

# **INTRODUCTION TO LEADERSHIP PSYCHOLOGY & MANAGERIAL WORK**

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WHAT DO YOU  
THINK ABOUT :









LEADERSHIP?

# Definitions of Leadership

**“No single, “correct” definition of leadership covers all situations; what matters is how useful the definition is for increasing our understanding of effective leadership”**

# Definitions of Leadership

Yuki

Leadership is 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.

2010

# Definitions of Leadership

“Leadership has been defined in many different ways, but most definitions share the assumption that it involves an **influence process** concerned with facilitating the performance of a collective task”

# Specialized Role or Shared Influence Process?



*Specialized  
Role*



Influence  
Process

# Specialized Role or Shared Influence Process?



*Specialized  
Role*



Influence  
Process

# Specialized Role

There's **LEADER**



Other members are **FOLLOWERS**



It does not mean that a person cannot perform both roles at the same time

# Specialized Role or Shared Influence Process?



# Share Influence Process

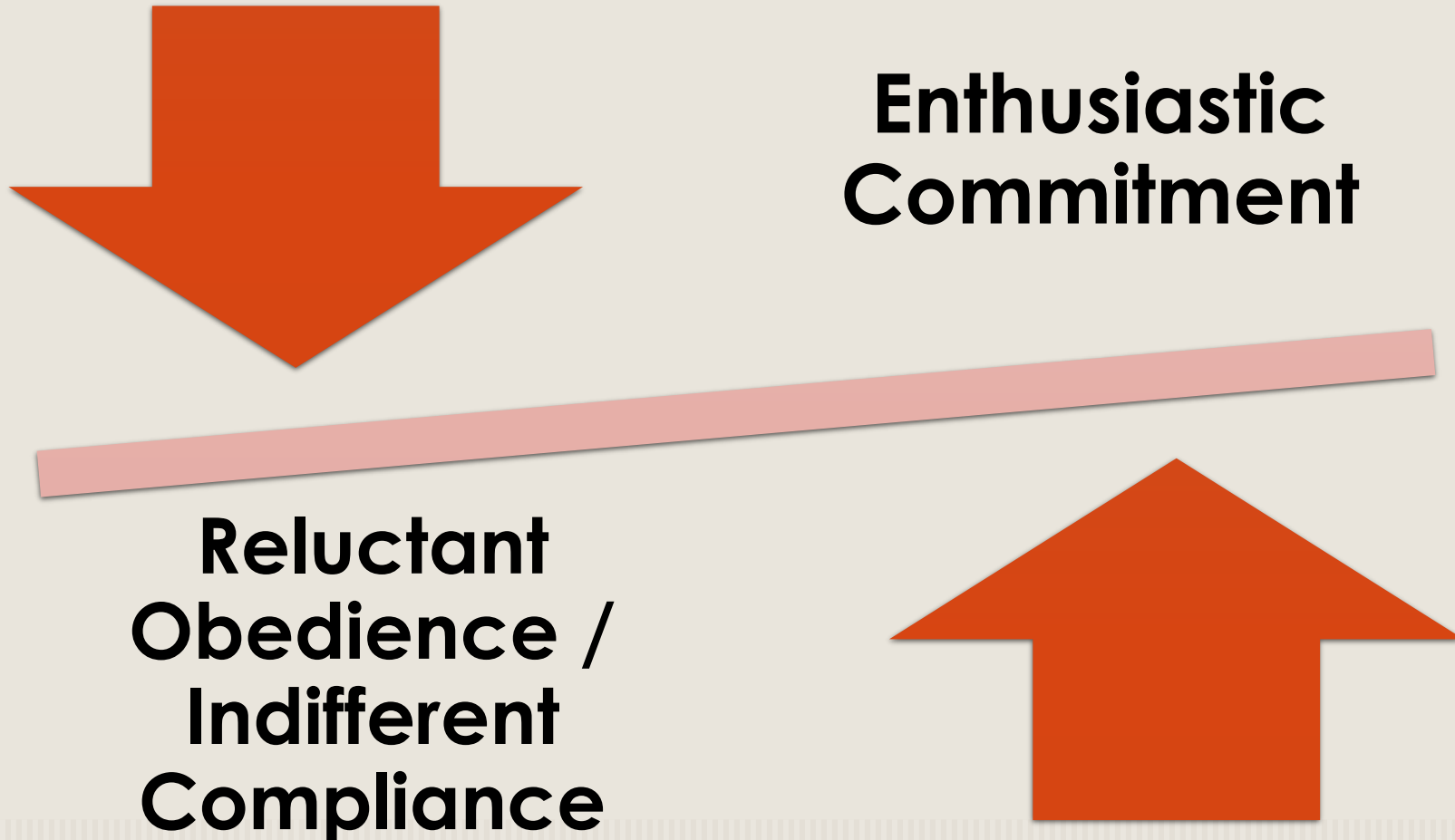


Influence process that occurs naturally within a social system and is diffused among the members

Any member may exhibit leadership at anytime

There's NO clear distinction between leaders and followers

# Type of influence Process




# Purpose of Influence Attempts

**“Acts of leadership often have multiple motives, and it is seldom possible to determine the extent to which they are selfless rather than selfish”**

# Influence Based on Reason or Emotion

Most of the leadership definition listed earlier emphasize rational, cognitive processes :  
achieving shared task objective



1980s : Few conceptions of leadership recognized the importance of emotions as a basis for influence

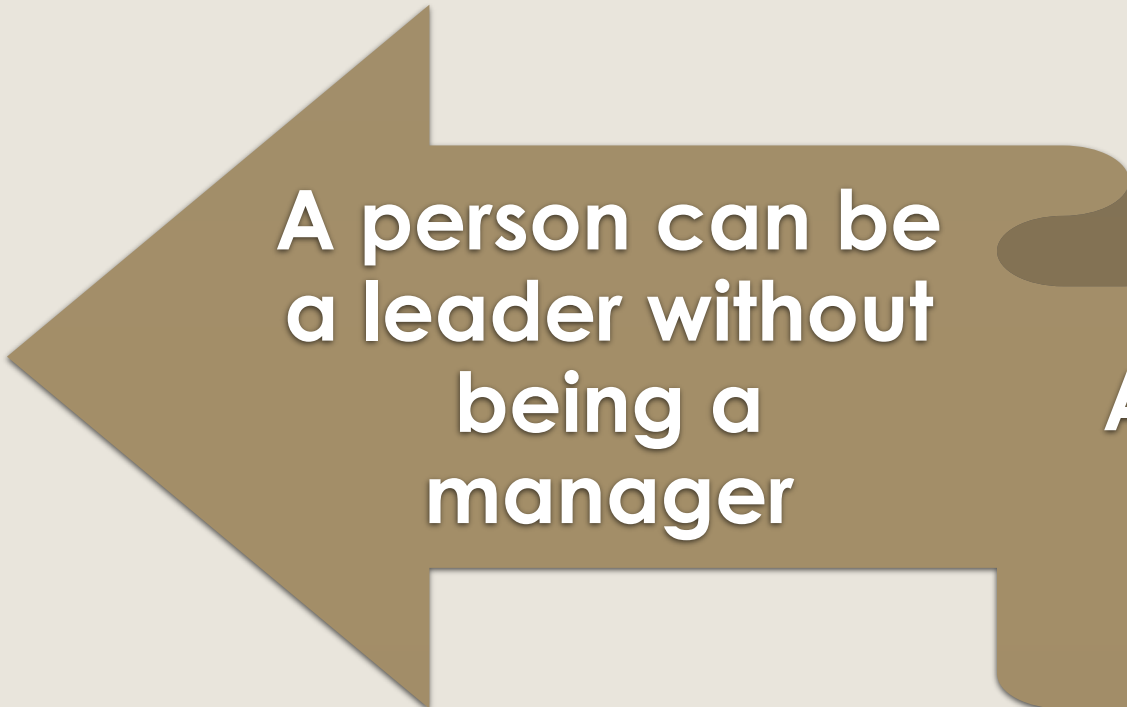


**Leaders inspire followers to willingly sacrifice their selfish interests for a higher cause**

# Direct vs. Indirect Leadership

**“Most theories about effective leadership focus on behaviors used to directly influence immediate subordinates, but a leader can also influence other people inside the organization”**

# Leadership vs. Management



A person can be  
a leader without  
being a  
manager



A person can be a  
manager without  
leading

# Leadership vs. Management

LEADERSHIP	MANAGEMENT
Leaders VALUE flexibility, innovation, and adaptation ; care about people as well as economic outcomes.	Managers VALUE stability, order, and efficiency, and they are impersonal, risk adverse and focused on short-term result.
Leaders are CONCERNED with what things mean to people, and they try to get people agree about the most important things to be done.	Managers are CONCERNED about how things get done, and they try to get people to perform better.

# Leadership vs. Management

**“Kotter (1990) proposed that managing seeks to produce predictability and order, whereas leading seeks to produce organizational change.**

**Both roles are necessary, but problems can occur if an appropriate balance is not maintained”**

# Leadership vs. Management

**“Success as a manager or administrator in modern organizations also involves leading”**

# Typical Activity Patterns in Managerial Work

Pace of work is HECTIC and unrelenting

Content of work is varied & fragmented

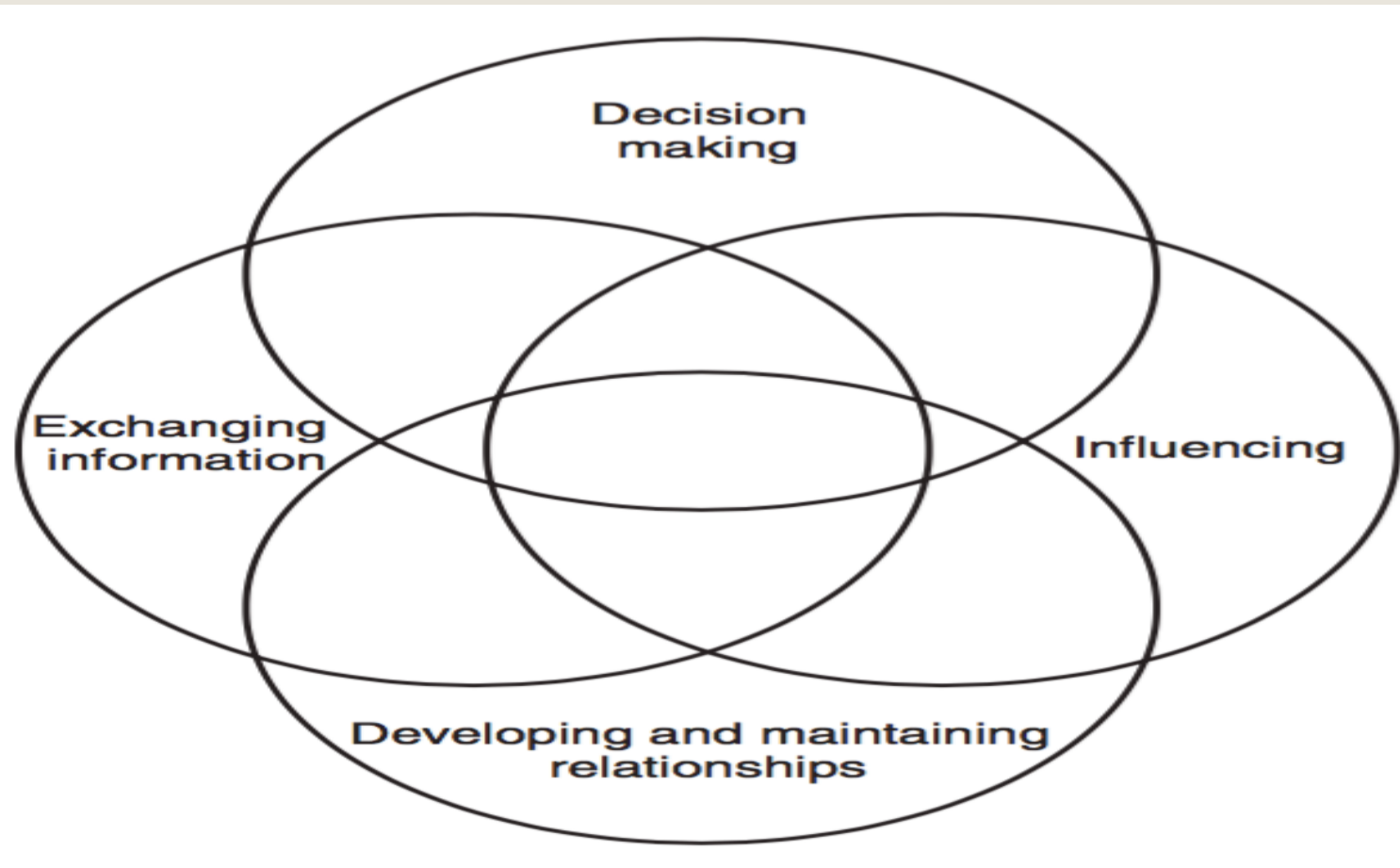
Many activities are reactive

Interactions often involve peers & outsiders and oral com

Decision processes are disorderly and political

Most planning is informal and adaptive

# Four Primary Process in Managing



# Guidelines for Performing Managerial Work : Managing Time

- Understand the reasons for demands and constraints.
- Expand the range of choices.
- Determine what you want to accomplish.
- Analyze how you use your time.
- Plan daily and weekly activities.
- Avoid unnecessary activities.
- Conquer procrastination.
- Take advantage of reactive activities.
- Make time for reflective planning.

# Guidelines for Performing Managerial Work : Problem Solving

- Identify important problems that can be solved.
- Look for connections among problems.
- Experiment with innovative solutions.
- Take decisive action to deal with crises.

**Thank You**