

# Leadership

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# Untangling the concept

- Leadership vs. power
- Leading vs. managing

# Power vs Leadership

- Power is ability to get things done even when others resist
- Leadership is about getting people to want to get things done and enabling them to do it

# Managing vs Leading

- Kotter
  - Managers cope w/ uncertainty, promote stability; Leaders press for change
  - Planning/budgeting vs setting direction
    - Inducing long-term vision, creating unity of purpose
  - Organizing/staffing vs aligning people
    - Communicating vision, creating unity of action
  - Controlling/solving vs motivating/enabling

# Managing vs Leading

- Other perspectives
  - Argyris: Single loop vs double loop
  - Bennis: Doing things right vs doing the right thing
    - Identification power
  - Manager provides know-how, leader provides know-why

# Leader/Member eXchange (LMX) Theory

- Also known as vertical dyad linkage theory (VDL)
- Leadership fundamentally involves exchange of intangible goods
  - Leader provides belongingness, respect, legitimation, meaning, etc
  - Member provides respect, validation, labor, loyalty, etc.
- Much research on the quality of L/M relationship
  - In-groups and out-groups (differentiation)
  - Homophily a factor

# Network Extension of LMX Theory

- L/M relationship quality a function of embeddedness of the relationship
  - Due to cognitive dissonance process
- Leader's group tends to be densely connected; best recruits have in-group friends
  - Leader has no structural holes in ties to followers
    - Seems to contradict Burt's structural holes theory

# Structural Holes vs Network Cohesion

- Structural holes are handy when ...
  - Maximizing inflow of non-redundant information is crucial
  - Playing people off each other is advantageous
- Network cohesion is handy when ..
  - Your success is dependent on the network's success
  - Effective collaboration among members is crucial



# The primal side of leadership

- Motivating / inspiring, creating solidarity and identity, energizing
- Talking to the unconscious via stories, symbols, metaphors, visuals
- Mysterious, almost religious, element
  - Charisma
  - Being part of a movement, the “oceanic feeling”
  - Moving from the profane to the sacred
  - Use of rituals

# The Oceanic Feeling

FrS2 64] I had sent [Romain Rolland] my small book that treats religion as an illusion, [The Future of an Illusion] and he answered that he entirely agreed with my judgement upon religion, but that he was sorry I had not properly appreciated the true source of religious sentiments. This, he says, consists in a peculiar feeling, which he himself is never without, which he finds confirmed by many others, and which he may suppose is present in millions of people. It is a feeling which he would like to call a sensation of 'eternity', a feeling as of something limitless, unbounded -- as it were, 'oceanic'. This feeling, he adds, is a purely subjective fact, not an article of faith; it brings with it no assurance of personal immortality, but it is the source of the religious energy which is seized upon by the various Churches and religious systems, directed by them into particular channels, and doubtless also exhausted by them. One may, he thinks, rightly call oneself religious on the ground of this oceanic feeling alone, even if one rejects every belief and every illusion.

-- Sigmund Freud, *Civilization and its Discontents*

# Interaction rituals

- How exactly do leaders achieve the effects they do?
  - Face-to-face assemblage (Carlzon's first day)
  - Common focus of attention
  - Common emotional mood
  - Intensification over time
    - In the extreme become “a kind of socially induced trance as well as an encompassing emotion”
  - Production of “moral” sentiments & energy in members

# Key Elements

- Motivation not coercion (“positive power”)
- Emotion not reason – the primal side
- Focus on people/relationships rather than task
  - Work the network
- Leader/member exchange
  - Leader satisfies needs – provides belonging, sense of purpose, meaning, oceanic feeling
  - Success depends on developing trusting relationship
- Key role of vision in creating common focus & purpose, coordination, legitimation and motivation

# Key Elements – cont.

- Communicating meaning to subconscious
  - Interaction rituals, metaphors, visual symbols, stories
- Developing trust through action
  - Become incarnation of their vision. Using peaceful means to achieve peace
- Deployment of self thru positive self-regard
  - Optimism, esteem-building
- Focus on change and improvement
  - Harder to exercise leadership to maintain status quo
- Often empowering, decentralizing, reducing need for direct supervision
- Work the network