
1940s	TRAIT-SPOTTING THEORIES Leadership linked to personality
1960s	STYLE-COUNCELLING Associated with behaviour & style
1980s	CONTINGENCY/SITUATIONAL Context & situation
1990s	NEW LEADERSHIP Transformational/heroic leaders
2000s	DISTRIBUTED LEADERSHIP Leadership is shared

Trait spotting theories: the search for traits that all leaders must have. The great man theory suggests: the belief that the fate of societies and organisations rest in the hands of powerful individuals (male) who were born to lead. Certain traits that were found in Rosemary Stewart's study include: Judgement, initiative, integrity, foresight, energy, drive, human relation skills, ambition, emotional stability and more.

Style counselling: what do they behave like, how do they work, what styles do they display. Leadership styles (likert and others): there are different leadership styles and people can be trained in these styles by attending for example a course.

EXPLOITATIVE AUTOCRATIC (AUTHORITATIVE)

No confidence in staff, imposes decisions, motivates by threat, no teamwork.

BENEVOLENT AUTOCRATIC (AUTHORITATIVE)

Superficial trust in staff, imposes decisions, motivates by reward, superficial involvement.

PARTICIPATIVE

Trusts & Listens to staff but controls decisions, motivates by reward & some involvement.

DEMOCRATIC

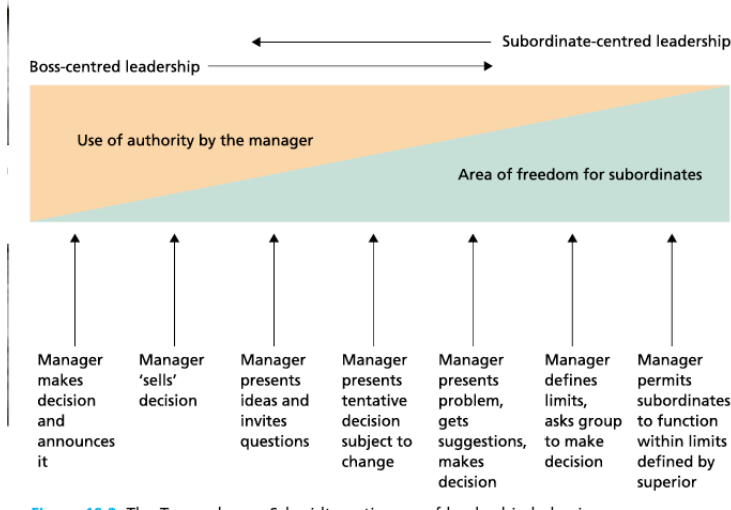
Complete trust in staff, allows staff to make decisions, motivates by achieving goals, shares ideas.

Contingency/ situational theory: no style is effective in all situations, contingency theory suggests that the leaders must adjust their styles to the situation (context).

Contingency theory has been criticised: Literature shows that considerate, participative and people-centred leadership style is generally more effective than directive style. Leaders may have difficulty diagnosing the context, adapting their style or changes

Robert Tannenbaum and Warren Schmidt

Departing from 'one best way', Robert Tannenbaum and Warren Schmidt (1958) considered the autocratic-democratic choice of style as a continuum, from 'boss-centred leadership' at one extreme to 'subordinate-centred leadership' at the other. This is illustrated in Figure 19.2.



The following figure explains the theory by **Robert Tannebaum and Warren Schmidt** about the actions of employees and their freedom in comparison to the leadership style of the managers.

Fred Fiedler developed one of the first contingency theories of leadership, he identified that leadership effectiveness is affected by three sets of factors:

- the extent to which the task at hand is structured
- the leader's position power
- the nature of relationships between leader and the followers

Paul Hersey and Ken Blanchard's leadership theory suggests that an effective leader must be a good diagnostician, they believe that a leader can adapt their style to meet the demands of the situation in which they operate, they call this approach situational leadership.

Daniel Goleman: Goleman identified 6 different types of leadership styles:

correct behaviour.

Conflict can be between:

- interpersonal: worker with co worker
- interpersonal: worker with manager
- systematic: worker with company

Causes of conflict:

- **Unitarist perspective:** a perspective that regards management and employees interests as coinciding and which thus regard organisational conflict as harmful and to be avoided. it views organisations as fundamentally harmonious cooperative structures consisting of committed, loyal workers that promote harmony of purpose.
- **Pluralist perspective:** a perspective that views organisations as consisting of different natural interest groups, each with their own potentially constructive legitimate interests, which make conflicts between them inevitable. This frame therefore rejects the idea that individual employees have the same interests as the management or that an organisation is a big happy family.
- **Interactionist frame of references on conflict:** this views conflict to be a positive force within an organisation that is necessary for efficient performance. It can be considered as part of the pluralist tradition.
- **Functional conflict:** a form of conflict which supports organisation goals and improves performance
- **Dysfunctional conflict:** a form of conflict which does not support organisation goals and hinders organisations performance.

- Women appear to use power, influencing and impression management different to men.
- Differences between men and women in organisations can be explained under: individual, social and structural

16: Communication:

1. Communication is central to understanding organisational behaviour for many different reasons
2. It affects the overall performance of the organisation and the career prospects of an individual
3. Communication is seen as a problem in many organisations
4. In an increasingly diverse society, sensitivity to different norms and cultural expectations is vital for cross cultural communication.
5. Technology has largely influenced communications in organisations.

Everything in the organisation involves communication: hiring and training staff, providing feedback, purchasing supplies, dealing with customers, etc. Communication is interrupted by hierarchical structures, power and status differences, the design of jobs and the nature of employment, physical surroundings, gender differences, not actively listening.

Social intelligence: the ability to understand the thought and feelings of others and to manage our relationships accordingly.

Modern technologies haven't overcome the need for people to meet in person, some times during communication with another person the most important factors are emotions, feelings, facial expressions etc.

We do not receive communication passively, we have to interpret or decode the message; to the extent that we interpret communication from others in the manner they have intended and they in turn interpret our messages correctly, then communication will be effective.

Interpersonal communication: the communication process:

Myres Briggs type indicator

individual assess their preferences along these dimensions:

- Introvert – extravert
- Sensing – intuitive
- Thinking – feeling
- Judging – perceiving

The big five personality trait clusters:

Openness

O+ (creative, open minded) to O- (unimaginative, narrow minded)

Conscientiousness

C+(focussed, self disciplined) to C- (Irresponsible, disorganised)

Extraversion

E+ (gregarious, warm) to E- (quiet, reserved)

Agreeableness

A+ (straightforward, sympathetic) to A- (quarrelsome, unfeeling)

Negative emotionality

N+ (anxious, depressed) to N- (calm, contented)

Trait: A quality or attribute of an individual personality which can influence behaviour in a certain direction. e.g. Shyness, moodiness, etc.

Psychometric tests: its a way of assessing a persons ability or personality in a measure or structured way.

The occupational personality questionnaire (OPQ):

- Individuals answer 30+ Questions about their individual Traits e.g. Decisiveness.
- They rate themselves.
- Their ratings are compared with, say, all other graduates who have answered the same questions E.g. the assessment is **NORMED**.
- The OPQ is designed to provide businesses with information on the aspects of an individual's behavioural style that will impact on their performance of competencies at work.

Idiographic approach to personality studying:

- **A projective test** – assessment based on abstract or ambiguous images which the subject is asked to interpret