

An Introduction To Leadership

Traits and Process

Leadership Is:

- What is leadership to you? Who is an example of a good leader for you?
- Make note of first what leadership is and then a person you think of as a good leader.

Share Your Work

- Share with the people in your group what you think makes a good leader and the person you chose.
- How many of you had similar definitions? Similar people?

Components of Leadership

- Despite the many ways leadership has been thought of, the following pieces can be identified as central to the idea of leadership:
 - (a) Leadership is a process
 - (b) leadership involves influence
 - (c) leadership occurs in groups
 - (d) leadership involves common goals.
- (Northouse, 6)**

Leadership as a Process

- *“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.” (Northouse, 6)*
- **Leaders are leaders and require followers. Is being a follower looked at as a negative thing?**

Assigned vs. Emergent Leadership

- Team leaders, plant managers, department heads, directors, and administrators are all examples of assigned leadership. **(Northouse, 8)**
These are assigned leaders, but emergent leaders are leaders within an organization whom followers perceive as leaders regardless of title.

Leaders and Followers

- Leaders have an ethical responsibility to followers. **(Northouse, 7)**
- Leaders create relationships with followers, communication links, and are the ones burdened with keeping the relationship. **(ibid)**
- Leaders are not above or better than followers and followers must understand the relationship they have with leaders. **(ibid)**

Trait Approach

Are people born leaders?

The trait approach suggests that certain people are born with characteristics or qualities that make them natural leaders.



In your groups make a list of aspects of a person that you think they could be born with that might make them a natural leader?

Research (Smith and Foti, 1998)

- 160 male college students.
- The individuals who were more dominant, intelligent, and confident about their own performance (**general self-efficacy**) were more likely to be identified as leaders. **(Northouse, 8)**

What is self – efficacy? Someone look this up!

Traits

- Physical Factors (height)
- Personality Features (extraversion)
- Other Characteristics (intelligence and fluency)

This suggests that leadership resides in select people who have special talents that they were born with.

Do you agree with this approach? People are born with these natural qualities? Discuss with your groups.

Differences Between Trait and Process

Examine the following diagram and in your groups explain the differences between Trait and Process Leadership (Northouse, 9)

TRAIT DEFINITION OF LEADERSHIP

Leader

- Height
- Intelligence
- Extraversion
- Fluency
- Other Traits

Leadership →

Followers

PROCESS DEFINITION OF LEADERSHIP

Leader

Leadership → (Interaction)

Followers

Lastly, Leadership and Power

Power is the capacity or potential to influence. (Northouse, 10)

Referent Power	Based on followers' identification and liking for the leader. A teacher who is adored by students has referent power.	1. Look at the 6 Bases of Power
Expert Power	Based on followers' perceptions of the leader's competence. A tour guide who is knowledgeable about a foreign country has expert power.	2. Think of a time when someone has influenced you using one
Legitimate Power	Associated with having status or formal job authority. A judge who administers sentences in the courtroom exhibits legitimate power.	3. Share that time with your group
Reward Power	Derived from having the capacity to provide rewards to others. A supervisor who gives rewards to employees who work hard is using reward power.	4. As a group determine the most effective Base of Power
Coercive Power	Derived from having the capacity to penalize or punish others. A coach who sits players on the bench for being late to practice is using coercive power.	
Information Power	Derived from possessing knowledge that others want or need. A boss who has information regarding new criteria to decide employee promotion eligibility has information power.	

SOURCE: Adapted from "The Bases of Social Power," by J. R. French Jr. and B. Raven, 1962, in D. Cartwright (Ed.), *Group Dynamics: Research and Theory* (pp. 259-269), New York: Harper & Row; and "Social Influence and Power," by B. H. Raven, 1965, in L. D. Steiner & M. Fishbein (Eds.), *Current Studies in Social Psychology* (pp. 371-382), New York: Holt, Rinehart, & Winston.