to this theory is that the task/goal to be achieved has a significant impact on the influence of gender roles. I also think that it is important to note that masculine may not equal male and feminine may not equal female.

## Context

This would have to rely heavily on LMX with the added dynamic of gender in the situation. Perception will have a huge impact on this theory.

## Measurement

General Leadership Impression (GLI) is used to measure leadership emergence-5 item scale placed into the context of gender roles in leadership.  
Multifactor Leadership Questionnaire (MLQ), Influence Behavior Questionnaire (IBQ) and Multivariate Analysis of Variance (MANOVA) were used to look at influence tactics and the effects of Gender, Age and Education.(Online Reading)

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# Emergent Leadership

## Foundations

Results from situational needs and the individual's knowledge, skills and abilities.

3 paths to leadership

- Appointment
- Forces within a group
- Forces within an individual



## Noted Scholars

Hollander (Idiosyncrasy Credit Theory) (1961)  
Bales (1950)-Types of Leader Behaviors  
Wolff, Pescosolido, & Druskat, (2009) on Empathy  
"That part of emotional intelligence which enables leaders to be socially perceptive and uniquely able to identify unstated team needs"

## Reflection/Application

It appears that an emergent leader is by definition not appointed but is identified by the group (followers) out of some sort of need--This indicates that the leader should be a part of the original group; and conformity to expectancies is mandatory.

This is based on follower perception of the leader and of the situation.

Author makes interesting note: "Power, because of the way it develops and the way it is used, will always result in the organization sub-optimizing its performance."

## Context

Who decides who has power or a leadership role? Leader? Follower?

How does the leader hold onto power? Credit theory...Must abide by norms (at least in beginning) (conformity to group expectations)

Leader must be seen as competent in central task and must be a member of the group

Conditions that will affect the use of power in organizations:

- Scarcity
- Criticality
- Uncertainty

Leadership is always changing and author makes point that performance will always be "sub optimized"??

## Measurement

Based on Emotional Intelligence which is difficult and controversial to measure.

Behavior and perceptions are measured through the use of Likert-type scales...

The concept of "idiosyncrasy credits" is introduced- these allow a leader to venture outside of the "norms" of the group-based on positive impressions

Quality of LMX  
Emotional attachment

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# Power and Influence

## Foundations

Power and influence seem to be at the center of most definitions of leadership.

This is all about using the power that comes with a leadership role along with the appropriate influence tactics to bring about effective leadership. (commitment and compliance)



### Influence tactics:

- ingratiation
- exchange
- personal appeal
- coalition
- pressure
- legitimating
- rational persuasion
- inspirational appeal
- consultation

### 5 Sources of Power:

- Reward
- Coercive
- Expert
- Referent
- Legitimate

## Noted Scholars

Yukl & Tracy (1992) -- Influence Tactics

French & Raven (1959) -- 5 Sources of Power

D. Byrne (1971) -- Contingent/Non-contingent rewards/punishments

De Cremer & van Knippenberg (2005) -- Self sacrifice

## Reflection/Application

Successful use of power and influence depends on the leader's ability to accurately match power bases with influence tactics to deliver sustainable leadership influence. This relies heavily on the follower's perceptions of the leader and the leader's ethical use of the power that they have accumulated.

## Context

All about what the group finds important. Power is really follower driven and follower reaction to influence tactics determines the effectiveness of the leader (critical contingencies)

## Measurement

When a leader combines their power base (one of 5) with a compatible influence tactic there is a response from the follower resulting in an outcome. This is what can be measured.

French & Raven discussed this in terms of 'D' the person exerting the power, and 'P' the person upon whom power is exerted. --- Relationships can be observed.

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# Behavioral Leadership

## Foundations

Looking to answer questions:

- "Who is the leader?"
- "What determines effective leadership?"
- "What determines leader success?"

May be based on traits...

U of M looked at 'Task/Relationship' Connection  
OSU--Initiating structure vs. Consideration

## Noted Scholars

R. M. Stogdill (1948)  
S.A. Kirpatrick & E.A. Locke (1991)  
D. G. Bowers & S. E. Seashore (1966)  
E. A. Fleishman (1953)  
\*\*University of Michigan Studies- Rensis Likert  
\*\*Ohio State University Studies- Based on Stogdill work (Northouse, 2007)

## Reflection/Application

In terms of looking at leadership from the leader's perspective, this section seems to carry the most meaning to me. I can make a strong connection with this to some of what I have been exposed to in the past and some of what I teach to my current students. The 'Task-Relationship' connection exists seemingly everywhere!

## Context

Concept is forged out of the need to further explain the behaviors of leaders and their impact on followers-- goes beyond LHX?

## Measurement

- 3 Categories of behaviors measured:
- Relations oriented behavior (supporting, recognizing, developing, consulting, delegating)
  - Task-oriented behavior (Clarifying, planning, monitoring)
  - Chang-oriented behavior (Leading by example, envisioning change)

Behaviors are related back to LHX

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