

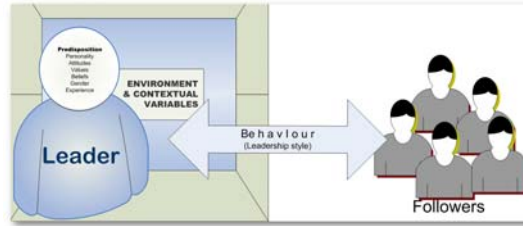
Review

INTERNATIONAL LEADERSHIP & MANAGEMENT



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- Explain the apparent differences between the concepts of leadership and management
- Evaluate how situation and organisational context impact upon leadership style
- Understand the potential benefits and risks of shared and delegated leadership
- Understand how position and personal attributes can be a source of power for leaders
- Understand various psychological processes which explain how leaders influence people
- Discuss how leadership styles and behaviour may need to be adapted when working in other cultures



Key Terms

MOTIVATION

the driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation

COERCIVE POWER

the ability of a leader to exert influence based on the belief of followers that the leader can administer unwelcome penalties or sanctions.

EXPERT POWER

an individual's power deriving from the skills or expertise of the person and the organization's needs for those skills and expertise

INFORMATION POWER

the ability of a leader to exert influence based on the belief of followers that the leader has access to information that is not public knowledge.

LEGITIMATE

(ORGANISATIONAL) POWER

Based on the subordinate's perception that the leader has a right to exercise influence because of the leader's role or position in the organisation. This power is based on authority and related to a person's position within an organisation.

POWER

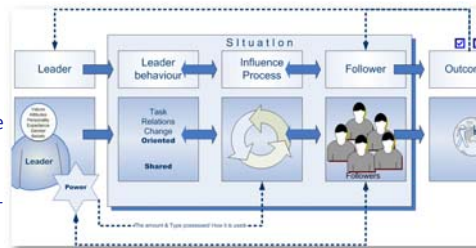
"is the ability of individuals or groups to persuade, induce or coerce others into following certain courses of action"

LEADERSHIP

"the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives"

Management is about getting things done with the aid of people and other resources to achieve defined objectives with maximum efficiency. Leadership impacts organisational effectiveness; the function of the leader is to ensure the organisation does the right thing whilst the manager ensures things are done right (efficiency); the leader is concerned with establishing direction, the vision and organisational goals and influencing followers to obtain commitment. Consequently, the leader must be a good communicator and able to influence others-motivating and inspiring. Leadership is an important role requirement for managers. There are many ways to measure leadership effectiveness such as performance, follower satisfaction and commitment and the extent to which tasks are completed and goals are attained.

Power describes the ability to influence others - attitudes and in behaviour. There are several types of power: reward, coercive, referent (Charisma), legitimate (position power), expert, informational, affiliation and group. The exercise of power may be perceived by followers in either negative or positive terms. The type of behaviour used intentionally to influence the attitudes and behaviour of another person is usually called an influence tactic. Participative leadership (consultation, joint decision making, power-sharing, decentralisation, empowerment and democratic management) involves effort by a leader to encourage and facilitate participation by others in making important decisions. Participative leadership, delegation and empowerment are concepts linking the power and behaviour approaches to leadership. Participative leadership can take many forms.



Leadership behaviours may be grouped into those focussing on work and those considering the follower. Consideration behaviours are based on relationship building (relations oriented behaviour), supporting, developing, recognising and helping others. Specific task behaviours include planning work activities, clarifying roles and objectives and monitoring operations and performance - how things get done. The two key orientations (task and relationship building) reflect a concern for people and a concern for production, both of which are important for effective leadership. The contingency theory of leadership is a perspective which suggests that leaders must adjust their style in a manner consistent with aspects of the context i.e. there is no one ideal leadership style.

Leadership is the ability to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization; we must understand their needs and goals in order to motivate them - to understand their values, attitude and beliefs and in particular those in relation to work (Work attitudes vary from country to country). The International manager should take account of Work centrality and other attitudes to work when seeking to encourage people to perform their jobs efficiently and effectively through a variety of motivational techniques. Leaders of international organizations need to recognize that notions of what constitutes ideal leadership may be culture dependent and may need to adapt their styles and behaviours according to where and with whom they are working. Knowledge about particular cultural variations in leadership can help such managers more accurately anticipate potential problems in cross-cultural interactions within business.