



Organizations and Leadership

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COURSE AGENDA

01 Leadership and organization

02 Motivation

03 Team Development

04 Employee recognition

05 Coaching





Leadership

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Leadership is the capacity
to translate vision into reality.

Warren Bennis

(Former economist and leadership theory expert)



Models

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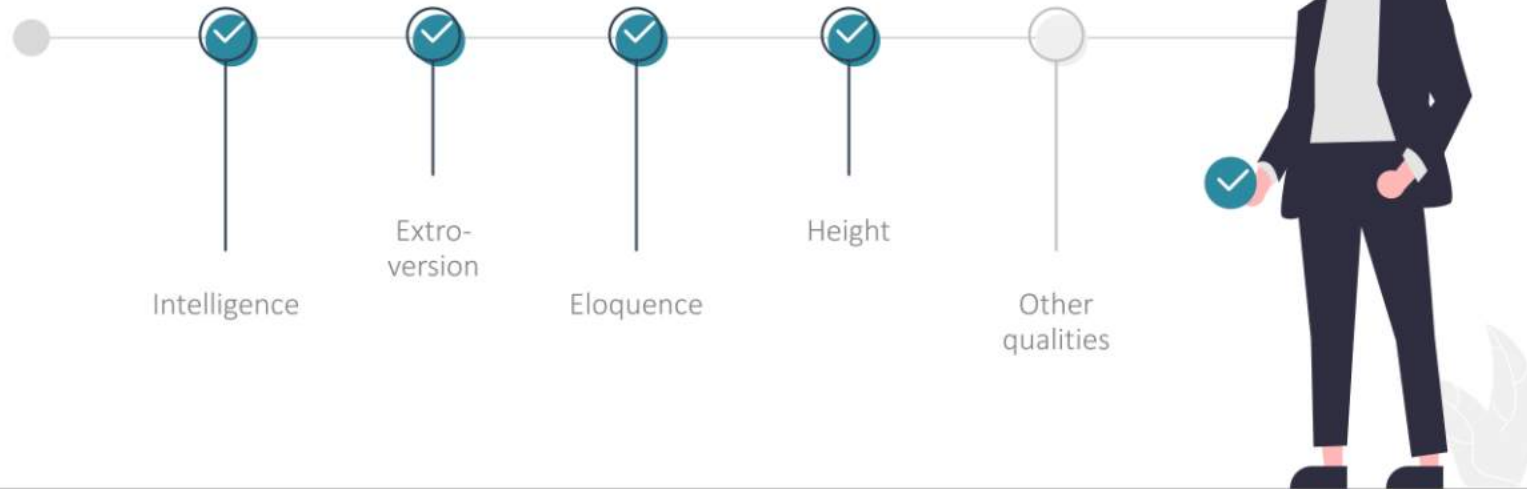
CARLYLE AND GALTON'S TRAIT THEORY

Leadership models

Carlyle and Galton assumed that great leaders/powerful people are born with exceptional traits not found in others.

Also known as The Great Man Theory from the 19th century.

LEADERSHIP
QUALITIES:



KOUZES AND POSNER'S TRAIT THEORY

Leadership models

THE 10 MOST IMPORTANT LEADERSHIP TRAITS

according to those who are
led (proposed by James
Kouzes and Barry Z. Posner)

01 Honest

02 Forward-looking

03 Inspirational

04 Competent

05 Fair

06 Supportive

07 Open-minded

08 Intelligent

09 Dependable

10 Straightforward

RALPH STOGDILL'S LEADERSHIP THEORY

Leadership models

Stogdill was one of the first challengers of trait theory.

According to him, people do not become effective leaders just because they possess certain qualities.

Rather, a leader's traits need to reflect the specific demands of the leadership situation.

A good leader will not be the right fit for every company and every group.



RALPH STOGDILL'S LEADERSHIP THEORY

Leadership models



Intelligence



Insightfulness

COMMON TRAITS
THAT MAKE A GROUP
MEMBER BECOME
A LEADER



Initiative



Tenacity

Alertness



Responsibility



Self-confidence



Sociability



RALPH STOGDILL'S LEADERSHIP THEORY

Leadership models



Desire for responsibility and task completion



Pursuing goals with energy and persistence



Taking risks and solving problems creatively



Taking initiative in social situations



Self-confidence and strong sense of personal identity

**TYPICAL LEADERSHIP BEHAVIOR
RESULTING FROM A WORKING
RELATIONSHIP WITH A GROUP**

Willingness to accept the consequences for decisions and actions



Accepting interpersonal stress



Accepting frustration and delays



Influencing others' behavior to achieve goals



Structuring social interaction systems when required



DOUGLAS MCGREGOR'S THEORY X AND THEORY Y

Leadership models

Sphere	Theory X	Theory Y
ATTITUDE	Dislike work, avoid it whenever possible	Naturally motivated and willing to perform
DIRECTION	Must be forced, controlled or coerced to perform	Work on an agreed-upon goal
RESPONSIBILITY	Need direction, avoid responsibility	Thrive when they are given responsibility
MOTIVATION	Motivated by fear, financial insecurity and job insecurity	Want to develop and contribute
CREATIVITY	Little creativity, except in working around rules	Very creative when given the opportunity and recognition for it

DOUGLAS MCGREGOR'S THEORY X AND THEORY Y

Leadership models

Theory X as a self-fulfilling prophecy.



DOUGLAS MCGREGORS X-Y-THEORIE

Leadership models

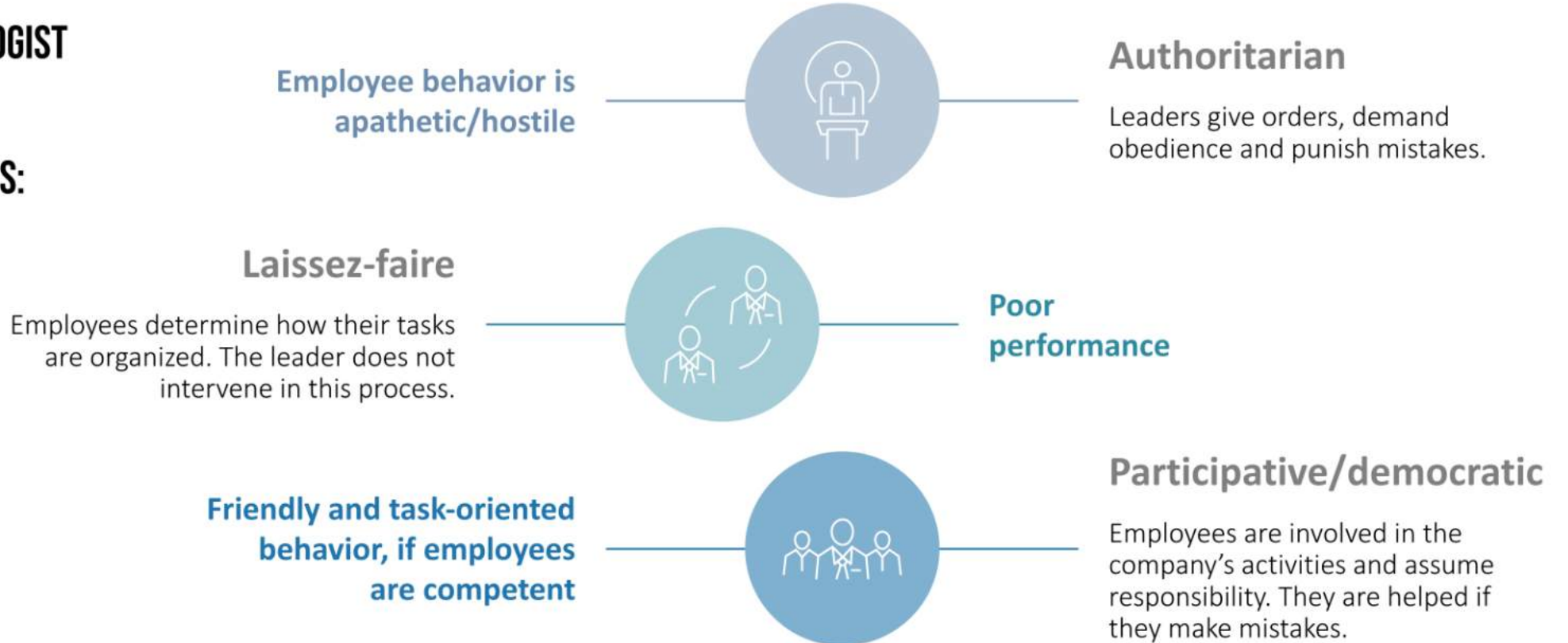
Theory Y as a self-fulfilling prophecy.



KURT LEWIN'S THREE-STYLE MODEL

Leadership models

**IN 1939, PSYCHOLOGIST
KURT LEWIN
IDENTIFIED THREE
LEADERSHIP STYLES:**



BOLMAN AND DEAL'S FOUR-FRAME MODEL

Leadership models

The four-frame model facilitates problem solving and change by analyzing current events and actions from different perspectives.

Addresses competing interests and power struggles

**POLITICAL
FRAME**

**HUMAN
RESOURCES
FRAME**

Focuses on employees' needs, feelings and competencies

Focuses on inspiring employees by addressing their need for a sense of purpose and meaning in their work

**SYMBOLIC
FRAME**

**STRUCTURAL
FRAME**

Concentrates on coordinating company activities through rules, responsibilities and procedures

BLAKE AND MOUTON MANAGERIAL GRID

Leadership models

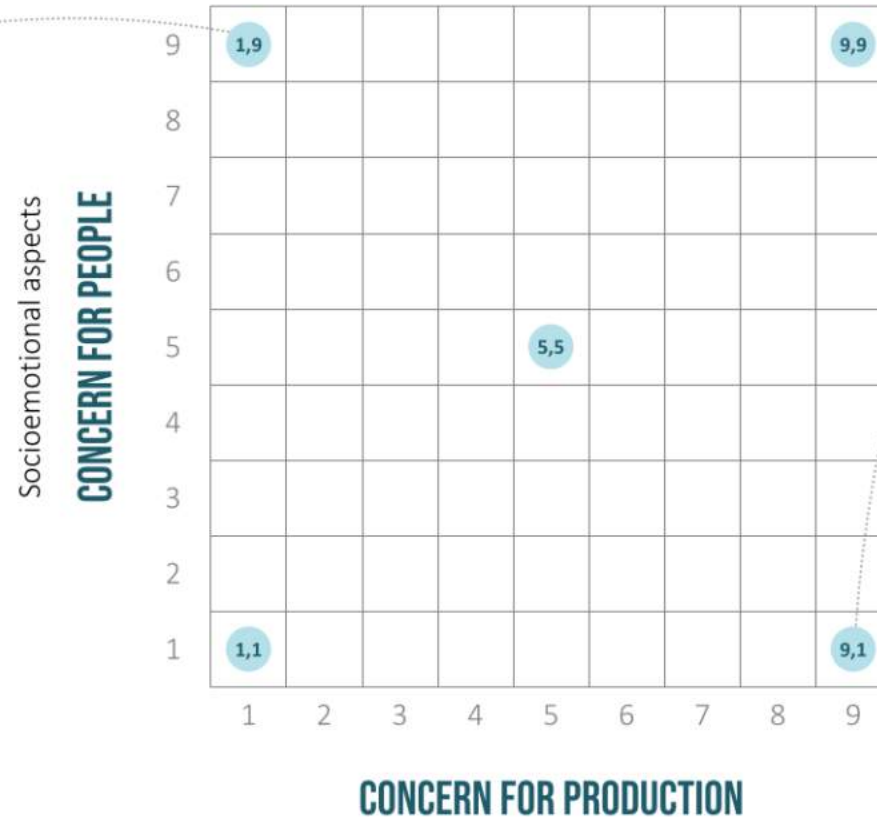
1,9: Country Club Management

Positive work atmosphere
is at the heart of
management activities

Interpersonal relationships
dealt with respectfully

Poor engagement with the
company's objectives

Negative impact
on work output



9,1: Task Management

Work production is
the focus of attention

Little emphasis placed
on the well-being
of employees

Focuses exclusively
on results

Applies to
piecework

FIEDLER'S CONTINGENCY THEORY

Leadership models



Fiedler's contingency theory states that a leader's success depends on the combination of two forces:

Leadership style and situational favorableness

The situational favorableness, in turn, depends on the leader-employee relationship, task structure and the leader's positional power.

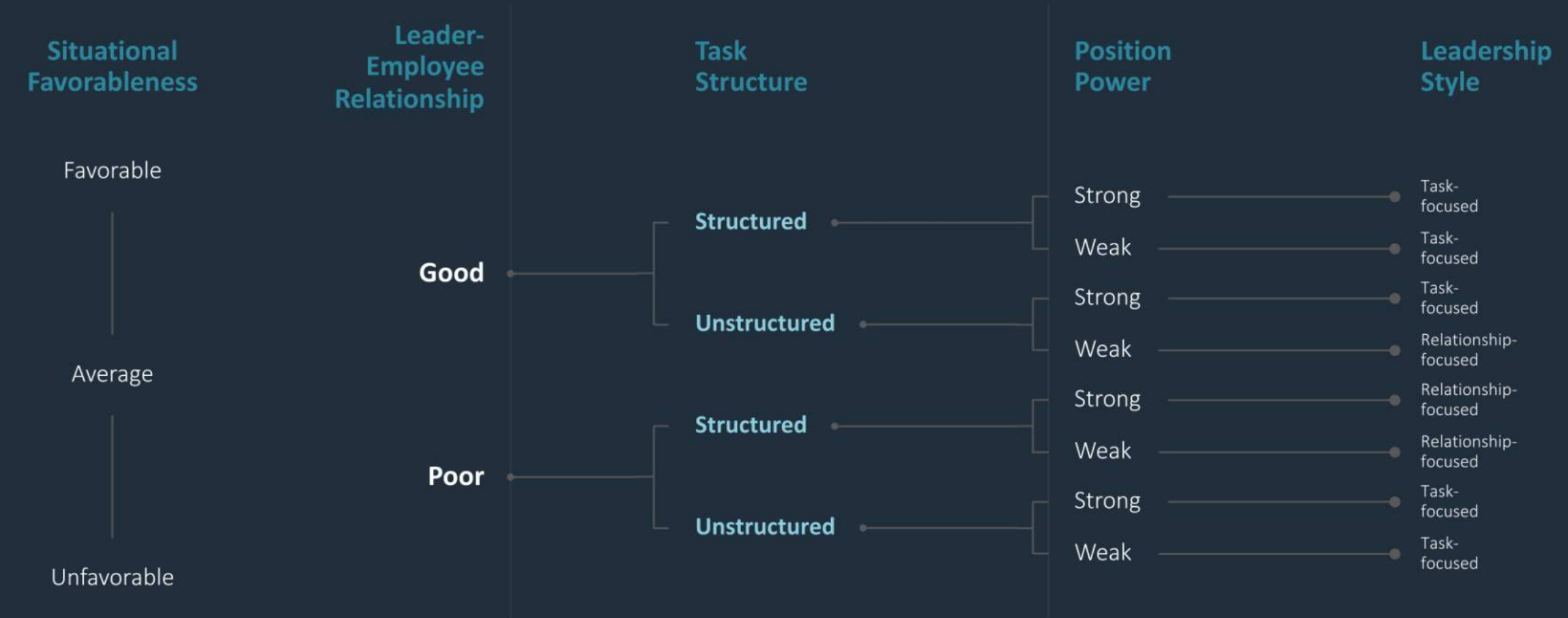
Fiedler found that a **task-focused leadership style** is successful in both very favorable and very unfavorable leadership situations.

A relationship-focused leadership style is more suitable in situations of moderate favorability.



FIEDLER'S CONTINGENCY THEORY

Leadership models



HERSHEY-BLANCHARD SITUATIONAL LEADERSHIP

Leadership models

Hersey and Blanchard recommend a relationship-based or task-based leadership style, depending on the employee's maturity level.



**LEADERSHIP STYLE 1:
TELLING**

Low maturity level

A high-task, low-relationship style



**LEADERSHIP STYLE 2:
SELLING**

Low to moderate maturity level

A high task, high relationship style



**LEADERSHIP STYLE 3:
PARTICIPATING**

Moderate to high maturity level

A low-task, high-relationship style



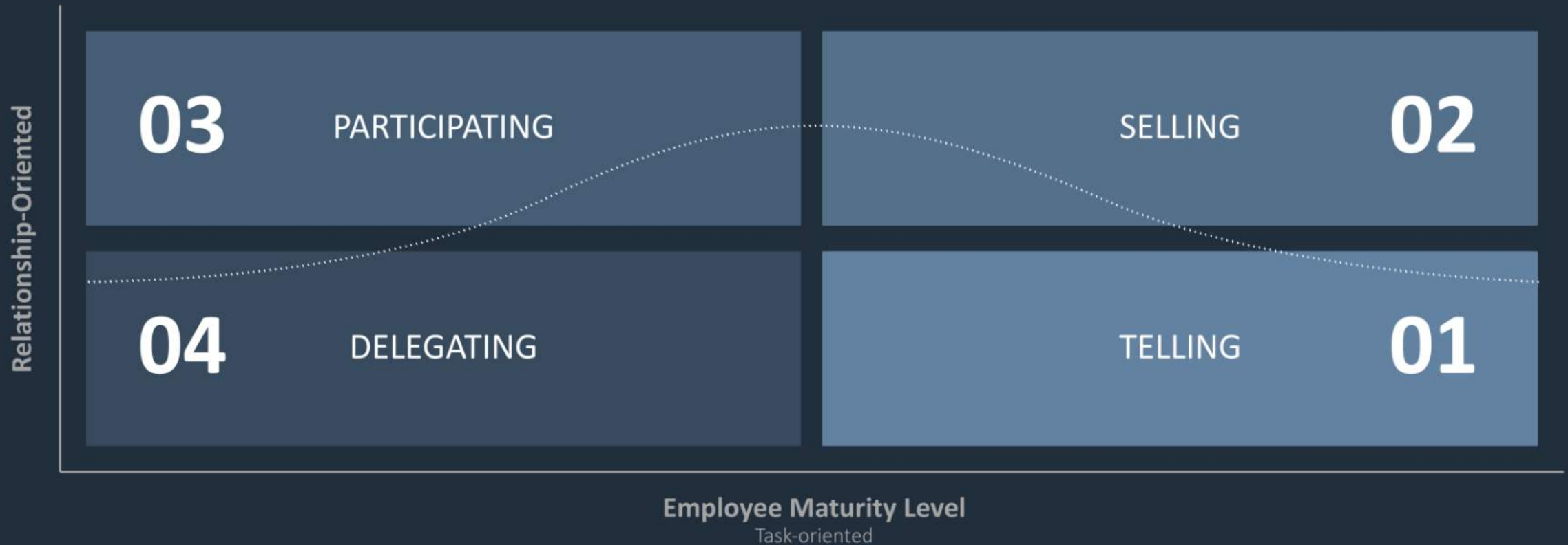
**LEADERSHIP STYLE 4:
DELEGATING**

High maturity level

A low-task and low-relationship style through delegating responsibility

HERSHEY-BLANCHARD SITUATIONAL LEADERSHIP

Leadership models



HOUSE AND EVANS' PATH-GOAL THEORY

LEADERSHIP
SUCCESS EMPLOYEE
SATISFACTION,
PRODUCTIVITY,
REMUNERATION



Employee characteristics

Level of experience and knowledge, needs, personality

Task/environmental characteristics

Task structure, work group

Leadership style

Supportive, directive, participative, achievement-oriented

The path-goal theory is used to illustrate connections between **employee characteristics**, how tasks are structured, **work environment characteristics** and **leadership style**.

HOUSE AND EVANS' PATH-GOAL THEORY

Leadership models

LEADERSHIP STYLE

Directive

Supportive

Participative

Results-Oriented

TASK CHARACTERISTICS

Unstructured, interesting tasks
Clear, formal authority
Strong group cohesion

Simple, predictable tasks
Unclear formal authority
Poor group cohesion

Unstructured, complex tasks
Clear or unclear formal authority
Good or poor group cohesion

Complex, interesting tasks
Clear, formal authority
Good or bad group cohesion

EMPLOYEE CHARACTERISTICS

Inexperienced employees
Think they are powerless
Want to be led

Experienced, confident employees
Believe they have power
Reject direct supervision

Experienced, confident employees
Believe they have power
Want to work autonomously,
reject direct supervision

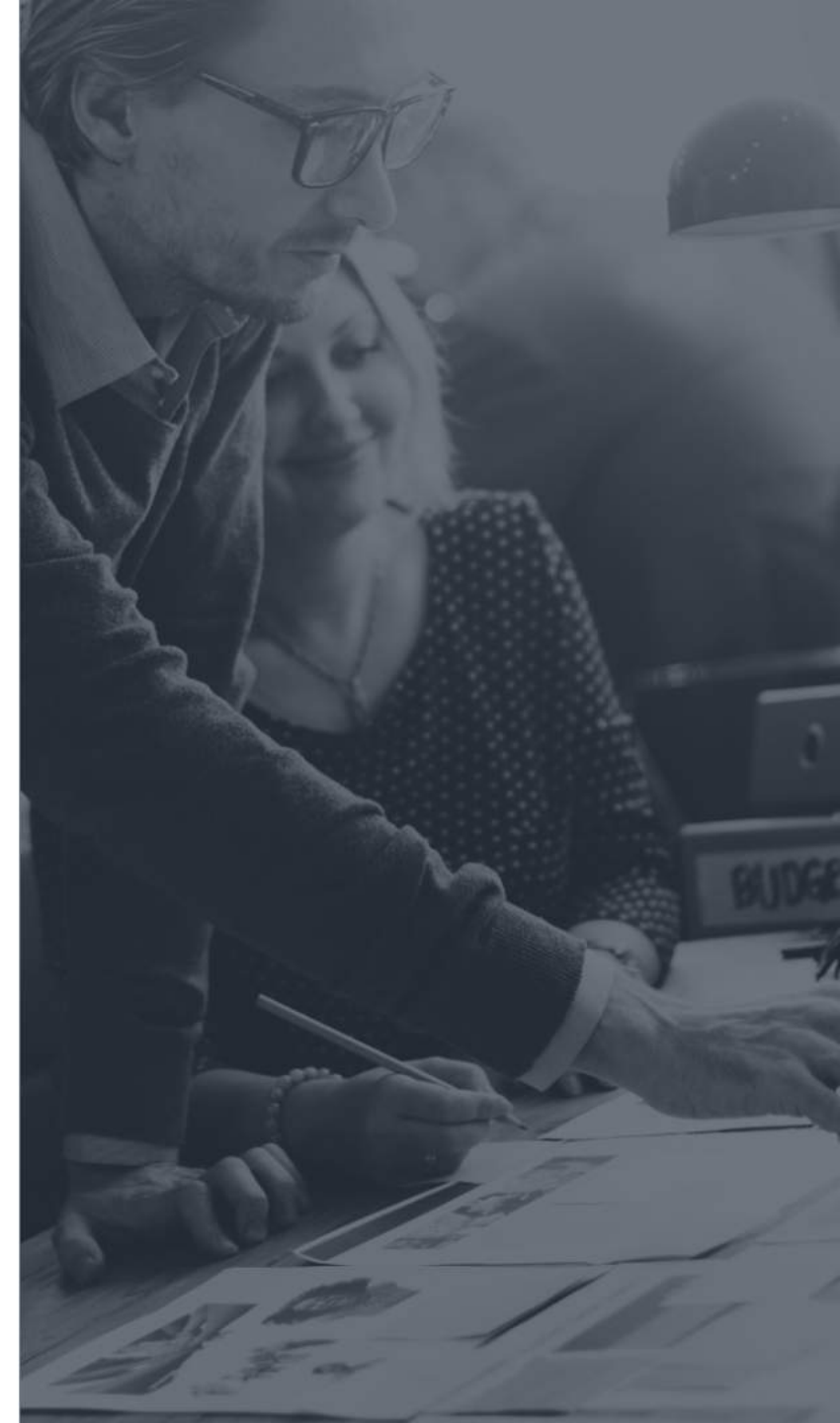
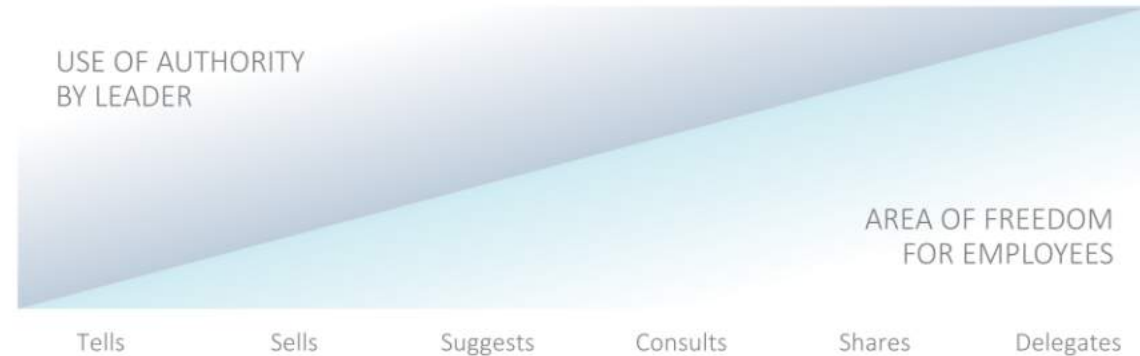
Motivated, experienced employees
Accept that the leader sets the goals
and respect them

TANNENBAUM AND SCHMIDT'S LEADERSHIP CONTINUUM

Tannenbaum and Schmidt developed the **leadership continuum** model to describe a range of different leadership styles. The leader's actions are analyzed with respect to the level of freedom that a leader chooses to give employees, and the level of authority used by the leader.

**AUTOCRATIC
LEADERSHIP STYLE**

**DEMOCRATIC
LEADERSHIP STYLE**



KOUZES AND POSNER'S FIVE PRACTICES OF EXEMPLARY LEADERSHIP

Model the Way



- Set an example by aligning actions with shared values
- Achieve small successes that foster self-confidence, commitment and steady progress

Inspire a Shared Vision



- Create a motivating, meaningful vision of the future
- Appeal to employees' hopes, wishes and dreams

Challenge the Process



- Always look for new opportunities for growth
- Experiment, take risks and learn from mistakes

Enable Others to Act



- Encourage collaboration
- Strengthen the position of others through purposeful action

Encourage the Heart



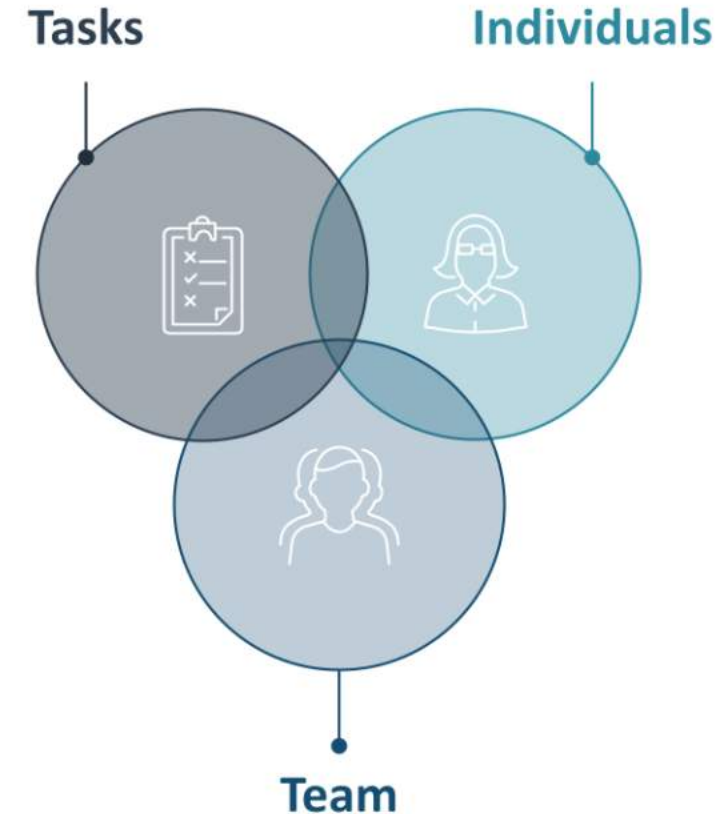
- Recognize contributions
- Celebrate achievements

JOHN ADAIR'S ACTION-CENTERED LEADERSHIP MODEL

Leadership models

The action-centered leadership model focuses on what **actions leaders need to take to be more effective.**

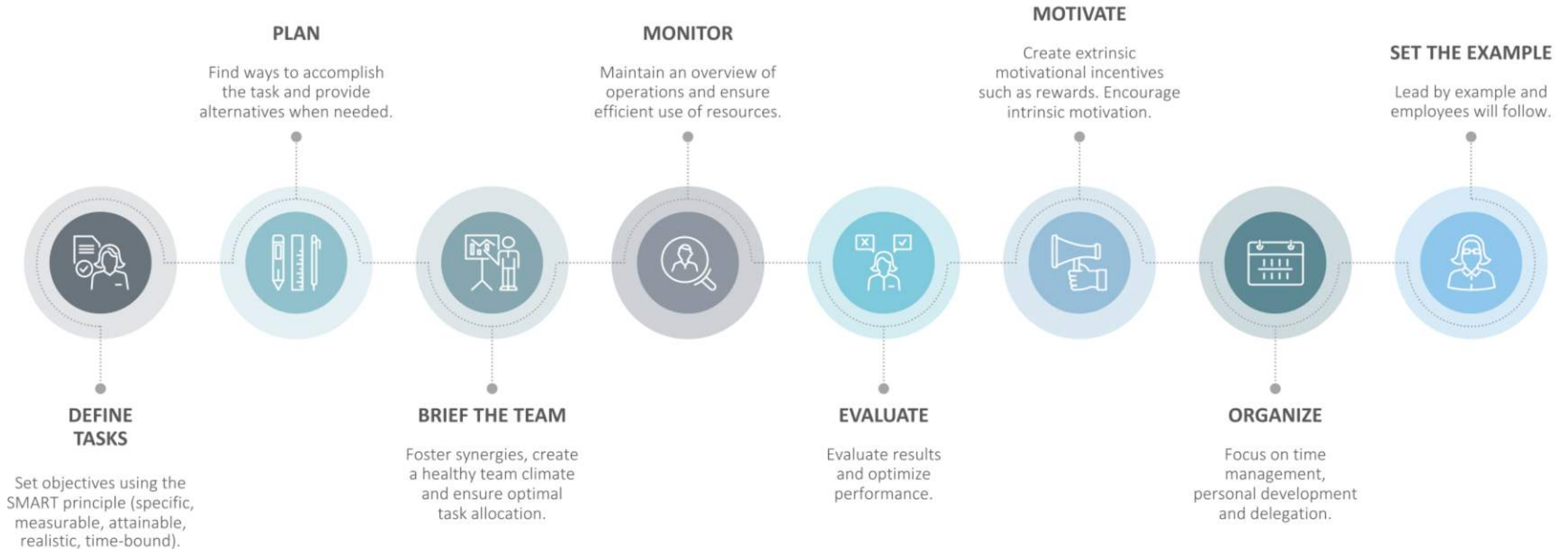
Overlapping core activities include task completion, team building and cohesion, and developing individuals. The circles in the model overlap because...



JOHN ADAIR'S ACTION-CENTERED LEADERSHIP MODEL

Leadership models

Adair's 8 key responsibilities of leaders:

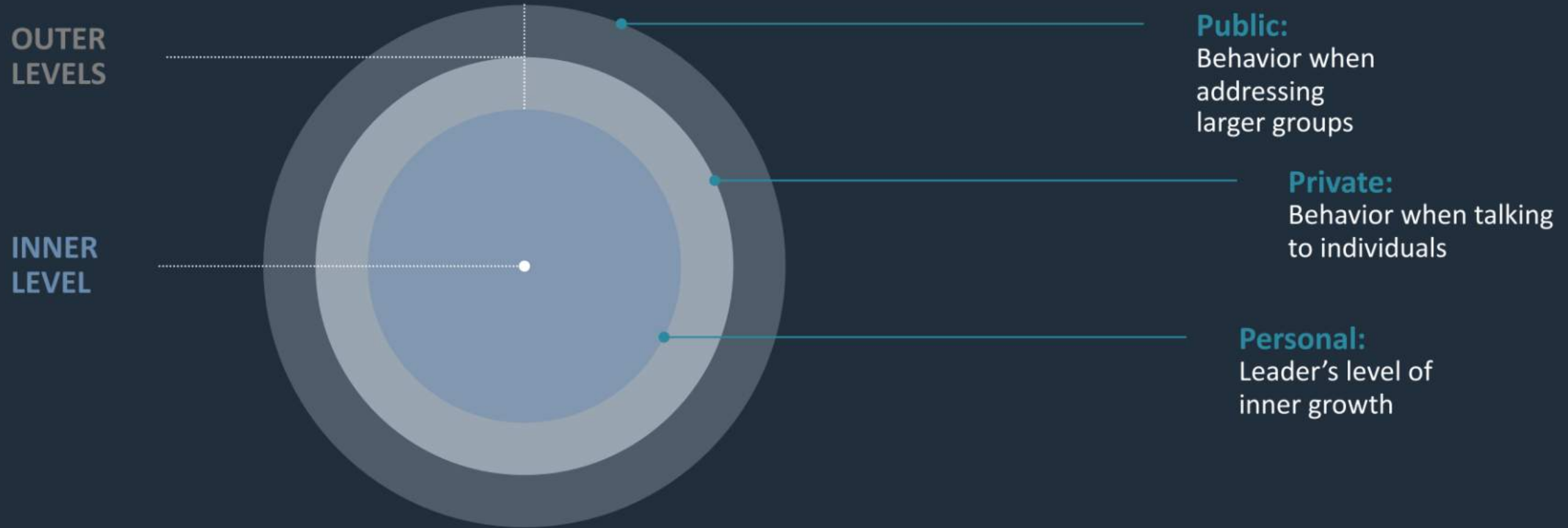


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SCOULLER'S THREE LEVELS OF LEADERSHIP

Leadership models



SCOULLER'S THREE LEVELS OF LEADERSHIP

Leadership models

OUTER LEVELS

Public and Private

LEADERSHIP AS A
FOUR-DIMENSION PROCESS:

- **Provide direction and a sense of purpose** that motivates employees to contribute.
- **Pay attention to the pace** and quality of progress toward goals.
- Strengthen team **cohesion**.
- Remain mindful of **individual employee needs** throughout the process.

INNER LEVEL

Personal

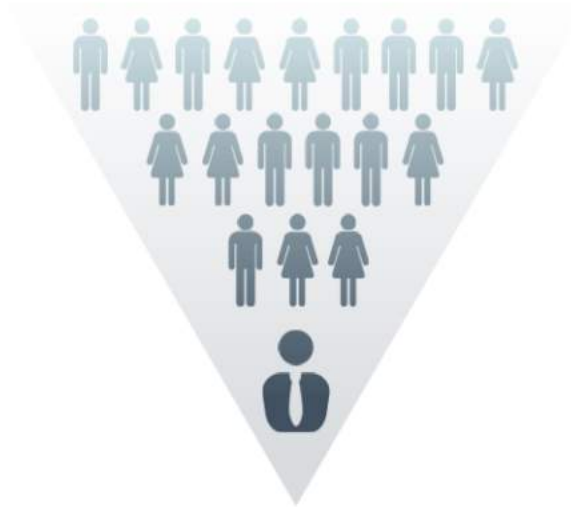
- Develop technical know-how and skills.
- Cultivate the right attitude towards other people.
- Work on developing psychological self-control.

Leadership Styles

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SERVANT LEADERSHIP

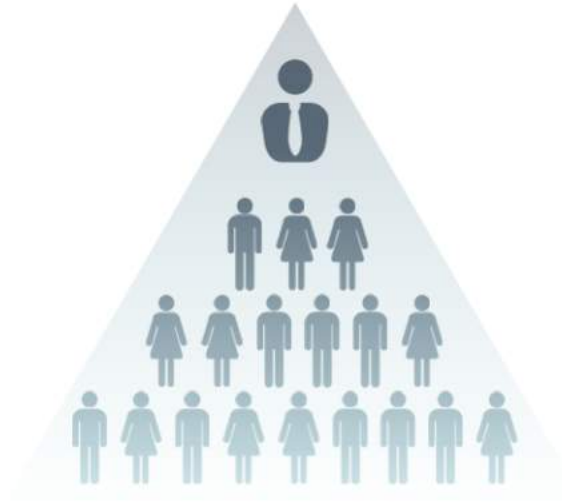
Leadership styles



Servant Leadership Structure

Leadership activities are aligned with the interests of team members

VS.



Traditional Leadership Structure

A top-down approach that influences team members' behavior to achieve goals

Servant leadership is a philosophy in which the focus of the leader is to provide service to their people, rather than the company as a whole.

AUTHENTIC LEADERSHIP

Leadership styles



According to Bill George, **authentic leaders** show their true selves and align their behavior with their values and beliefs.

ETHICAL LEADERSHIP

Leadership styles

ETHICAL LEADERSHIP SCALE

Leaders ...

- listen to employees and takes them seriously.
- sanction employees who violate ethical standards.
- represent the interests of employees.
- make fair decisions.
- are trustworthy.
- discuss business-related ethics and values with employees.
- give examples of how to do things ethically and correctly.
- judge successes by how they were achieved.
- makes decisions by asking themselves what is the right thing to do in the process.



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VALUE-BASED LEADERSHIP

Leadership styles

Self-reflection

Look within oneself
Stable value system

Self-awareness

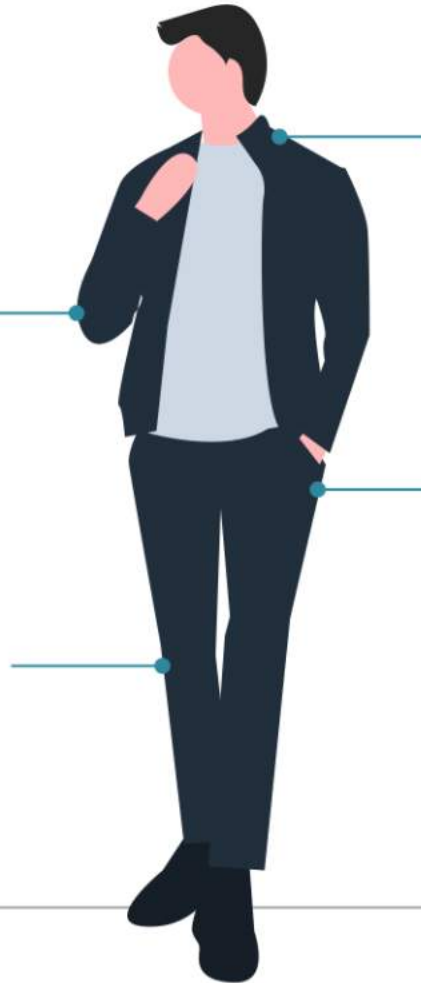
Self-acceptance
Recognize strengths
and weaknesses
Continuous development

Balance

Look at things from
multiple perspectives
Have a holistic understanding
of different points of view

Genuine humility

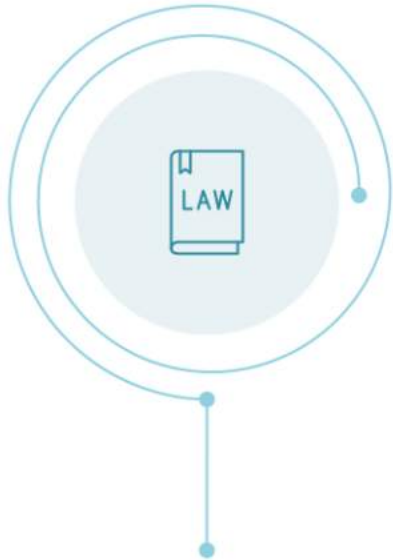
Be true to oneself
Appreciate and respect each person



BUREAUCRATIC LEADERSHIP

Leadership styles

Key characteristics
of bureaucratic
leadership:



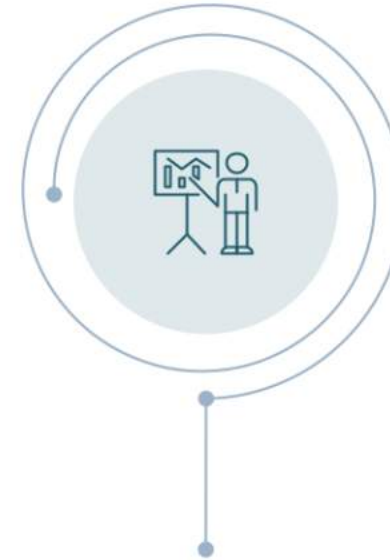
Every action is based
on guidelines and rules.



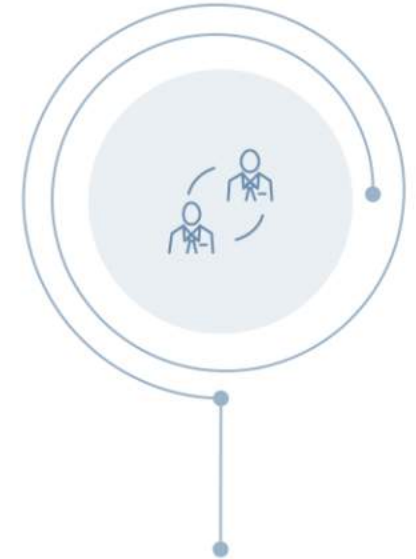
Work assignments and
workflows are clearly
defined for each
employee.



Work assignments and
workflows are specified
by guidelines, job
descriptions and
departmental directives.



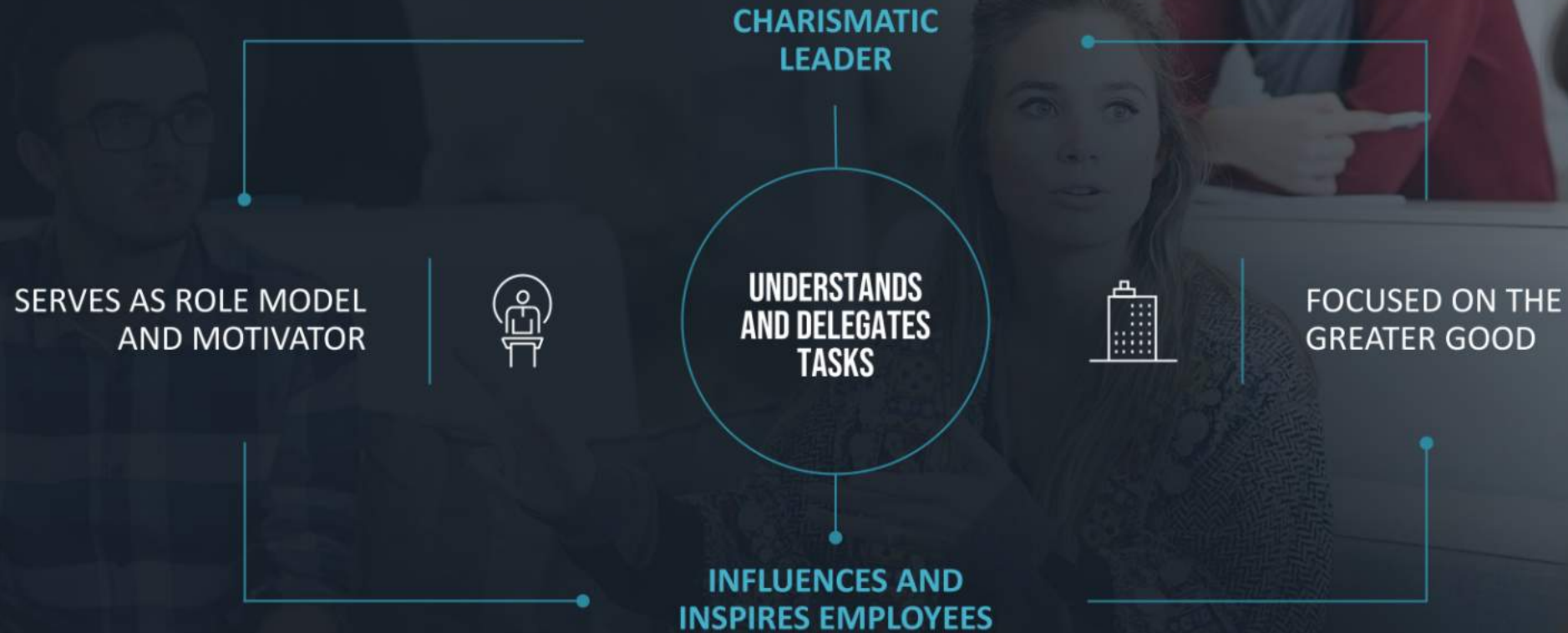
Leaders have little
authority over
work content.



A leader can be
replaced at any time –
leadership is not
dependent on one
specific person.

CHARISMATIC LEADERSHIP

Leadership styles



NARCISSISTIC LEADERSHIP

Leadership styles

There is a difference between healthy and unhealthy narcissism in leaders. These traits are found along the narcissistic leadership continuum.



HEALTHY/POSITIVE

Visionary
Fun
Attracts followers
Bold
Proactive
Energetic

GREY AREA

Positive and negative traits merge

Positive traits may come to the forefront and make it possible to achieve goals

UNHEALTHY/DESTRUCTIVE/NEGATIVE

Has a poor self-image

Gathers people around them who increase their self-esteem

Co-dependency between leader and employees arises if the leader also hides feelings of inadequacy

Employees see leader as impressive and important and believe they also possess these qualities

Emotional and potentially material benefits result from this co-dependency for both leaders and followers

TRANSFORMATIONAL LEADERSHIP

Leadership styles

Transformational leadership provides a departure from traditional and reactive leadership styles.

This leadership style consists of four key elements.



Inspirational Motivation

Clear vision, optimism, inclusion, productivity



Individualized Consideration

Mentorship, empathy, purpose, strengths, skills



Idealized Influence

Role model, enthusiasm, optimism, represent values



Intellectual Stimulation

Innovation, creativity, goals, challenges

TRANSFORMATIONAL VS. TRANSACTIONAL LEADERSHIP

Leadership styles

Purpose



Moral Values



Timeframe



TRANSFORMATIONAL LEADERSHIP

A shared higher purpose is essential for transformational leadership.

There is always a moral aspect to transformational leadership.

The focus is on achieving long-term, challenging and inspiring goals.

TRANSACTIONAL LEADERSHIP

There is no shared purpose between employees and leader, except perhaps maintaining the status quo.

There is no explicit moral aspect. The leader's goals can be both moral and immoral.

The focus is on the short-term needs of the leader and employees.

SHARED LEADERSHIP

Leadership styles

With shared leadership,
employees take responsibility
for their tasks.

There is **no individual leader**
overseeing activities.

Shared leadership is a
horizontal leadership style in
which teams act as the
company's leadership group.



AGILE LEADERSHIP

Leadership styles



DIGITAL LEADERSHIP

Leadership styles



Digital Mindset

- Lifelong learning
- Open to new technologies
- Courage to be proactive and change



Digital Skills

- Understand digital technologies
- Recognize opportunities/risks of digitalization
- Entrepreneurial skills



Digital Implementation

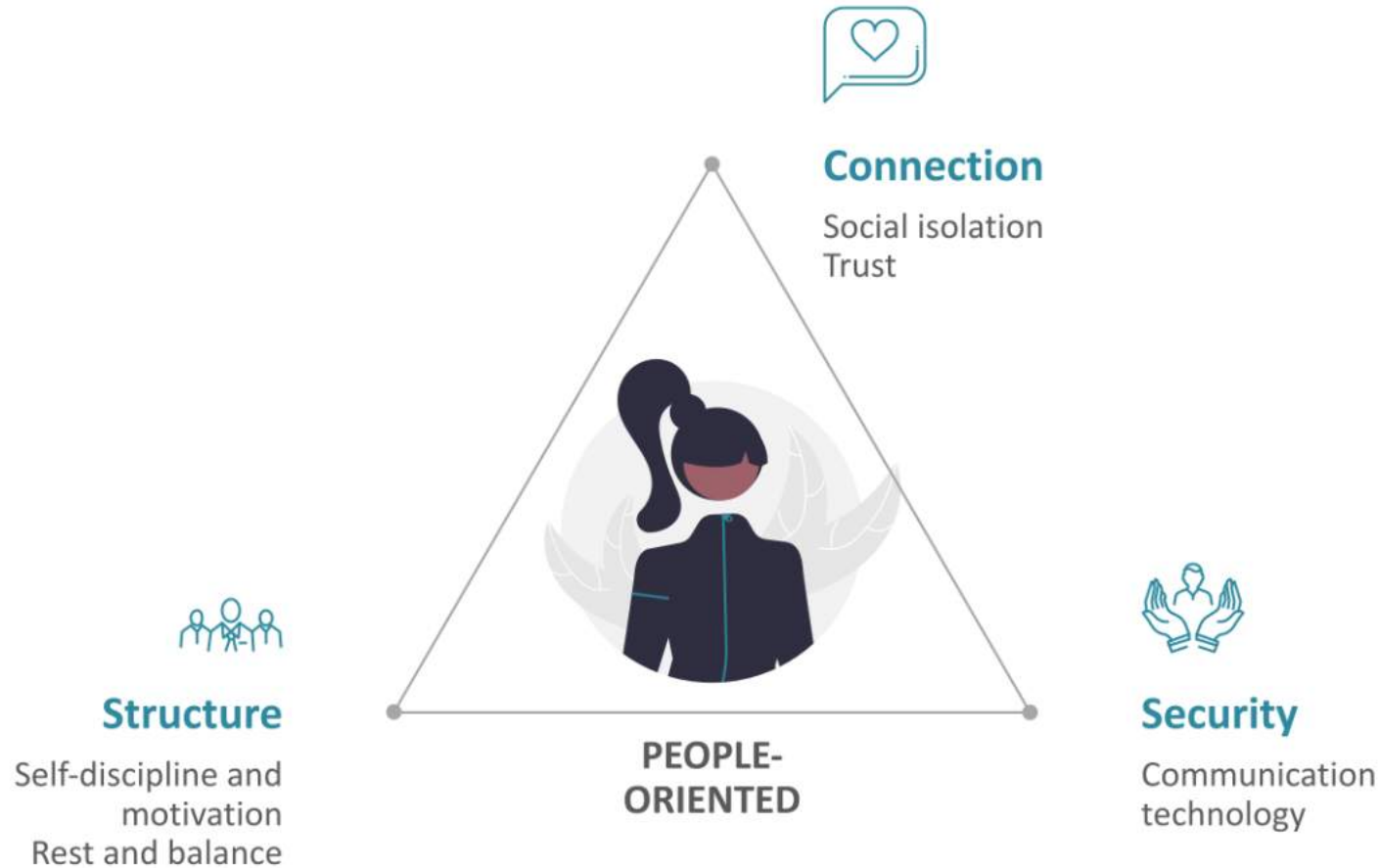
- Lead by example with agile approach
- Sustainable leadership
- Help to shape cultural change

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REMOTE LEADERSHIP

Leadership styles



Remote leadership uses **empathy** to overcome the **distance** between virtual teams.

The focus is on the **employee and their thoughts and actions**. The **human component** is given priority over traditional top-down supervision.

FRENCH AND RAVEN'S SIX POWER BASES

Leadership styles

01 Legitimate
power

02 Referent
power

03 Expert
power

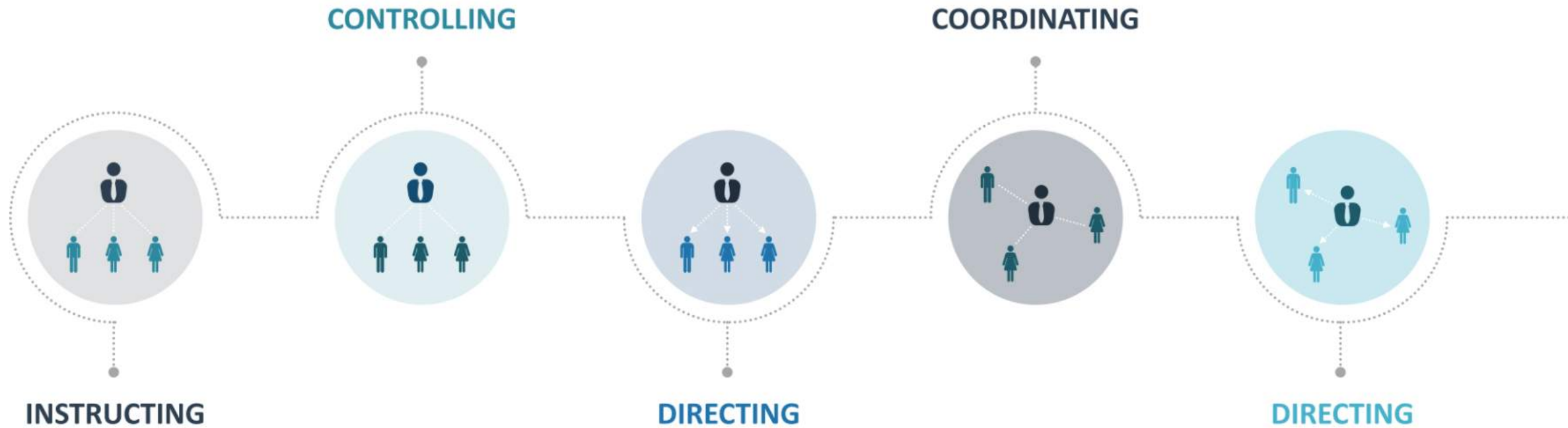
04 Information
power

05 Coercive
power

06 Reward
power

NINE LEADERSHIP STYLES: WHAT THEY MEAN TO THE TEAM

Leadership styles



NINE LEADERSHIP STYLES: WHAT THEY MEAN TO THE TEAM

Leadership styles

