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0 ratings0% found this document useful (0 votes)236 viewsThis document provides an overview of behavioral theories of leadership. It discusses several important studies including Kurt Lewin's research at Iowa which identified three leadership style...AI-enhanced title and descriptionSave Behavioral Theory of Leadership Rn 78 & 53.ppt For Later0% found this document useful, undefined 1. Welcome to My PresentationWelcome to My Presentation 2. Behavioral TheoriesBehavioral Theories • Trait theory:Trait theory: Leaders are born, not made.Leaders are born, not made. • Behavioral theory:Behavioral theory: Leadership traits can be taught.Leadership traits can be taught. • Trait theory:Trait theory: Leaders are born, not made.Leaders are born, not made. • Behavioral theory:Behavioral theory: Leadership traits can be taught.Leadership traits can be taught. Behavioral Theories of Leadership Theories proposing that specific behaviors differentiate leaders from non leaders. Researchers began to wonder if there was something unique in the way that effective leaders behave. Trait and behavioral theories differ in terms of their underlying assumptions. 3. The Ohio State Studies Cont...The Ohio State Studies Cont...The most comprehensive and replicated of the behavioral theories resulted from research that began at Ohio State University in the late 1940s. These researchers sought to identify independent dimensions of leader behavior. They narrowed over a thousand dimensions into two dimensions – initiating structure consideration. 4. Ohio State StudiesOhio State Studies Initiating Structure The extent to which a leader is likely to define and structure his or her role and those of sub-ordinates in the search for goal attainment. Consideration The extent to which a leader is likely to have job relationships characterized by mutual trust, respect for subordinate's ideas, and regard for their feelings. 5. University of Michigan Studies Cont...University of Michigan Studies Cont... Leadership studies were undertaken at the same time as those being done in Ohio State, with similar research objectives. They discovered two dimensions of leadership behavior: employee-oriented production-oriented. 6. University of Michigan StudiesUniversity of Michigan Studies Employee-oriented Emphasizing interpersonal relationships, making a personal interest in the needs of employees and accepting individual differences among members. Production-Oriented Leader One who emphasizes technical or task aspects of the job. 0 ratings0% found this document useful (0 votes)926 viewsThe document summarizes several behavioral leadership theories including: 1. The Ohio State and Michigan studies which identified two dimensions of leadership behavior - task/initiating str...AI-enhanced title and descriptionSave Behavioral Theory.pptx For Later0% found this document useful, undefined 1 Chapter 4: Behavioral Approach 2 Overview Behavioral Approach Perspective Ohio State StudiesUniversity of Michigan Studies Blake & Mouton's Leadership Grid How Does the Style Approach Work? Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 3 Behavioral Approach DescriptionPerspective Definition Emphasizes the behavior of the leader Focuses exclusively on what leaders do and how they act Composed of two general kinds of Behaviors Task behaviors Facilitate goal accomplishment: Help group members achieve objectives Relationship behaviors Help subordinates feel comfortable with themselves, each other, and the situation Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 4 Ohio State Studies Leadership Behavior Description Questionnaire (LBDQ) Identify number of times leaders engaged in specific behaviors 150 questions Participant settings (military, industrial, educational) Results Particular clusters of behaviors were typical of leaders Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 5 Ohio State Studies, cont'd.LBDQ-XII (Stogdill, 1963) Shortest version of the LBDQ Most widely used leadership assessment instrument Results General types of leader behavior Initiating structure Leaders provide structure for subordinates Task behaviors organizing work, giving structure to the work context, defining role responsibility, scheduling work activities Consideration Leaders nurture subordinates Relationship behavior – building camaraderie, respect, trust, & liking between leader & followers Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 6 University of Michigan StudiesExploring leadership behavior Specific emphasis on impact of leadership behavior on performance of small groups Results Two types of leadership behaviors conceptualized as opposite ends of a single continuum Employee orientation Stresses the technical aspects of a job Later studies reconceptualized behaviors as two independent leadership orientations - possible orientation to both at the same time Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 7 Blake & Mouton's Grid Leadership Grid ComponentsHistorical Perspective Leadership Grid Components Authority-Compliance (9,1) Country Club Management (1,9) Impoverished Management (1,1) Middle-of-the-Road Management (5,5) Team Management (9,9) Paternalism/Maternalism (1,9; 9,1) Opportunism Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 8 Historical Perspective Blake & Mouton's Managerial Leadership GridDevelopment Purpose Developed in early 1960s Used extensively in organizational training & development Designed to explain how leaders help organizations to reach their purposes Two factors Concern for production How a leader is concerned with achieving organizational tasks Concern for people How a leader attends to the members of the organization who are trying to achieve its goals Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 9 Authority-Compliance (9,1)Definition Role Focus Efficiency in operations results from arranging conditions of work such that human interference is minimal Heavy emphasis on task and job requirements and less emphasis on people Communicating with subordinates mainly for task instructions Results driven, people regard as tools to that end • Leader – seeking demanding, hard-driving, & overbearing Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 10 Country Club (1,9) Definition Role Focus Low concern for task accomplishment with high concern for interpersonal relationships Deepmizes production; leaders stress the attitudes and feelings of people 1,9 leaders try to create a positive climate by being agreeable, easy to get along with, comforting, noncontroversial Thoughtful attention to the needs of people leader to a comfortable, friendly organizational atmosphere and work tempo Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 11 Impoverished (1,1) Role Focus DefinitionLeader unconcerned with both task and interpersonal relationships Going through the motions, but uninvolved and withdrawn 1,1 leaders – have little contact with followers and are described as indifferent, noncommittal, resigned, and apathetic Minimal effort exerted to get work done is appropriate to sustain organizational membership Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 12 Middle-of-the-Road (5,5)Definition Role Focus Adequate organizational performance possible through balancing the necessity of getting work done while maintaining satisfactory morale Leaders who are compromisers; have intermediate concern for task and people who do task To achieve equilibrium, leader avoids conflict while emphasizing moderate levels of production and interpersonal relationships 5,5 leader – described as expedient; prefers the middle ground; soft-pedals disagreement; swallows convictions in the interest of “progress” Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 13 Team (9,9) Definition Role FocusWork accomplished through committed people; interdependence via a “common stake” in the organization's purpose, which leads to relationships of trust and respect Strong emphasis on both tasks and interpersonal relationships Promotes high degree of participation & teamwork, satisfies basic need of employee to be involved & committed to their work 9,9 leader – stimulates participation, acts determined, makes priorities clear, follows through, behaves openly-mindedly and enjoys workers Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 14 Paternalism/Maternalism Definition Role Focus Reward and approval are bestowed on people in return for loyalty and obedience to compliance Leaders are pushovers (Winder, 2003), 1,9 and 9,1 without integrating the two The “benevolent dictator”; acts gracious for purpose of goal accomplishment Treats people as though they were dissociated from the task Regards the organization as a family Makes most of the key decisions Rewards loyalty and punishes non-compliance Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 15 Opportunism Definition Role FocusPeople adapt and shift to any grid style needed to gain maximum advantage Performance occurs according to a system of selfish gain Leader uses any combination of the basic five styles for the purpose of personal advancement May be seen as ruthless and cunning May also be seen as adaptable and strategic Leaders usually have a dominant grid style used in most situations and a backup style that is reverted to when under pressure Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 16 How Does the Behavioral Approach Work?Focus of Behavioral Approach Strengths Criticisms Application Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 17 Behavioral Approach Focus Overall ScopePrimarily a framework for assessing leadership as behavior with a task and relationship dimension Offers a general means of assessing the behaviors of leaders Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 18 Strengths Behavioral approach marked a major shift in leadership research from exclusively trait focused to include behaviors and actions of leaders Broad range of studies on leadership style validates and gives credibility to the basic tenets of the approach At conceptual level, a leader's style is composed of two major types of behaviors: task and relationship The behavioral approach is heuristic—leaders can learn a lot about themselves and how they come across to others by trying to see their behaviors in light of the task and relationship dimensions Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 19 Limitations Behavioral approach marked a major shift in leadership research from exclusively trait focused to include behaviors and actions of leaders Broad range of studies on leadership style validates and gives credibility to the basic tenets of the approach At conceptual level, a leader's style is composed of two major types of behaviors: task and relationship The behavioral approach is heuristic—leaders can learn a lot about themselves and how they come across to others by trying to see their behaviors in light of the task and relationship dimensions Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 20 Application Many leadership training and development programs are designed along the lines of the style approach. By assessing their own style, managers can determine how they are perceived by others and how they could change their behaviors to become more effective. The style approach applies to nearly everything a leader does. Peter G. Northouse, Leadership: Theory and Practice, Seventh Edition. © 2016 SAGE Publications, Inc. 1 2 Behavioral Theories of LeadershipChapter 9 Behavioral Theories of Leadership © 2010 Jones and Bartlett Publishers, LLC 3 Learning Outcomes After completing this chapter, the student should understand the: Difference between leaders and managers. Importance of Lewin's behavioral studies. Role of trait theory in the evolution of leadership research. Importance of the Ohio State and University of Michigan studies. Blake and Mouton's Managerial Grid. © 2010 Jones and Bartlett Publishers, LLC 4 What is Leadership? Leadership can be described as a complex process by which a person sets direction and influences others to accomplish a mission, task, or objective, and directs the organization in a way that makes it more cohesive and coherent (Winder, 2003). © 2010 Jones and Bartlett Publishers, LLC 5 Managers vs. Leaders A manager is a person who directs the work of employees and is responsible for results. A leader inspires employees with a vision and helps them cope with change. Two separate behaviors but both very necessary for an organization to achieve its goals! © 2010 Jones and Bartlett Publishers, LLC 6 Lewin's Behavioral StudyOne of the earliest studies regarding the effect of leadership was performed in the 1930s under the direction of Kurt Lewin. Three types of leadership styles were studied: Authoritarian Democratic Laissez-Faire © 2010 Jones and Bartlett Publishers, LLC 7 Great Person Theory Individuals are born with leadership traits. © 2010 Jones and Bartlett Publishers, LLC 8 Trait Theory The attempt to identify personality characteristics that appear to differentiate leaders from followers. © 2010 Jones and Bartlett Publishers, LLC 9 Trait Theory Common CharacteristicsIntelligence Maturity Inner motivation High achievers Employee centeredness Emotionally mature Broad range of interest Honesty Integrity Self-confidence Cognitive ability Creative Flexibility © 2010 Jones and Bartlett Publishers, LLC 10 Ohio State Leadership Studies© 2010 Jones and Bartlett Publishers, LLC 11 University of Michigan StudiesStudies conducted to attempt to determine the most effective style of leadership. An employee-centered focus, or a production-centered focus. © 2010 Jones and Bartlett Publishers, LLC 12 Blake and Mouton's Managerial Grid© 2010 Jones and Bartlett Publishers, LLC 13 Blake and Mouton's Managerial Grid© 2010 Jones and Bartlett Publishers, LLC 14 Managerial GridWhat is Leadership? Leadership The ability to influence a group toward the achievement of goals Management Use of authority inherent in designated formal rank to obtain compliance from organizational membersTrait Theories Theories of Leadership Theories that consider personality, social, physical, or intellectual traits to differentiate leaders from nonleaders • Leadership Traits • Extraversion • Conscientiousness • Openness • Emotional Intelligence (Qualified)Trait Theories • Limitations • No universal traits that predict leadership in all situations • Unclear evidence of the cause and effect of relationship of leadership and traits • Better predictor of the appearance of leadership than distinguishing effective and ineffective leadersTrait Approach • Traits (examples) • Extraversion • Conscientiousness • Openness • Assumption: Leaders are born • Goal: Select leaders • Problems • Traits do not generalize across situations • Better at predicting leader emergence than leader effectivenessBehavioral Theories Behavioral Theories of Leadership Theories proposing that specific behaviors differentiate leaders from nonleaders Behavioral TheoryLeadership behaviors can be taught. vs. Trait TheoryLeaders are born, not made.Behavioral Approach • Ohio State Studies/University of Michigan • Initiating Structure/Production Orientation • Consideration/Employee Orientation • Assumption: Leadership can be trained • Goal: Develop leaders • Problem: Effective behaviors do not generalize across situations.Ohio State Studies Initiating Structure The extent to which a leader is likely to define and structure his or her role and those of subordinates in the search for goal attainment Consideration The extent to which a leader is likely to have job relationships characterized by mutual trust, respect for subordinate's ideas, and regard for his/her feelingsUniversity of Michigan Studies Employee-oriented Leader Emphasizing interpersonal relations; taking a personal interest in the needs of employees and accepting individual differences among members Production-oriented Leader One who emphasizes technical or task aspects of the jobThe Managerial Grid(Blake and Mouton)Contingency Theories • All Consider the Situation • Fiedler Contingency Model • Cognitive Resource Theory • Hersey and Blanchard's Situational Leadership Model • Path Goal Theory • Assumptions underlying the different models: • Fiedler: Leader's style is fixed. • Other's: Leader's style can and should be changed. Fiedler Model • Leader: Style is Fixed (Task-oriented vs. Relationship-oriented) • Considers Situational Favorableness for Leader • Leader-member relations • Task structure • Position power • Key Assumption • Leader must fit situation; options to accomplish this: • Select leader to fit situation • Change situation to fit leaderFiedler Model: The Leader Assumption:Leader's style is fixed and can be measured by the least preferred co-worker (LPC) questionnaire. Least Preferred Co-Worker (LPC) Questionnaire The way in which a leader will evaluate a co-worker who is not liked will indicate whether the leader is task- or relationship-oriented.Cognitive Resource Theory A theory of leadership that states that the level of stress in a situation is what impacts whether a leader's intelligence or experience will be more effective. • Research Support • Less intelligent individuals perform better in leadership roles under high stress than do more intelligent individuals. • Less experienced people perform better in leadership roles under low stress than do more experienced people.Contingency Approach: Hersey and Blanchard Situational Leadership Model • Considers Leader Behaviors (Task and Relationship) • Assumes leaders can change their behaviors. • Considers Followers as the Situation • Follower task maturity (ability and experience) • Assumption: Psychological maturity (willingness to take responsibility) • Assumptions • Leaders can and should change their style to fit their followers' degree of readiness and ability • Therefore, it is possible to train leaders to better fit their style to their followers.Hersey and Blanchard's Situational Leadership Theory Situational Leadership Theory (SLT) A contingency theory that focuses on followers' readiness; the more “ready” the followers (the more willing and able) the less the need for leader support and supervision. LOW Amount of Follower Readiness HIGH Amount of Leader Support & Supervision Required HIGH LOWLeadership Styles and Follower Readiness(Hersey and Blanchard) Follower Readiness Unwilling Willing Supportive Participative Able Monitoring LeadershipStyles High Taskand Relationship Orientations Unable DirectiveLeader-Member Exchange Theory • Leader-Member Exchange (LMX) Theory • Leaders select certain followers to be “in” (favorites) based on competence and/or compatibility and similarity to leader • “Exchanges” with these “in” followers will be higher quality than with those who are “out” • Result: “In” subordinates will have higher performance ratings, less turnover, and greater job satisfaction.Path-Goal Theory • Premise • Leader must help followers attain goals and remove roadblocks to success • Leaders must change behaviors to fit the situation (environmental contingencies and subordinate contingencies)Leader-Participation Model • Premise • Rule-based decision tree to guide leaders about when and when not to include subordinate participation in decision making • Considers 12 contingency variables to consider whether or not to include subordinates in decision making Chapter THIRTEEN Contemporary Issues in Leadership Framing: Using Words to Shape Meaning and Inspire Others Framing A way to use language to manage meaning Leaders use framing (selectively including or excluding facts) to influence how others see and interpret reality.Inspirational Approaches to Leadership Charismatic Leadership Theory Followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors. • Charismatic leaders • Have a vision • Are willing to take personal risks to achieve the vision • Are sensitive to follower needs. • Exhibit behaviors of Charismatic Leaders • Vision and articulation • Has a vision—expressed as an idealized goal—that proposes a future better than the status quo; and is able to clarify the importance of the vision in terms that are understandable to others • Personal risk: Willing to take on high personal risk, incur high costs and engage in ordinary risk • Environmental sensitivity: Able to make realistic assessments of the environmental constraints and resources needed to bring about change • Sensitivity to follower needs. Perceptive of others' abilities and responsive to their needs and feelings. • Unconventional behavior. Engages in behaviors that are perceived as novel and counter to normsBeyond Charismatic Leadership • Level 5 Leaders • Possess a fifth dimension—a paradoxical blend of personal humility and professional will—in addition to the four basic leadership qualities of individual capability, team skills, managerial competence, and the ability to stimulate others to high performance • Channel their ego needs away from themselves and into the goal of building a great company Transactional and Transformational Leadership Transactional Leaders Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements • Contingent Reward • Management by Exception (active) • Management by Exception (passive) • Laissez-Faire Transformational Leaders Leaders who provide the four “I's” (individualized consideration, inspirational motivation, idealized influence, and intellectual stimulation) • Idealized Influence • Inspirational Motivation • Intellectual Stimulation • Individual ConsiderationCharacteristics of Transactional Leaders Contingent Reward:Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishments Management by Exception (active):Watches and searches for deviations from rules and standards, takes corrective action Management by Exception (passive):Intervenes only if standards are not met Laissez-Faire:Abdicates responsibilities, avoids making decisionsFull Range of Leadership ModelCharacteristics of Transformational Leaders Idealized Influence: Provides vision and sense of mission, instills pride, respect and trust Inspiration: Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways Intellectual Stimulation:Promotes intelligence, rationality, and careful problem solving Individualized Consideration:Gives personal attention, treats each employee individually, coaches, advisesAuthentic Leaders and Ethical Behavior • Authentic leaders know who they are, what they believe in and value, and act on those values openly and candidly. • Followers see them as ethical. • Ethical leaders are more likely to get followers to achieve their goals, and the goals themselves are ethical.Ethical Leadership • Actions • Work to positively change the attitudes and behaviors of employees • Engage in socially constructive behaviors • Do not abuse power or use improper means to attain goalsTrust:The Foundation of Leadership Trust A positive expectation that another will not—through words, actions, or decisions—act opportunistically Trust is a history-dependent process (familiarity) based on relevant but limited samples of experience (risk)Integrity Honesty and truthfulness Competence An individual's technical and interpersonal knowledge and skills Consistency An individual's reliability, predictability, and good judgment in handling situations Loyalty The willingness to protect and save face for another person Openness Reliance on the person to give you the full truth Dimensions of TrustThree Types of Trust Deterrence-based Trust Trust based on fear of reprisal if the trust is violated Knowledge-based Trust Trust based on behavioral predictability that comes from a history of interaction Identification-based Trust Trust based on a mutual understanding of one another's intentions and appreciation of the other's wants and desiresBasic Principles of Trust • Mistrust drives out trust. • Trust begets trust. • Growth often masks mistrust. • Decline or downsizing tests the highest levels of trust. • Trust increases cohesion. • Mistrusting groups self-destruct. • Mistrust generally reduces productivity.Contemporary Leadership Roles: Providing Team Leadership • Team Leadership Roles • Act as liaisons with external constituencies. • Serve as troubleshooters • Managing conflict. • Coaching to improve team member performanceContemporary Leadership Roles: Mentoring Mentor A senior employee who sponsors and supports the development of a protégé • Mentoring Activities • Present ideas clearly • Listen well • Empathize • Share experiences • Act as role model • Share contacts • Provide political guidanceContemporary Leadership Roles: Self-Leadership Self-Leadership A set of processes through which individuals control their own behavior. • Creating Self-Leaders • Model self-leadership • Encourage employees to create self-set goals • Encourage the use of self-rewards • Create positive thought patterns • Create a climate of self-leadership • Encourage self-criticismOnline Leadership • Leadership at a Distance: Building Trust • The lack of face-to-face contact in electronic communications removes the nonverbal cues that support verbal interactions. • There is no supporting context to assist the receiver with interpretation of an electronic communication. • The structure and tone of electronic messages can strongly affect the response of receivers. • An individual's verbal and written communications may not follow the same style. • Writing skills will likely become an extension of interpersonal skillsChallenges to the Leadership Construct Attribution Theory of Leadership The idea that leadership is merely an attribution that people make about other individuals • Qualities Attributed to Leaders • Leaders are intelligent, outgoing, have strong verbal skills, are aggressive, understanding, and industrious. • Effective leaders are perceived as consistent and unwavering in their decisions. • Effective leaders project the appearance of being a leader.Finding and Creating Effective Leaders • Selection • Review specific requirements for the job • Use tests that identify personal traits associated with leadership, measure self-monitoring, and assess emotional intelligence • Conduct personal interviews to determine candidate's fit with the job • Training • Recognize that all people are not equally trainable • Teach skills that are necessary for employees to become effective leaders • Provide behavioral training to increase the development of nascent charismatic employees THANK YOU !! 1. 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T H E O R Y X & Y A T W O R K P L A C E S T H E O R Y X T H E O R Y Y L A C K O F C R E A T I V I T Y A N D R E S I S T A N C E C A P A C I T Y F O R C R E A T I V I T Y I S W I D E L Y D I S T R I B U T E D I N T H E P O P U L A T I O N E M P H A S I S O N A S C A L A R C H A I N S Y S T E M A N D C E N T R A L I Z A T I O N O F A U T H O R I T Y E M P H A S I S O N D E C E N T R A L I Z A T I O N O F A U T H O R I T Y A N D G R E A T E R P A R T I C I P A T I O N I N D E C I S I O N M A K I N G E M P H A S I S O N A S C R O B A T I C L E A D E R S H I P S T Y L E W O R K P L A C E S T H E O R Y X T H E O R Y Y L A C K O F C R E A T I V I T Y A N D R E S I S T A N C E C A P A C I T Y F O R C R E A T I V I T Y I S W I D E L Y D I S T R I B U T E D I N T H E P O P U L A T I O N E M P H A S I S O N A S C A L A R C H A I N S Y S T E M A N D C E N T R A L I Z A T I O N O F A U T H O R I T Y E M P H A S I S O N D E C E N T R A L I Z A T I O N O F A U T H O R I T Y A N D G R E A T E R P A R T I C I P A T I O N I N D E C I S I O N M A K I N G Chapter THIRTEEN Contemporary Issues in Leadership Framing: Using Words to Shape Meaning and Inspire Others Framing A way to use language to manage meaning Leaders use framing (selectively including or excluding facts) to influence how others see and interpret reality.Inspirational Approaches to Leadership Charismatic Leadership Theory Followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors. • Charismatic leaders • Have a vision • Are willing to take personal risks to achieve the vision • Are sensitive to follower needs. • Exhibit behaviors of Charismatic Leaders • Vision and articulation • Has a vision—expressed as an idealized goal—that proposes a future better than the status quo; and is able to clarify the importance of the vision in terms that are understandable to others • Personal risk: Willing to take on high personal risk, incur high costs and engage in ordinary risk • Environmental sensitivity: Able to make realistic assessments of the environmental constraints and resources needed to bring about change • Sensitivity to follower needs. 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T H E O R Y X & Y A T W O R K P L A C E S T H E O R Y X T H E O R Y Y L A C K O F C R E A T I V I T Y A N D R E S I S T A N C E C A P A C I T Y F O R C R E A T I V I T Y I S W I D E L Y D I S T R I B U T E D I N T H E P O P U L A T I O N E M P H A S I S O N A S C A L A R C H A I N S Y S T E M A N D C E N T R A L I Z A T I O N O F A U T H O R I T Y E M P H A S I S O N D E C E N T R A L I Z A T I O N O F A U T H O R I T Y A N D G R E A T E R P A R T I C I P A T I O N I N D E C I S I O N M A K I N G Chapter THIRTEEN Contemporary Issues in Leadership Framing: Using Words to Shape Meaning and Inspire Others Framing A way to use language to manage meaning Leaders use framing (selectively including or excluding facts) to influence how others see and interpret reality.Inspirational Approaches to Leadership Charismatic Leadership Theory Followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors. • Charismatic leaders • Have a vision • Are willing to take personal risks to achieve the vision • Are sensitive to follower needs. • Exhibit behaviors of Charismatic Leaders • Vision and articulation • Has a vision—expressed as an idealized goal—that proposes a future better than the status quo; and is able to clarify the importance of the vision in terms that are understandable to others • Personal risk: Willing to take on high personal risk, incur high costs and engage in ordinary risk • Environmental sensitivity: Able to make realistic assessments of the environmental constraints and resources needed to bring about change • Sensitivity to follower needs. 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