



LESSON 6 : NATURE OF LEADING

WHAT IS LEADING?

- ◉ **Leading** is a management function that involves inspiring and influencing people in the organization to achieve a common goal.
- ◉ **Managing** is the process of working with and through others to achieve organizational objectives efficiently and ethically amid constant change.

Personality of Human Resources

- **Personality** pertains to the unique combination of physical and mental characteristics that affect how individuals react to situations and interact with others, and if unhealthy or not fully functioning could cause conflicts/problems among individuals.

Big Five Personality Characteristics

According to **Robbins and Coulter (2009)**, “research has shown that five basic personality dimensions underlie all others and encompass most of the significant variation in human personality.”

The five personality traits in the Big Five Model are:

- Extraversion – the degree to which someone is sociable, talkative, and assertive.
- Agreeableness – the degree to which someone is good natured, cooperative, and trusting.
- Conscientiousness – the degree to which someone is responsible, dependable, persistent, and achievement-oriented.
- Emotional Stability – the degree to which someone is calm, enthusiastic, and secure (positive), or tense, nervous, depressed, and insecure (negative).

- Openness to experience – the degree to which someone is imaginative, artistically sensitive, and intellectual.
- Meanwhile, **emotional intelligence (EI)** pertains to the ability to manage one's self and interact with others in a primitive way. **Kreitner and Kinicki (2013)** gave four key components of EI – **self-awareness, self management, social awareness, and relationship management** – based on a study by **Daniel Goleman (1995)** who tried to associate these characteristics with leadership effectiveness.

Leading an Organization

- Key work attitudes exhibited by groups/teams of workers must be taken into consideration in leading organizations because of the diversity of their attitudes toward things and events at work.

- Organizational Citizenship Behavior (OCB)
– refers to employee behavior that exceeds work role requirements and also behaviors that go beyond the call of duty.
- Organizational Commitment – refers to the extent to which an individual employee identifies with an organization and its goals.
- Job Satisfaction and Productivity – job satisfaction refers to employees' general attitude toward their respective jobs.

- According to the Hawthorne Studies, cited by **Robbins and Coulter (2009)**, **“Managers believed that happy workers were productive workers.”** Some researchers expressed doubts about this statement; however, there were those who said that “the correlation between job satisfaction and productivity is fairly strong. Organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees.” Therefore, managers are advised to find ways and means to make their employees happy at work.

MOTIVATION

- **Motivation** refers to psychological processes that arouse and direct goal-directed behavior.
- Motivation encourages individuals to work enthusiastically, often performing more work than what is required.
- According to **Kreitner and Kinicki (2013)**, **early Theories of Motivation** revolved around the idea that motivation is brought about by the employees' desire to fulfill their need, their work habits, and their job satisfaction. Among these are:

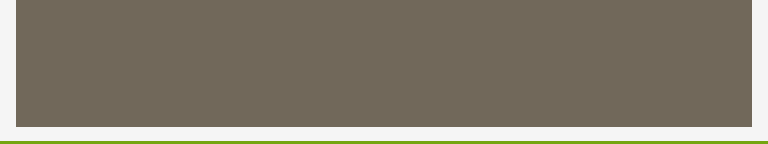
● **Maslow's Hierarchy of Needs Theory** –

The Hierarchy of Needs was published by Abraham Maslow in 1943.

a.) **Physiological Needs** refer to the human need for food, water, shelter, and other physical necessities.

b.) **Safety Needs** refer to human needs for security and protection from physical and psychological harm.

c.) **Social Needs** pertain to the human desire to be loved and to love, as well as then need for affection and belongingness.



d.) ***Esteem Needs*** include the human need for self-respect, self-fulfillment, and become the best according to one's capability.

e.) ***Self-actualization Needs*** are the final needs in Maslow's hierarchy.

- **McGregor's Theory X and Theory Y** – refers to the theory that was proposed by Douglas McGregor.

Theory X is a negative view of worker which assumes that workers have little ambition, dislike work, and avoid responsibilities; they need to be closely monitored or controlled in order for them to work effectively.

Theory Y is a positive view of workers which assumes that employees enjoy work, seek out and accept responsibility, and are self-directed.

- McClelland's Three Needs Theory – was proposed by David McClelland and states that individuals have three needs that serve as motivators at work.
- The three needs are: **the need for achievement (nAch), the need for power (nPow), and the need for affiliation (nAff).** Managers are advised to be observant of these needs among their subordinates so that they could be given job assignments that would satisfy their highest needs, if possible.

- **Modern Theories of Motivation** are process theories that focus on the notion that motivation is a function of employees' perceptions, thoughts, and beliefs. Among these are:
- Goal Setting Theory – a theory that stating that specific goals motivate performance and that more difficult goals, when accepted by employees, result in greater motivation to perform well, as compared to easy goals.
- Reinforcement Theory – a theory which states that behavior is a function of its consequences.

- **Job Design Theory** – a theory which states that employees are motivated to work well by combining tasks to form complete jobs. Examples are: *job enlargement* – the horizontal expansion of a job by increasing job scope; *job enrichment* – the increasing of job depth by empowering employees to assume some tasks usually done by their managers; and *job characteristics model* – where employees are motivated to perform well because the task assigned to them have the five core job dimensions that serve as motivators.

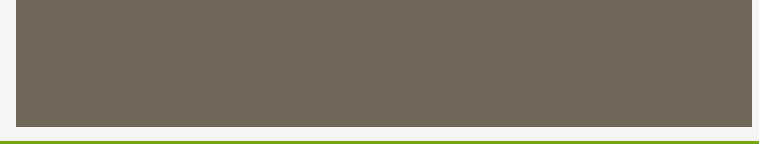
- Equity Theory – a theory developed by J. Stacey Adams which states that employees assess job outcomes in relation to what they put into it and then compare these with their co-workers.
- Expectancy Theory – states that an individual tends to act in a certain way, based on the expectation that the act will be followed by an outcome which may be attractive or unattractive to him or her.

LEADERSHIP STYLES AND THEORIES

- **Leadership** is the process of inspiring and influencing a group of people to achieve a common goal.
- The leader guides them and facilitates their progress toward the attainment of organizational vision, mission, goals, and objectives.

Early Leadership Theories given by Kreitner and Kinicki (2013)

- **Trait Theory** – a theory based on leader traits or personal characteristics that differentiate leaders from followers. The Trait Theory of Leadership evolved from the earlier *Great Man Theory*, which was based on the assumption that leaders were born with some innate ability to lead. *Trait theorist*, however, had a contrasting assumption – that leadership traits were not inborn and could be learned through experience and knowledge gained through studies.

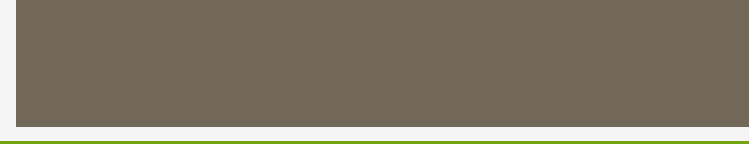
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- **Behavioral Theory** – a theory that focuses on the behavior, action, conduct, demeanor, or deportment of a leader instead of his or her personality traits.
 - In short, leaders are made and not born.

Contemporary Theories of Leadership

- **Fiedler Model** – it is a situational leadership theory proposed by Fred Fiedler, an organizational behavior scholar. This theory is based on the assumption that a leader's effectiveness is dependent on the extent to which a leader's style is fitted to actual situations in the organization's internal and external environment.

- Fiedler described such leader's style as either task-motivated or relationship-motivated, either focused on the achievement of goals or more concerned about having good relationship with subordinates.
- *Situational Control* – is a leadership control/style dependent on the specific circumstances in which the leadership occurs. *High control* means that the leader has the capability to influence work results while *low control* implies very little influence.

- **Hersey-Blanchard Model** – another situational leadership theory proposed by Paul Hersey and Ken Blanchard. The theory focused on subordinates' readiness to which the said subordinates have the ability and willingness to accomplish a specific work assignment.



- **Path-Goal Theory** – a theory developed by Robert House which states that the leader's task is to lead his followers or subordinates in achieving their goals by providing them direction needed in order to ensure compatibility of these said goals with the organization's goal.

- **Four Leadership Behaviors:**

1. *Directive leadership* – where the leader gives specific guidelines to followers so that task accomplishments would be easier;



2. *Supportive leadership* – where the leader shows concern and friendliness to subordinates;

3. *Participative leadership* – where the leader asks for suggestions from followers before decision-making; and

4. *Achievement-Oriented leadership* – where the leader sets the goals that subordinates must try to achieve.

Modern Leadership Views

- “Effective leadership is not about making speeches, or being liked; leadership is defined by results not attributes.”

- Peter Drucker

- **Transactional Leadership Model** – a theoretical model which states that leaders guide their subordinates toward the achievement of the organization's goals by using social exchange or transactions and by offering rewards in exchange for their productivity.
- **Transformational Leadership Model** – a view that developed from transactional leadership. It states that leaders inspire or transform followers to achieve extraordinary outcomes.

- **Charismatic Leadership Theory** – states that leaders who have a charismatic personality are able to influence their subordinates to follow them. Charismatic leaders pertain to leaders who are self-confident, enthusiastic, and sensitive to both environmental constraints and subordinates' needs.
- **Visionary Leadership Theory** – is a theory which states that leaders are able to make their subordinates follow because of their ability to create and articulate a realistic, credible, and attractive vision that may improve present conditions or circumstances.

- **Team Leadership Theory** – is a theory that emerged because of the fact that leadership is increasingly taking place within a team context and that more companies are now utilizing work teams led or guided by leaders. Leaders must learn to share information, trust others, lessening their authority by empowering subordinates, and proper timing for mediation, among others.
- **Servant Leadership Theory** – a theory proposed by Robert Greenleaf in 1970 stating that servant-leaders must focus on increased service to others rather than on one's self. Servant-leaders focus on commitment to the growth of people, building community, stewardship of the material resources and the people they lead.

LESSON 4: COMMUNICATION

- **Communication** is the exchanging of information and understandings.
- Accurate communication occurs when the sender and the receiver understand one another, according to Hobbins and Coulter (2009).

Types of Communication

- Communication may be **verbal** (through the use of oral and written words) or **non-verbal** (through body movements, gestures, facial expressions, eye contact, and by touching.)
- Communication is **formal** when the manager gives an assignment to a subordinate and **informal** when employees talk to their friends in the office about a weekend party or a vacation which they plan to take.

Direction and Flow of Communication

- **Vertical Communication** involves communication flow between people belonging to different organizational levels.
- **Upward Communication** is the flow of information from an employee who belongs to a lower hierarchical level to the boss/manager who belongs to a higher hierarchical levels.

- **Downward Communication** is the flow of information from the manager, who belongs to a higher hierarchical level, to the subordinates/employees, who belong to lower hierarchical levels.
- **Horizontal/lateral Communication** takes place among employees belonging to the same hierarchical level.
- **Diagonal Communication** entails communicating with someone or others who belong to different departments/units and different hierarchical levels.

Communication Networks in Organizations

- Communication networks are varied patterns of combined horizontal and vertical flows of organizational communication. Types of communication networks are the following:
- **Chain network** – where communication flows according to the usual formal chain of command, downward and upward.
- **Wheel network** – where communication flows between a leader and other members of their group/team.

- **All-channel network** – where communication flows freely among all members of a team.
- Organization members also communicate through other networks and means such as grapevine and computer networks. The **grapevine** is an informal communication network in an organization. An example is gossip/rumor which could quickly disseminate information.
- Meanwhile, **computer networks** present another means of communication among organization members. Examples are e-mail, blogging, teleconferencing, and intranet.

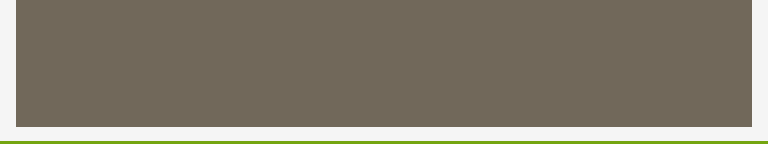
Barriers to Communication

- **Filtering** – the shaping of information communicated in order to make it look good or advantageous to the receiver.
- **Emotions** – the interpretation of communications which may be influenced by extreme emotions felt by the receiver.
- **Information overload** – another barrier to good communication since there are too many pieces of information received by an individual may have a negative effect on a person's processing capacity.

- ◉ **Defensiveness** – the act of self-protection when people are threatened by something or someone.
- ◉ **Language** – could also hamper good communications because words used may have different meanings to different people belonging to different age, educational background, or cultural group.
- ◉ **National culture** – just like language, the prevailing national culture may also cause problems in communication among members of an organization, especially if it is multinational company.

Overcoming Communication Barriers

- ◉ **Using feedback** – this is usually done by asking questions about a memo to subordinates or by asking them to give their comments or suggestions.
- ◉ **Using simple language** – this is done by avoiding uncommon and flowery words that may just cause misinterpretation.
- ◉ **Active listening** – this means listening well in order to grasp the full meaning of the communication.

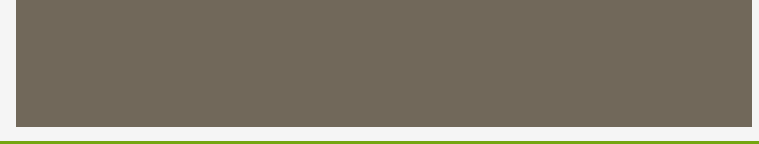
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- **Controlling emotions** – when the receiver is affected by extreme anger, his interpretation of a message received may not be accurate. On the other hand, when the sender is affected by extreme emotions, he/she may also send or transmit inaccurate information. Therefore, it is important to practice emotional restraint.
 - **Observing body language** – nonverbal cues must always be watched because, as the saying goes, actions speak louder than voice.

LESSON 5: MANAGEMENT OF CHANGE AND DIVERSITY IN ORGANIZATIONS

- **Organizational Change** is any alteration of people, structure, or technology in organizations brought by external or internal forces which they encounter.
- **Organizational Diversity** is the host of individual differences that make people in organizations different from and similar to each other.

Types of Change

- **Changes in people** – people's attitudes, values, wants and needs, expectations, perceptions, and behaviors change as time goes by, but changing them for the better is not easy to do. *Organizational development (OD) technique* is used to describe organizational change methods related to people, their nature, and the quality of their interpersonal relationships as they work and collaborate with one another.

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- **Changes in Structure** – due to changing conditions/situations and changing strategies used, organizational structures may also change according to work specialization, departmentalization, change of command, span of control, centralization, formalization, and job redesign, among others.
 - **Changes in Technology** – it usually refers to changes in work processes and methods used, introduction of new equipment and work tools, automation, or coamputerization. “Virtual workers” are a new group of workers who work from their homes or elsewhere.

Managing Workplace Diversity

- Workforce diversity in organizations is inevitable. It is a fact that organization members may differ in age, gender, physical ability, ethnicity/race, culture, values, attitudes, beliefs, and personality. Since workgroup diversity is associated with positive and negative outcomes, managers must try to reduce the potential negative effects of diversity through:
 - a.) encouraging employees to accept the organization's culture or its dominant values and
 - b.) encouraging employees to accept differences in the workplace.

LESSON 6: FILIPINO AND FOREIGN CULTURES IN ORGANIZATIONS

- **Organizational culture** is a set of shared values and standards for behavior and expectations that influence the interaction of organization members in order to achieve their set mission, vision, goals, and objectives. Filipino-owned organizations exhibit a different organizational culture as compared to their foreign counterparts. Filipino and foreign culture organizations exert big influence on how managers do their functions and how their subordinates respond to rules/regulations and leadership styles.

Shared Values and Beliefs of Filipinos

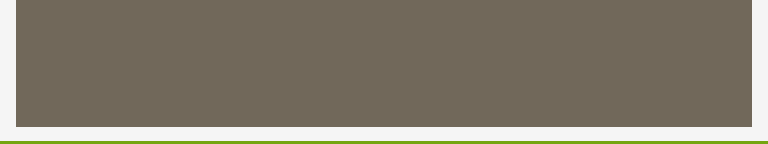
- Three primary Filipino values:
- **Social Acceptance** – this value focuses on the desire of Filipinos to be accepted and treated well by others – his or her family, relatives, friends, and the members of communities/organizations where he or she belongs – in accordance with his or her status, for what he or she is, and for what he or she has accomplished.

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- ◉ **Economic Security** – this value emphasizes that one must have financial stability and that he or she must be able to stand on his or her own two feet, without incurring debt in order to meet his or her basic material needs.
 - ◉ **Social Mobility** – this value is concerned with his or her desire to move up the social ladder, to another higher economic level, to a higher job position, to a position of respect in his or her family or in the community.

- Among the examples of Filipino beliefs and practices are the *manana habit*, *ningas cogon*, and *Filipino time* which has a negative effects in an organization management.
- **Manana habit** means “mamaya na” in Filipino or to do a certain thing in a later time.
- **Ningas cogon** refers to the initial show of enthusiasm over a project during its beginning and the waning of this interest.
- **Filipino time** pertains to the common Filipino practice wherein arriving 15 to 30 minutes late to work or meetings.

Influence of Filipinos' Shared Values and Beliefs on Organizational Management

- The Filipino values of social acceptance, economic security, and social mobility may have both positive and negative implications to organizational management. All these values may motivate the Filipino worker to work hard and to be really serious in trying to help achieve the organization's goals as these will lead to the fulfillment of his primary values.



THANK YOU FOR LISTENING!!!