

Leadership in Higher Education

The Nature of Leadership

- Leadership

- The process by which a person exerts influence over others and inspires, motivates and directs their activities to achieve group or organizational goals.

- Leader

- An individual who is able to exert influence over other people to help achieve group or organizational goals

The Nature of Leadership

Personal Leadership Style

- The specific ways in which a manager chooses to influence others shapes the way that manager approaches the other tasks of management.
- The challenge is for managers at all levels to develop an effective personal management style.

Strategic Leadership

- Vision, eloquence, and consistency
- Commitment
- Being well informed
- Willingness to delegate and empower
- The astute use of power
- Emotional intelligence

Emotional Intelligence

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills

Emotional Intelligence and Leadership

- The Moods of Leaders:
 - Affect their behavior and effectiveness as leaders.
 - Affect the performance of their subordinates.
- Emotional Intelligence
 - Helps leaders develop a vision for their firm.
 - Helps motivate subordinates to commit to the vision.
 - Energizes subordinates to work to achieve the vision.

Leadership Across Cultures

Leadership styles may vary among different countries or cultures.

- European managers tend to be more people-oriented than American or Japanese managers.
- Japanese managers are group-oriented, while U.S managers focuses more on profitability.
- Time horizons also are affected by cultures.

Sources of Leadership Power

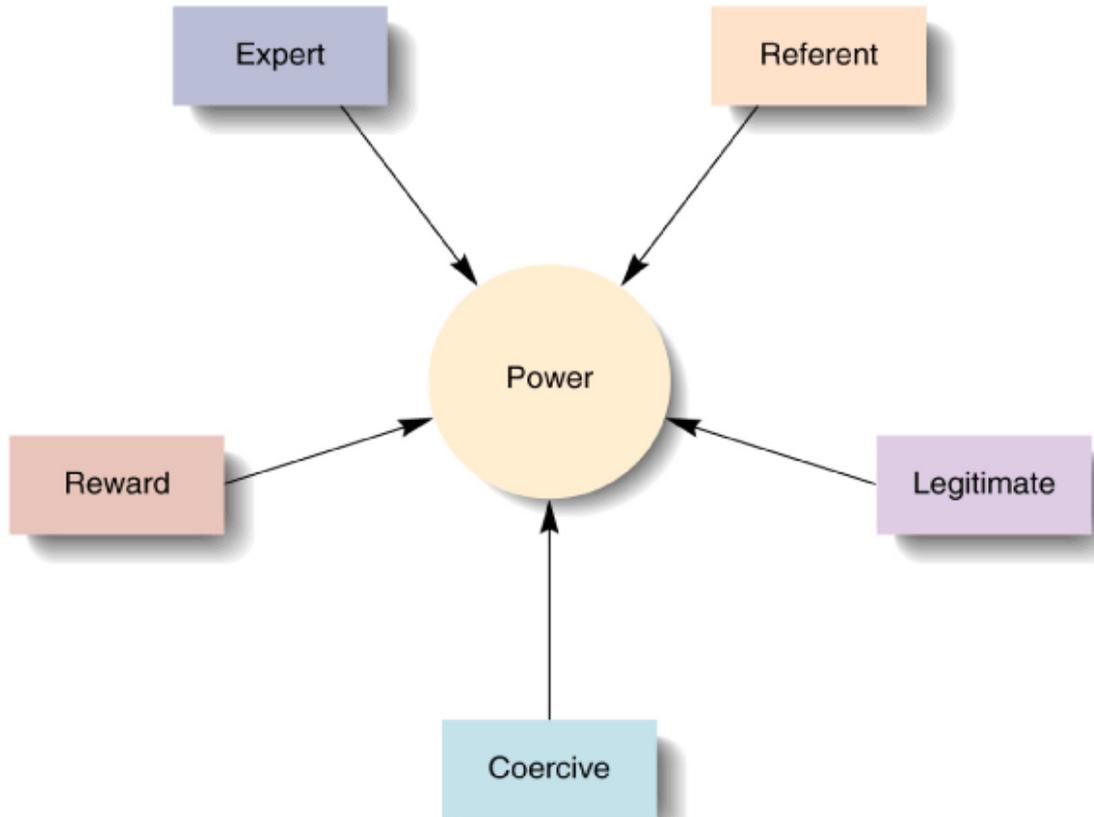


Figure 10.1

Power: The Key to Leadership

- Legitimate Power
 - The authority that a manager has by virtue of his or her position in the firm.

Power: The Key to Leadership

- Reward Power

- The ability of a manager to give or withhold tangible and intangible rewards.
- Effective managers use reward power to signal to employees that they are doing a good job.



Power: The Key to Leadership

- Coercive Power

- The ability of a manager to punish others.

- Expert Power

- Power that is based on special knowledge, skills, and expertise that the leader possesses.

Power: The Key to Leadership

- Referent Power
 - Power that comes from subordinates' and coworkers' respect for the personal characteristics of a leader which earns their loyalty and admiration.

Empowerment: An Ingredient in Modern Management

- Empowerment
 - The process of giving workers at all levels more authority to make decisions and the responsibility for their outcomes.



Leadership Models

Behavioral Model

- Consideration: employee-centered leadership behavior indicating that a manager trusts, respects, and cares about subordinates



Leadership Models

Behavioral Model

- Initiating structure: job-oriented leadership behavior that managers engage in to ensure that work gets done, subordinates perform their jobs acceptably, and the organization is efficient and effective.

Transformational Leadership

Leadership that:

- Makes subordinates aware of the importance of their jobs and performance to the organization by providing feedback to the worker.
- Makes subordinates aware of their own needs for personal growth and development.
- Motivates workers to work for the good of the organization, not just themselves.

Being a Charismatic Leader

Charismatic Leader

- An enthusiastic, self-confident transformational leader able to clearly communicate his or her vision of how good things could be



Transactional Leadership

Transactional Leaders

- Leaders that motivate subordinates by rewarding them for high performance and reprimanding them for low performance

Challenges of being a Leader

- Cognitive biases
 - Prior hypothesis bias
 - Escalating commitment
 - Reasoning by analogy
 - Representativeness
 - Illusion of Control
 - Hubris hypothesis