

Objectives

- ◆ Identify the need for leadership
- ◆ Compare and contrast alternative leadership styles
- ◆ Theories X, Y, Z
 - How they relate to leadership styles

The need for leadership? Where would we be without it?
What leadership style are you? Situations-Leader

Objectives

- ◆ Leadership vs. Motivation
- ◆ Describe Leadership Qualities
- ◆ Diversity vs. Leadership

How does leadership affect management?

Quality management vs. Overall quality

Why is management necessary to compete?

Leadership



- ◆ What is leadership?
 - “Plan your work, work your plan”
- ◆ Leadership styles:
 - Autocratic
 - Laissez-faire
 - Democratic
 - ◆ Styles specific to given situations
- ◆ Theory X
- ◆ Theory Y
- ◆ Theory Z

Why is leadership important? Who do you recognize on this slide?

Leadership is the ability to influence people. Some people seem to be born natural leaders. Others follow and still others learn leadership skills. Leaders use their power to guide other people's behavior. To be effective, leaders must have a vision for the future, develop strategies for achieving that vision, and motivate employees to implement them. They must develop a leadership style.

The world's eight leading industrialized nations, Canada, France, Germany, Italy, Japan, the UK, the USA and Russia, known as the G8, have agreed to give £29 billion in aid to developing countries.

3 basic styles of leadership have been identified by researchers: autocratic, laissez-faire and democratic

Autocratic: Autocratic leaders do not listen to other people but make all decisions themselves. These leaders make most decisions alone because they have little trust in the people they work with. (i.e. Ford) **Q: Can you think of situations in which some form of autocratic leadership might be necessary? ~ A: When dealing with safety/security issues for employees or the general public. (Martha Stewart)**

Laissez-faire: Laissez-faire means hands off. Laissez-faire leaders are leaders who choose not to lead. This situation can occur when someone is thrust unexpectedly, or unwillingly, into a leadership position. These leaders often lack confidence in their leadership abilities and allow other people in the group to make decisions. They fail to set goals for the group and provide no real leadership.

Democratic: Democratic leaders are often the best kind of leaders. This kind of leader listens to other people's opinions and encourages the exchange of ideas. Democratic leadership helps develop a feeling of responsibility among group members. When democratic leaders make a decision, they will explain the reasoning behind their actions. **Q: Can you think of situations in which some form of democratic leadership might be necessary? ~ A: When dealing with volunteer employees.**

Do you think most managers fit into only one of the 3 basic styles or can be a combination of the 3. Explain.

Theory X assumes that people are basically lazy and will avoid working if they can. To make sure the employees work, Theory X managers impose strict rules and make sure that all important decisions are made only by them.

Theory Y assumes that people find satisfaction in their work. Theory Y managers believe that people will work productively if put in the right environment. According to them, people are creative and will come up with good ideas if encouraged to do so.

Theory Z assumes that people like long-term job security, consensual decision making, slow evaluation and promotion procedures, and individual responsibility within a group context. Managers following this style trust in the loyalty and capability of their workers and act as coaches to encourage their workers to make good decisions. Workers participate in collaborative discussions that managers oversee, while entrusting their workers to arrive at sound decisions.

<http://www.enotes.com/management-encyclopedia/theory-z>

Leader Style?

1. No talking, because I said so.
2. Take out a piece of paper
3. Write your name and today's date on it.
4. Write the following question and your answer to it: "*Which leadership style would use this type of instruction method?*"

Autocratic

Leader Style?

1. Let's talk before going any further.
 - a. Should we take out a piece of paper or type up today's assignment in Word?
 - b. How should we indicate that we did the work and that it was done today?
 - c. How should we answer the following question: "*Which leadership style would use this type of instruction method?*"

Democratic

Leader Style?

- ◆ Do what you want, I don't care
 - ◆ Answer the question or not
 - ◆ It doesn't really matter if we do anything today
- ◆ *Which style of management do you think that this illustrates?*

Laissez-faire

Impacts to Leadership Styles

- ◆ Motivation
 - Money?
 - Satisfaction?
- ◆ Quality
 - Company Quality
 - Buyer Quality



The meaning of motivation: A need produces motives, which lead people to try to achieve goals.

What motivates you?

Money?

Personal satisfaction for a job done well?

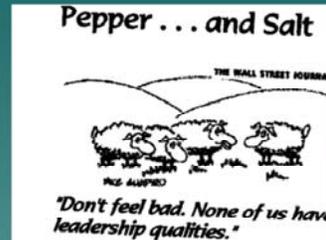
What other things motivate you?

Maslow's Hierarchy of Needs; according to Maslow, people need to fulfill their lower level needs before higher-level needs. (i.e. Physical needs: shelter, food, clothing; Security needs: related to physical, psychological or financial harm; Social needs: such as the need to talk to others, friendship; Status needs: self-esteem and the esteem in which one is held by others; Self fulfillment needs: such as the need to realize ones own potential)

To CONSUMERS the term "quality" refers to how well a product is made. A high-quality product is reliable and attractive. However, to OPERATIONS MANAGERS the term "quality" refers to how well a product meets certain predetermined standards. All businesses set standards – some higher than others.

For example, a manufacturer of inexpensive watches may establish a quality standard that demands that no more than 2% of the watches fail to function. The operations manager's job is not to produce high-quality watches, but to ensure that only 2% of the products are defective. Quality planning, quality control (including inspection), quality improvement are the components of "Managing for Quality".

Leadership Qualities



- ◆ Guidance
- ◆ Talent
- ◆ Charismatic
- ◆ Cooperation

Suggested qualities of leadership

Studies of leadership have suggested qualities that people often associate with leadership. They include: Guiding others through modeling (in the sense of providing a [role model](#)) and through willingness to serve others first (compare [followership](#))

[Talent](#) and technical/specific skill at some task at hand

Initiative and [entrepreneurial](#) drive

[Charismatic inspiration](#) - attractiveness to others and the ability to leverage this esteem to motivate others

Preoccupation with a role - a dedication that consumes much of leaders' life - service to a cause

A clear sense of purpose (or [mission](#)) - clear goals - focus - commitment

Results-orientation - directing every action towards a mission - prioritizing activities to spend time where results most accrue

[Cooperation](#)-work well with others

[Optimism](#) - very few pessimists become leaders

Rejection of determinism - belief in one's ability to "make a difference"

Ability to encourage and nurture those that report to them - delegate in such a way as people will grow

[Role models](#) - leaders may adopt a [persona](#) that encapsulates their mission and lead by example

[Self-knowledge](#) (in non-bureaucratic structures)

[Self-awareness](#) - the ability to "lead" (as it were) one's own self prior to leading other selves similarly

With regards to people and to projects, the ability to choose winners - recognizing that, unlike with skills, one cannot (in general) teach attitude. *Note that "picking winners" ("choosing winners") carries implications of [gamblers'](#) luck as well as of the capacity to take [risks](#), but "true" leaders, like gamblers but unlike "false" leaders, base their decisions on realistic insight (and usually on many other factors partially derived from "real" wisdom).*

Understanding *what* others say, rather than listening to *how* they say things - this could partly sum this quality up as "walking in someone else's shoes" (to use a common cliché).

Diversity

- ◆ What is diversity?
 - [English](#)
- ◆ Why is it important in an organizational setting?



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Diversity in the workforce means including people of different genders, races, religions, nationalities, ethnic groups, age groups, and physical abilities.

The increasing diversity of the workplace represents a major social change in the US. According to the US Department of Labor, minorities are expected to rise from one in every four Americans to one in every two by 2050, and by 2010, Hispanics will likely become the largest minority group in the country. Growth rates for Hispanic and Asian populations are expected to top 2 percent each year until 2030. The trend toward greater diversity is expected to continue over the next 50 years, as the proportion of nonwhites and immigrants in the US population grows. In fact, diversity is increasing so quickly in the US that the percentage of non-hispanic whites is projected to fall from 71.8 percent in 2000 to 52.8 percent by 2050.

What personality traits would be important for a manager to have in order to handle greater cultural diversity in the workforce? Explain.

Motivation

Problem Solving

English Diversity Definition

- ◆ Diversity in the workforce means including people of different genders, races, religions, nationalities, ethnic groups, age groups, and physical abilities.

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- ◆ 15 Leadership/Teamwork Skills