

Organizational Behavior

leadership

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Management and Leadership

differences

Management	Leadership
Deciding what needs to be done	
Management involves planning and goal setting, formulating steps for achieving goals, and identifying the resources that will be required – planning and budgeting	Leadership involves developing a vision that sets the direction for change and developing strategies that will deliver the changes required to achieve the vision
Developing the capacity to achieve it	
Management involves creating organizational structures and work roles that will facilitate the achievement of goals, appointing qualified people, communicating plans and delegating appropriate levels of responsibility – organizing and staffing	Leadership involves communicating the new direction in a way that enables people to understand what needs to happen if the vision is to be achieved and creating the conditions necessary to align their efforts to deliver the vision
Ensuring that it is done	
Management involves monitoring performance, identifying deviations from plans and taking corrective action – controlling and problem solving	Leadership involves motivating and inspiring people to achieve the vision

(Hayes, 2014: 168)

tasks of leadership

tasks of leadership

Sense making	Make sense of the world and identify the opportunities and threats that require attention
Visioning	Identify a vision of what a more desirable state of affairs might look like and what needs to be done to move towards this better future
Sense giving	Communicate the vision to a wider audience and respond to feedback as required to win commitment to the change
Aligning	Promote a shared sense of direction so that people can work together to achieve the vision
Supporting	Recognize and respond to the concerns of those affected by the change
Maintaining momentum and sustaining the change	Show commitment and 'walk the talk' – demonstrating that they are prepared to change their behaviour as well – to keep people focused on the change

(Hayes, 2014: 169)

styles of leadership

tasks of leadership

- authentic
- charismatic
- transactional
- laissez-faire
- passive
- active
- suportative
- ...

distributed leadership

- coherence
- fragility
 - strategic coupling
 - organizational coupling
 - environmental coupling

(Hayes, 2014)

ethical approaches to leadership: principles

- fairness
- accountability
- trust
- honesty
- equality
- respect

ethical approaches to leadership: traits

- setting an example
- respects for others
- open communication
- fair mediation
- effective stress management
- adapts to change
- zero tolerance of ethical violations

Power and Influence

source and exercising

four ways of managing stakeholders

- promoting reputation of others
- increasing others' (sense of) dependence
- minimizing owns' dependence
- building collaborative relationships
- negotiating advantageous agreements

stakeholders

four ways of managing stakeholders

- ethics-based theories
 - Reputational capital
- instrumental theories

four ways of managing stakeholders

- proactive
- accommodative
- deffensive
- ignoring

(Hayes, 2014: 199)

two theorems of descriptive stakeholder theory

- T1: In the absence of threats to organizational survival, a gain frame will be adopted, and the organization will pursue a risk-averse strategy and actively address all stakeholders' issues.
- T2: In the presence of threats to organizational survival, a loss frame will be adopted, and the organization will pursue a risky strategy. The risky strategy will involve actively addressing issues of only those stakeholders who are relevant to the immediate loss threat while at the same time defending or denying any responsibility for issues of other stakeholders, taking, of course, the risk associated with such neglect.

(Jawahar, 2001: 404)

identifying the power of stakeholders

1. stakeholder brainstorm
2. assessing the power and influence of stakeholders
3. assessing stakeholders' attitudes

(Grundy, 1998)

influencing stakeholders

1. winning the support of those who oppose
2. increasing the influence of supportive stakeholders
3. reducing the influence of blockers
4. building a coalition of supportive stakeholders
5. fragmenting existing antagonistic coalitions
6. bringing new sponsors or champions

(Grundy, 1998)

Sources

Grundy, T. (1998). Strategy implementation and project management. *International Journal of Project Management*, 16(1), 43–50.

Hayes, J. (2014). *The theory and practice of change management*. Palgrave MacMillan.

Jawahar, G. L., I. M. a McLaughlin. (2001). Toward a descriptive stakeholder theory: An organizational life cycle approach. *Toward a descriptive stakeholder theory: An organizational life cycle approach*, 26(3), 397-414.

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