

→ CONTINGENCY THEORY

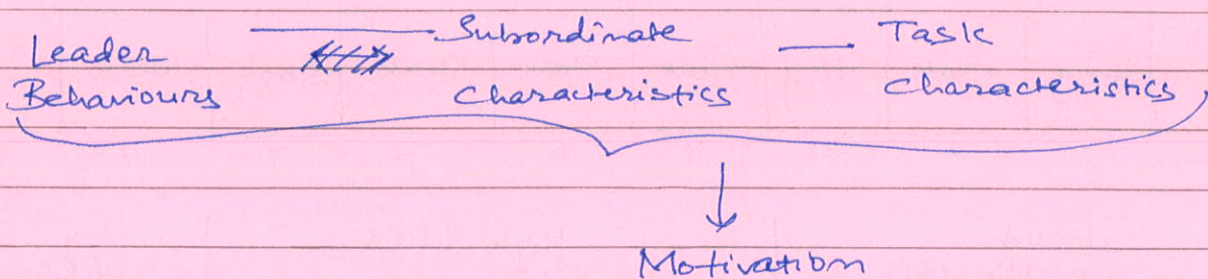
- ✓ match b/w leader's style and specific situational variables.
- ✓ Fiedler's contingency theory.
- ✓ Leadership styles : (i) Task motivated (ii) Relationship motivated
- ✓ To measure leadership styles : Least Preferred Coworker scale (LPC scale)
- ✓ High score on LPC : relationship oriented motivated
- ✓ Characterising situations : 3 factors
 - ✓ (i) Leader-member relations : Good or poor
 - ✓ (ii) Task structure : degree to which reqs. are clear
 - ✓ (iii) Position power : amount of authority to reward or punish followers
- ✓ These 3 factors ⇒ favourableness of various situations in org
 - task motivated : effective in very favourable & very unfavourable
 - relⁿ motivated : " " moderately favourable.

L-M rel ⁿ	Good				Poor			
	High		Low		High		Low	
Task Structure								
Position power	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak
	1	2	3	4	5	6	7	8
Preferred Leadership Style	Low & Middle LPCs			High LPCs				Low LPCs

∴ Relⁿ motivated leaders are effective for situations # 4, 5, 6, 7.

→ PATH GOAL LEADERSHIP : House and Mitchell

- ✓ how leaders motivate subordinates to accomplish designated goals.
- ✓ enhance employee performance and satisfaction by focussing on employee motivation
- ✓ underlying assumption: derived from expectancy theory
 - subordinates will be motivated if they think they are capable of performing their work, believe their efforts will result in certain outcome, and that the payoffs of doing the work are worthwhile.
- ✓ PGT attempts to explain impact of leader behavior on subordinate motivation, satisfaction & performance.
- ✓ PG Leadership : defines goals, clarifies path, removes obstacles, provides support
- ✓ Which leader behaviour is motivating for subordinates?
 - depends on subordinates' characteristics and task characteristics
- ✓ Leader behaviours: directive, supportive, participative, achievement oriented. DSPA
- ✓ Leaders may exhibit any or all of these 4 styles with various subordinates and in diff situations.



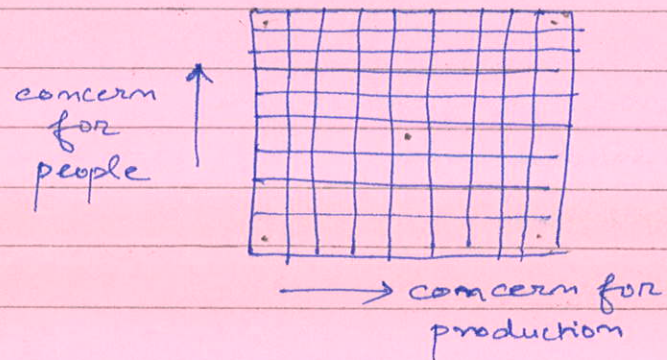
- ✓ Impact of Leadership is contingent upon subordinate characteristics and task characteristics.

Leadership Behaviour Continuum Theory

- ✓ Robert Tannenbaum & Warren Schmidt
- ✓ Leadership involves variety of styles
 - no suggestion that one is always right and another is wrong
- ✓ ranging from highly boss centred to highly subordinate centered : from left to right along the continuum.
- ✓ Apt style of leadership depends on leader, followers & situation.
- ✓ ↑ degree of authority $\Rightarrow$ ↓ freedom of subordinates in reaching decision
↓
Continuum is seen as a zero sum game.

✓ Managerial Grid Theory of Leadership

- ✓ Blaise and Mouton : drawing from Ohio & Michigan studies
9x9 positions



The Leadership Grid

- ✓ Team mgmt : (9,9) : best performance
- ✓ (9,1) : Authority compliance
- ✓ (1,9) : country club mgmt. (laissez-faire type)
- ✓ (5,5) : compromisers, middle of the road management
- ✓ (1,1) : Impoverished management.
- ✓ Paternalism : uses both (1,9) & (9,1) but does not integrate the two ; Benevolent dictator.
- ✓ Opportunist : uses combination of five styles for personal advancement.

Transformational Leadership

- ✓ Burns : two types of political leadership : transactional & transformational.
- ✓ Transformational : Superior in orgs facing demands for renewal and change.

Transactional	Transformational
✓ Contingent reward ——— promises reward for good performance	Charisma
✓ Management by exception ———	Inspiration & intellectual stimulation
✓ Laissez-faire ———	Individual consideration.

Charismatic Leadership

- ✓ Robert House
- ✓ charismatic leaders : self-confidence, confidence in subordinates, high expectations for subordinates, ideological vision, use of personal example.

Likert's theory of leadership

- ✓ system of mgmt along a continuum
- ✓ (i) System 1 : Exploitative authoritative
- ✓ (ii) System 2 : Benevolent authoritative
- ✓ (iii) System 3 : consultative
- ✓ (iv) System 4 : participative

Managers applying system 4 had greatest success as leaders.

Ohio State Studies

- ✓ LBDQ (Leader Behaviour description Questionnaire)
- ✓ 2 general types of leader behaviours → (i) initiating structure
- ✓ (ii) consideration

✓ Michigan Studies : (i) employee orientation (ii) production orientation.

MOTIVATION

- Traditional Theories: (i) Fear and Punishment
(ii) Reward (iii) Carrot and Stick

↓
Taylor: "give a man more money and he will produce more"

- Modern Theories

- (i) Maslow's Hierarchy of Needs
 - (ii) McGregor's Theory X & Theory Y
 - (iii) Theory Z of Ouchi
 - (iv) Two factor theory of Herzberg
 - (v) Vroom's expectancy theory
- } covered in "Thinkers"

Theory Z of Ouchi

- ✓ William Ouchi
- ✓ type Z org: trust, subtlety, intimacy
- ✓ employee participation in DM process, informal org control system, emphasis on mutual trust and cooperation rather than superior-subordinate relationships.
- ✓ based on Japanese mgmt practices: may not be relevant elsewhere.

Vroom's expectancy theory

- ✓ Motivation towards doing anything is determined by the value placed on the outcome of effort, multiplied by confidence that efforts will materially aid in reaching the goal.

$$\boxed{\text{Force} = \text{Valence} \times \text{Expectancy}}$$

or strength of Motivation = strength of preference for goal $\times$ strength of belief/probability that action will lead to desired outcome

- ✓ Martin Luther "Everything that is done in the world is done in hope"