

# Strategy and Leadership PV237

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# Celebration! Be Company!!!

Dmytro



83<sup>rd</sup>

**out of 3280 teams  
from 151 universities!!!**

Mikheil



Maksym



<https://www.youtube.com/watch?v=04854XqcfCY>



# Leadership Theories

## Who leaders are / What leaders do / Under what circumstances

- **Traits** - outcomes from brainstorming
- **Behaviors** - outcomes from brainstorming
- **Situational Leadership** - taking on multiple factors based on circumstances



# Traits Theory

- Effective leaders possess a similar set of qualities and characteristics
- e.g. Leaders are taller, more confident, and have greater physical stamina than non-leaders
- Leaders are born, not made

## Leadership Traits

- ✓ **Ambition and energy**
- ✓ **The desire to lead**
- ✓ **Honesty and Integrity**
- ✓ **Self-confidence**
- ✓ **Intelligence**
- ✓ **High self-monitoring**
- ✓ **Job-relevant knowledge**

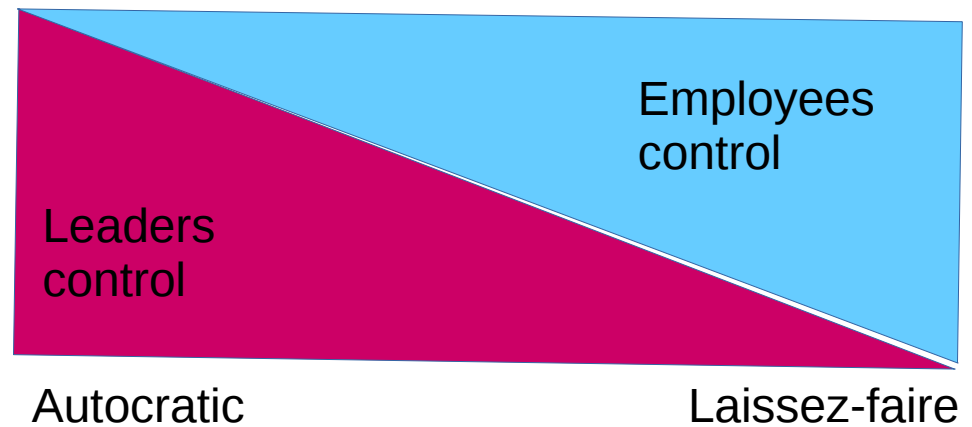
**Do not worry! There is no evidence of cause and effect of traits and leadership**



# Behavioral Theories

- **Control based:**

- **Autocratic**
- **Democratic**
- **Laissez-faire**



**White and Lippit (1983) research in a boy's club:**

**The group was most productive under autocratic leader, but the leader had to be there, else the work stopped.**

**Democratic style was the most popular and the most consistent in both quality and productivity.**

**Laissez-faire scored poorly in all aspects in this study, but it can work well there where the members of the group are clear about their objective and their task.**

# Behavioral Theories

- **Concern based**

Two central leadership behaviors bring success:

- **Initiating structure (Concern for production)**

The degree to which the leader structure the roles of the followers by setting goals, deadlines, assigning tasks, and giving directions. Primarily affects subordinates' performance.

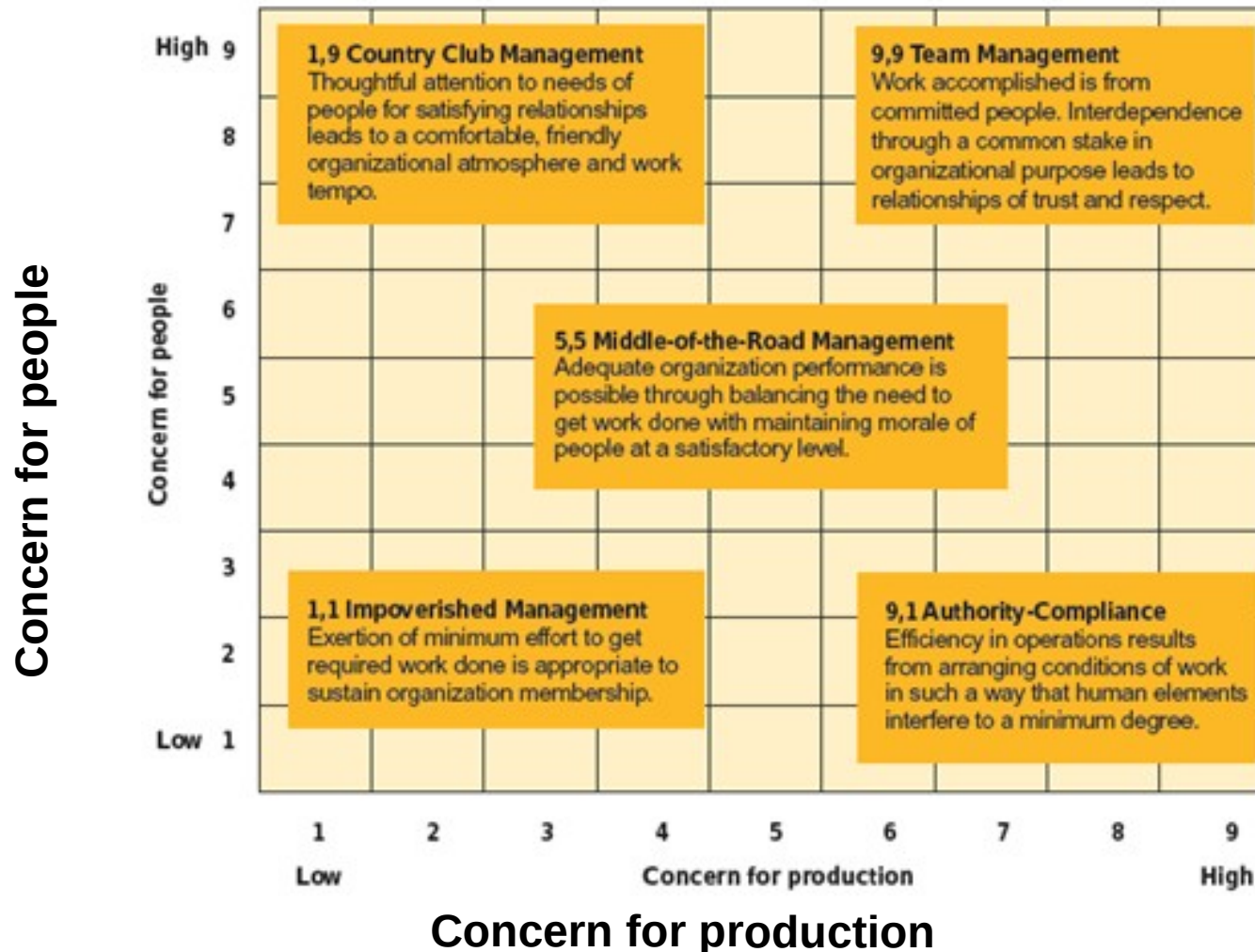
- **Consideration (Concern for people)**

The degree to which the leaders is friendly and approachable. Primarily affects subordinates' job satisfaction.



# Behavioral Theory

## Blake&Mouton Leadership Grid



Source: Leadership Dilemmas – Grid Solutions  
Robert R. Blake and Anne Adams McCauley. 1991



# Who is your colleague/ boss?

## **Least Preferred Co-worker scale**

- **Concern for production leadership style**

Leaders that are task oriented typically describe their least preferred co-worker in rather negative terms.

- **Concern for people leadership style**

Relationship oriented leaders describe even their least preferred co-worker in positive terms.





# Situational Leadership Contingency Theory

- **Authority/Autonomy** is contingent of four variables:
  - the leader
  - the led
  - the task
  - the context



# Contingency theories of Leadership

## • The Leader

The theory says that leaders' ability to flex their style is relatively limited.

Things to check before you join in:

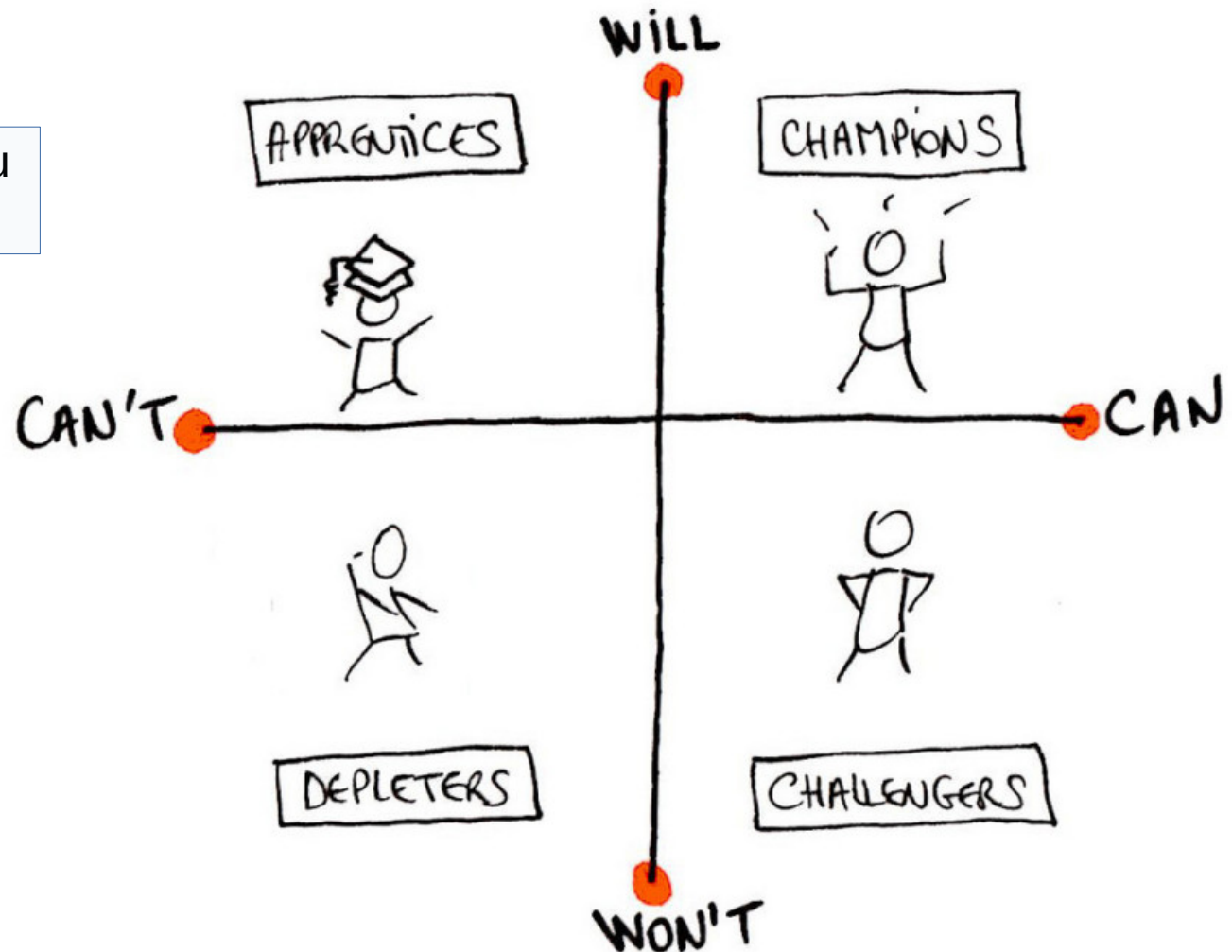
- Be aware of your style
- Be aware of the extent to which you are able and willing to adjust
- Are people you will be working with compatible with your style?
- Is the task?
- How much freedom will you have in the given company culture?



# Contingency theories of Leadership

## • The Led

As leaders, what would you do with each category?



# Contingency theories of Leadership

- **The Task**

What are the characteristics of a task that enable more relaxed leadership style?



# Contingency theories of Leadership

- **The Context**

What can you do in case the company culture / the context is not compliant with your style, with what your people need, with the task requirements?



# Situational Leadership Contingency Theory

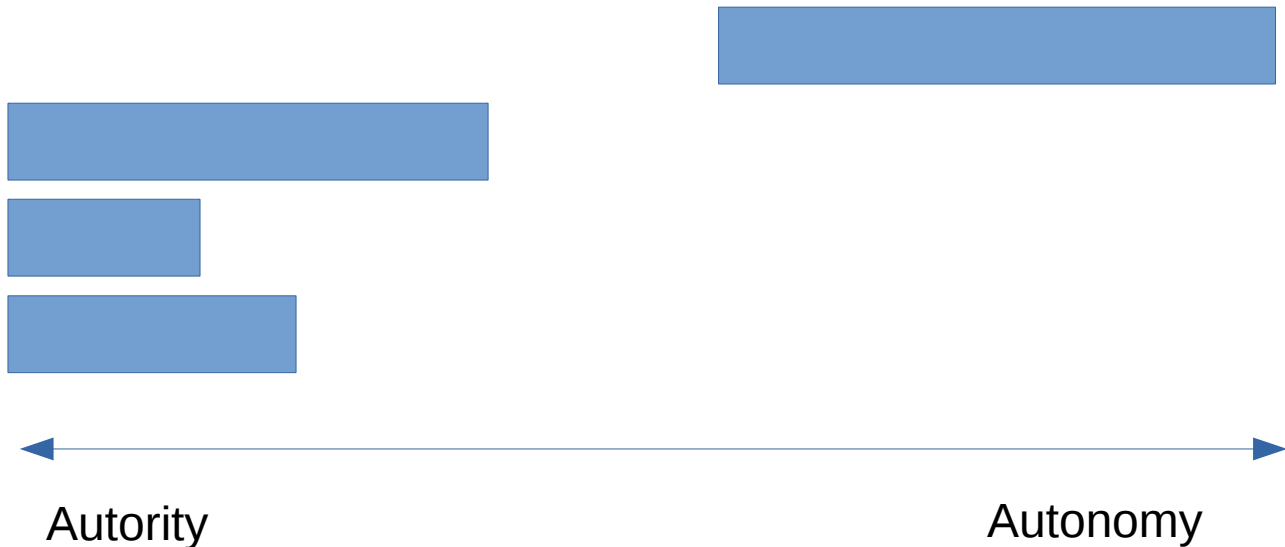
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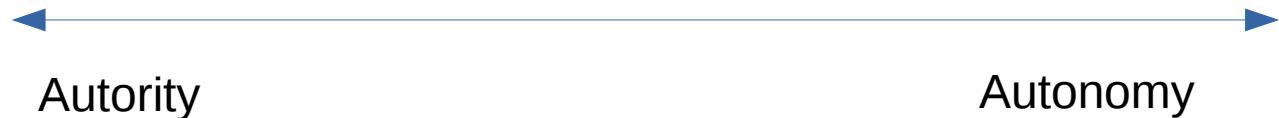
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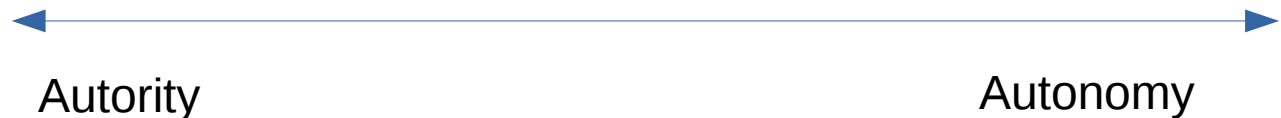
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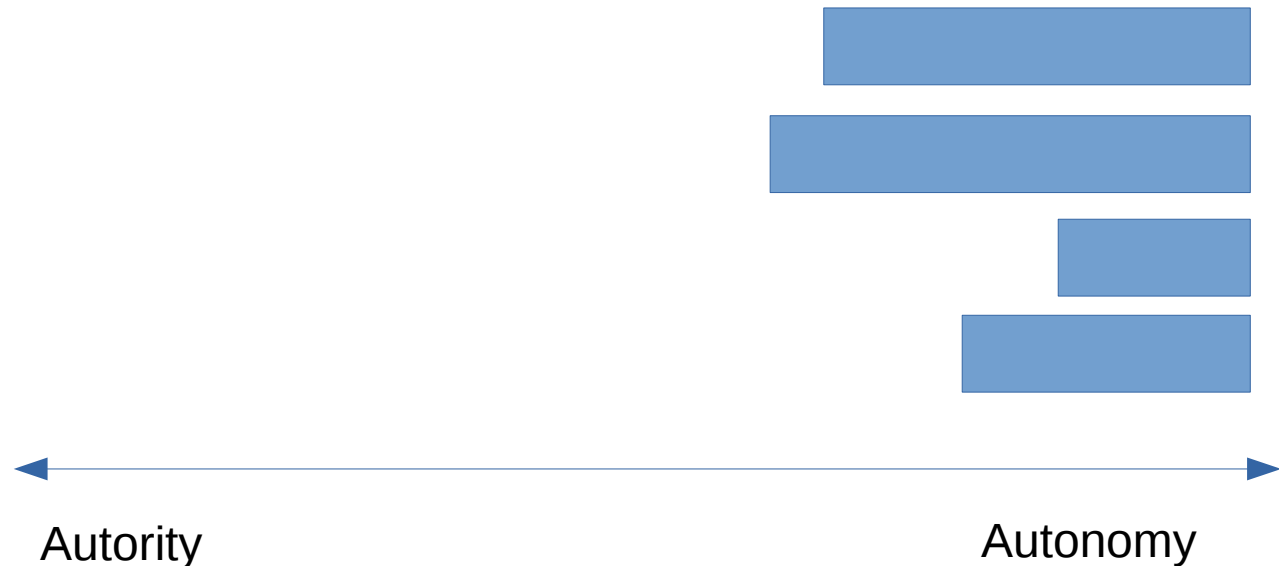




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# Situational Leadership Contingency Theory

- **Fielders' Contingency Theory (1953):** group performance depends on leader's psychological make-up, as well as group atmosphere, task, and the leader's power position
- **Hickson's Strategic Contingency Theory (1971)**
- **Hersey & Blanchard's situational theory (1970s and early 1980s)**
- **Vroom and Yetton's decision participation contingency theory (1973):** decision quality, acceptance by the audience, amount and quality of information available to leader, integrity of hierarchy



# Do we all need to be leaders?

- <https://www.youtube.com/watch?v=h08MwBZI-Vc>



# Assignment 5

- Submit decision Glo-bus strategic simulation game round

