LEADERSHIP

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LEADERSHIP STYLES

- <u>Directive</u>: where the leader gives specific directions and expectations

- <u>Supportive</u>: marked by encouraging, sympathetic relations with subordinates

- <u>Achievement-Oriented</u>: where the leader sets high goals and high expectations for subordinates' performance and responsibility

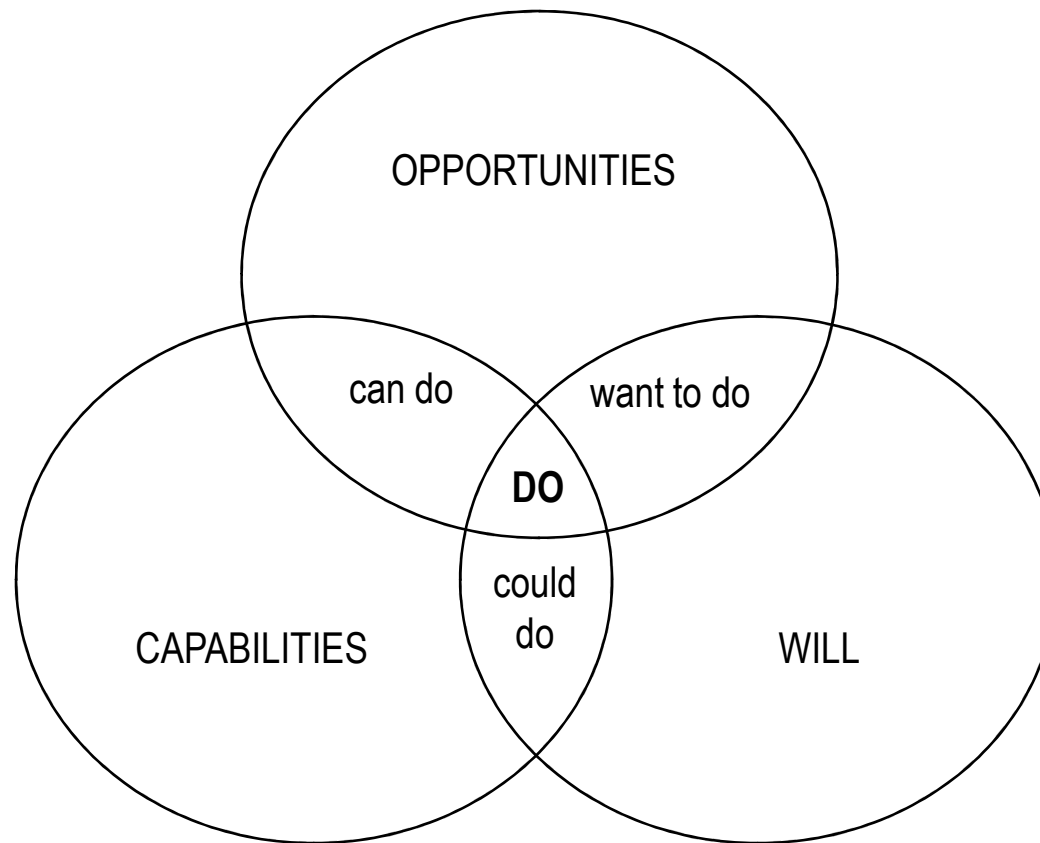- <u>Participative</u>: where the leader encourages subordinates to express opinions and suggestions

LEADERSHIP

- What is leadership?
- What are the roles of a leader?
  - Four big categories into which the functions of organizational leadership fall
    - Structural
    - Resource-related
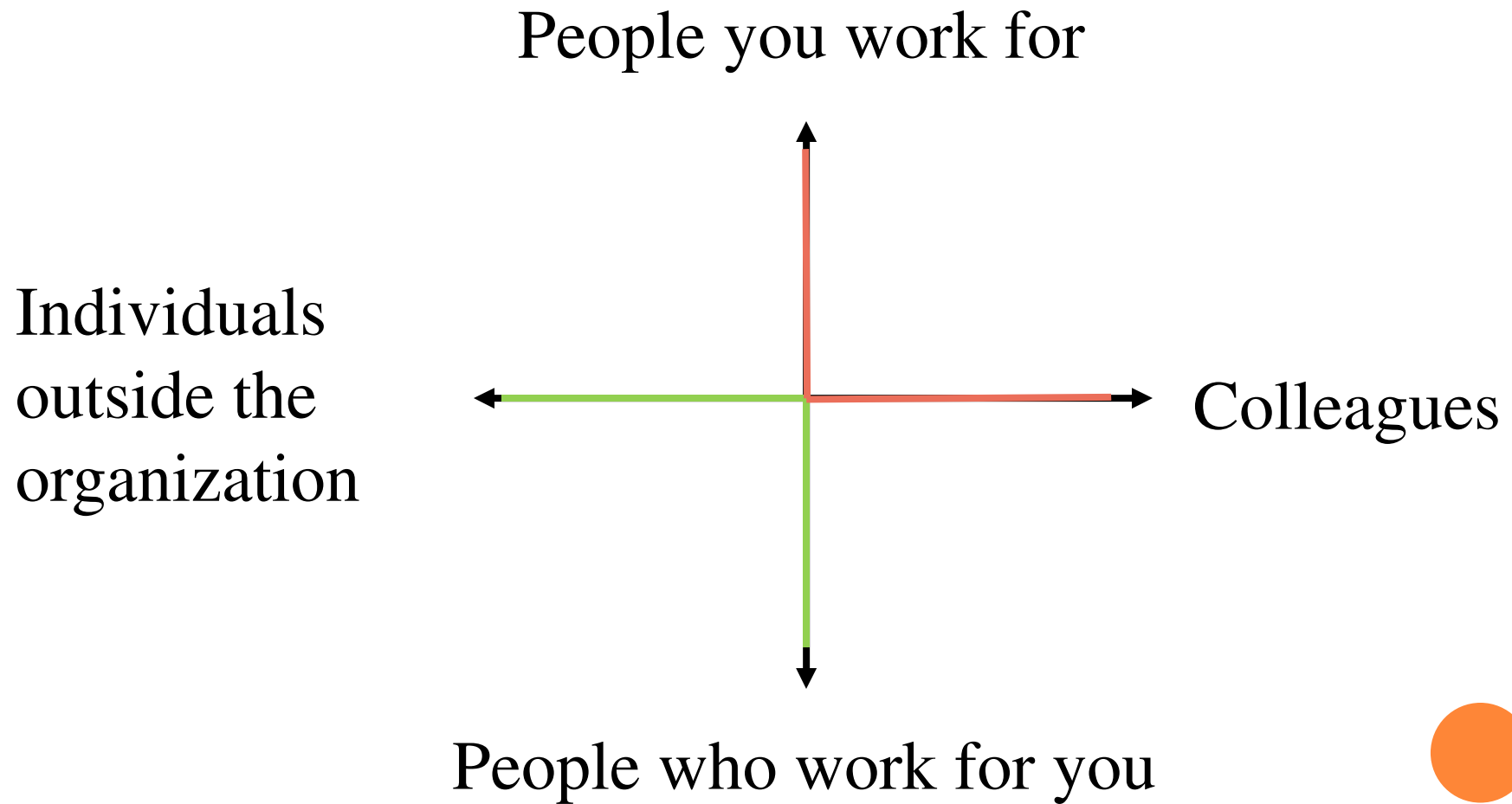   - Political
    - Symbolic

LEARNING MODEL

- Implications for what leaders do (Watkins and Marsick)

HAASS'S COMPASS

People you work for

Individuals
outside the
organization

Colleagues

People who work for you

CONFLICT

- Conflict is a universal experience
- Conflict has four important dimensions:
  - Scope (the outcome depends on who cares and how many get involved)
  - Visibility
  - Intensity (issues of concern in a sea of indifference)
  - Direction (people divide into factions)
    - (Schattschneider)

CONFLICT

- Conflict is almost always cast in a negative light
  - Conflict is a failure of leadership (Chester Barnard)
  - Conflict appears as a result of human shortcomings, such as cowardice, stupidity, or greed (Max Weber)
  - Conflict is a result of poor control, planning, or execution (Classical management theory)
  - Conflict arises from management that is not participatory, and resolving it is essentially an interpersonal problem (Human relations school)

CONFLICT

- But are there positive aspects to conflict?
  - Provides opportunity for voice
  - Prompts change
  - The alternative might be indifference
- Why does conflict happen?
- How do you manage conflict?

HOW DO YOU MANAGE CONFLICT?

- The best point at which to manage conflict is before it starts
- Rules, regulations, and legitimate authority may help you resolve or suppress a conflict
- Encourage communication
- Use integrative devices (teams, task forces, project managers) so that people feel sure their voices are represented

HOW DO YOU MANAGE CONFLICT?

- Rotate members of groups and teams
- Promote shared missions and goals
- Provide inter-group training
- Use objective consultants
- Provide controlled conditions for confrontation and negotiation

THANK YOU!