

ALWAYS
LEARNING

Management: Arab World Edition

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Chapter 16: Managers As Leaders

Lecturer: [Insert your name here]

Who Are Leaders and What Is Leadership

Leader

⌘ Someone who can influence others and who has managerial authority

Leadership

⌘ What leaders do; the process of influencing a group to achieve goals

Who Are Leaders and What Is Leadership

Although groups may have informal leaders who emerge, those **are not** the leaders we're studying.

Leadership research has tried to answer:

What is an effective leader?

Historical Leadership In The Middle East

- 1. Ibn-Khaldun Conception of Leadership**
- 2. The role of Asabiya (Group-bond in fostering leadership)**

Ibn-Khaldun Conception of Leadership

- ⌘ He was born in **Tunis** in the year 1332.
- ⌘ He was mainly interested in **political leadership**, but his conceptualization is important for understanding leadership in **any context**, business or non-business.
- ⌘ Ibn Khaldun emphasizes the personal qualities of the leader. He calls those qualities “**perfecting details**”.

Perfecting Details Include:

- 1. Generosity**
2. Forgiveness of error
- 3. Patience and perseverance**
4. Hospitality toward guests
- 5. Maintenance of the indigent**
6. Execution of commitments
- 7. Respect for the religious law**

Perfecting Details Include:

8. Reverence for old men and teachers

9. Fairness

10. Meekness

11. Consideration to the needs of followers

12. Avoidance of deception and fraud

13. Kindness to, and protection of, subjects.

The role of Asabiya

⌘ *Asabiya* (“**group feeling**” or “**group bond**”).

⌘ *Asabiya* stems from **blood ties** and alliances, with the former having the most weight in fostering the leadership bond.

⌘ Blood ties may be an unimportant factor in the West as a source of leadership, but they are important in the Arab region.

Early Leadership Theories

Trait Theories (1920s–1930s)

- Research focused on identifying personal characteristics that differentiated leaders from non-leaders was unsuccessful.
- Later research on the leadership process identified seven traits associated with successful leadership:
- Drive, the desire to lead, honesty and integrity, self-confidence, intelligence, job-relevant knowledge, and extraversion.

Behavioral Theories

1. University of Iowa Studies
2. University of Michigan Studies
3. The Managerial Grid

Behavioral Theories

University of Iowa Studies (Kurt Lewin)

- Identified three leadership styles:
 - **Autocratic style:** centralized authority, low participation
 - **Democratic style:** involvement, high participation, feedback
 - **Laissez faire style:** hands-off management

Behavioral Theories

University of Iowa Studies (Kurt Lewin)

- Research findings: mixed results
 - No specific style was consistently better for producing better performance.
 - Employees were more **satisfied under a democratic leader** than an autocratic leader.

Behavioral Theories (cont'd)

University of Michigan Studies

- Identified two dimensions of leader behavior:
 - Employee oriented: emphasizing personal relationships
 - Production oriented: emphasizing task accomplishment
- **Research findings:** Leaders who are employee oriented are strongly associated with high group productivity and high job satisfaction.

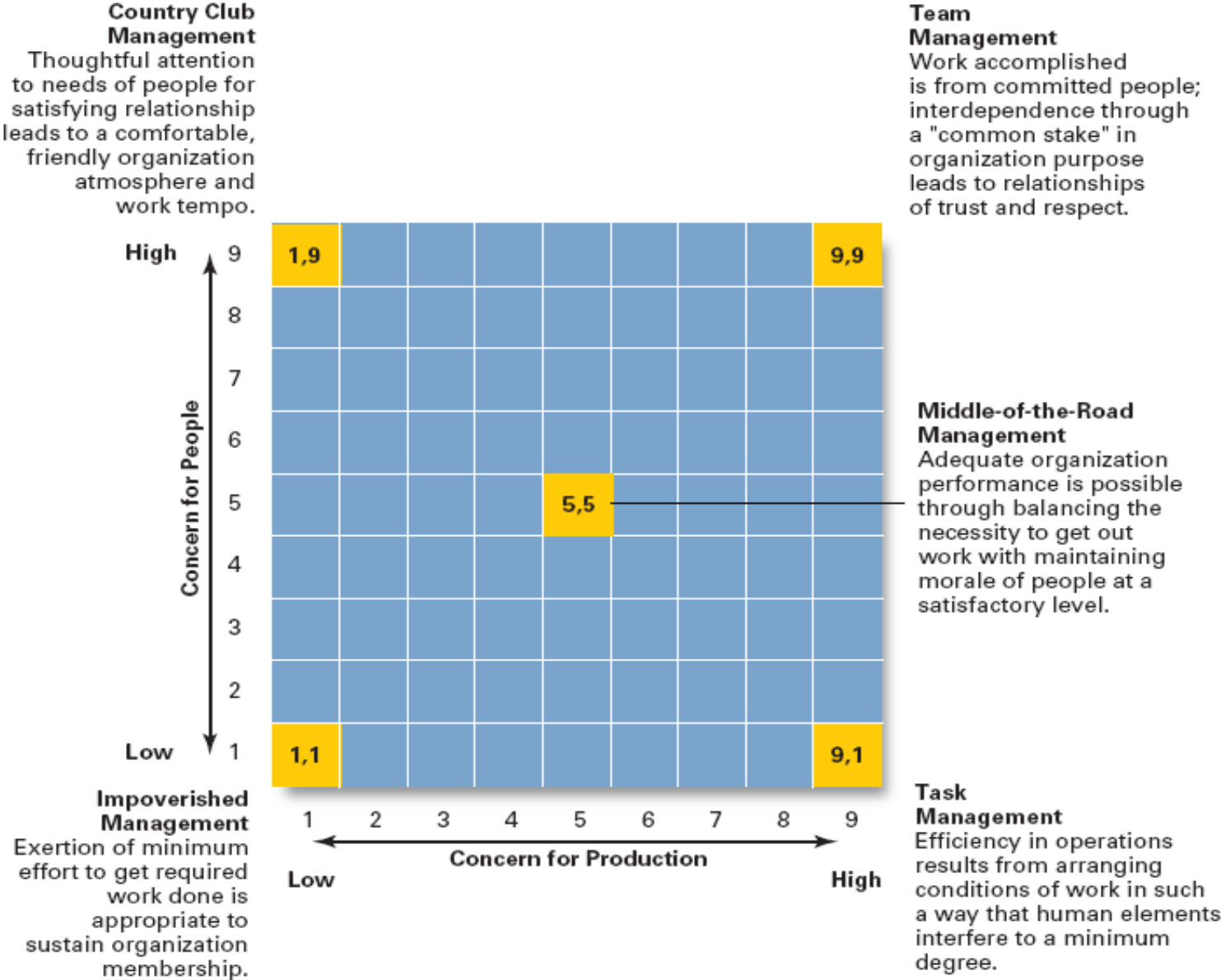
Behavioral Theories (cont'd)

The Managerial Grid

- Appraises leadership styles using two dimensions:
concern for people and **concern for production**
- Places managerial styles in **five** categories:
 - Impoverished management
 - Task management
 - Middle-of-the-road management
 - Country club management
 - Team management

Exhibit 16-4

The Managerial Grid



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Team leadership

- Having **patience** to share information
- Being able to **trust** others and to give up authority
- Understanding **when** to intervene
- Managing the team's **external boundary**
- **Facilitating** the team process
- Coaching, facilitating, handling **disciplinary problems** , **reviewing team and individual performance**, training, and communication

Leadership Issues in the Twenty-First Century

1. Managing **Power**
2. Developing **Trust**
3. **Empowering** Employees
4. Becoming an **Effective** Leader

Managing Power

- **Legitimate power**

- The power a leader has as a result of his or her position.

- **Coercive power**

- The power a leader has to punish or control.

- **Reward power**

- The power to give positive benefits or rewards.

- **Expert power**

- The influence a leader can exert as a result of his or her expertise, skills, or knowledge.

- **Referent power**

- The power of a leader that arises because of a person's desirable resources or admired personal traits.

Developing Trust

Credibility (of a Leader)

⌘ The assessment of a leader's **honesty**, competence, and ability to inspire by his or her followers.

Trust

⌘ Is the belief of followers and others in the integrity, character, and ability of a leader.

⌘ Is related to increases in job performance, organizational citizenship behaviors, job satisfaction, and organization commitment.

Dimensions of Trust

Integrity: Honesty and truthfulness

Competence: Technical and interpersonal knowledge and skills

Consistency: Reliability, predictability, and good judgment in handling situations

Loyalty: Willingness to protect a person, physically and emotionally

Openness: Willingness to share ideas and information freely

Empowering Employees

Empowerment involves increasing the decision-making discretion of workers such that teams can make key operating decisions that directly affect their work.

- **Why empower employees?**

- **Quicker** responses to problems and **faster** decisions
- Addresses the problem of increased spans of control **in relieving managers** to work on other problems

Becoming an Effective Leader: Leader Training

- More likely to be successful with individuals who are **high self-monitors** than with low self-monitors.
- Individuals with **higher levels of motivation** to lead are more receptive to leadership development opportunities

What can be taught:

- Implementation skills
- Trust-building
- Mentoring
- Situational analysis

Becoming an Effective Leader: Substitutes for Leadership

Sometimes, leadership may not be important!

Follower characteristics

- ⌘ Experience, training, professional orientation, or the need for independence

Job characteristics

- ⌘ Routine, unambiguous, and satisfying jobs

Organizational characteristics

- ⌘ Explicit formalized goals, rigid rules and procedures, or cohesive work groups