



PERSPECTIVE ON EFFECTIVE LEADERSHIP BEHAVIOR

Rizty Desta Mahestri, M.Psi., Psikolog – Fakultas Psikologi Universitas Medan Area



EFFECTIVE LEADERSHIP?



RESEARCHES ON EFFECTIVE LEADERSHIP

OHIO STATE LEADERSHIP STUDIES

CONSIDERATION



INITIATING
STRUCTURE



Subordinates
perceived
their
supervisor's
behavior

OHIO STATE LEADERSHIP STUDIES

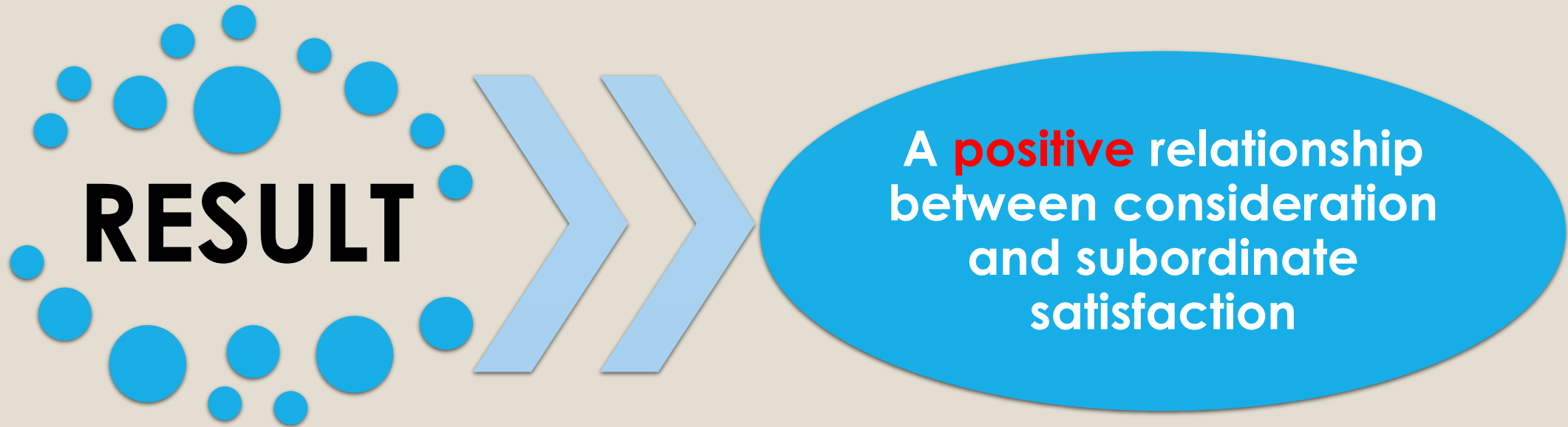
Consideration

- leader concern for people and interpersonal relationships

Initiating Structure

- concern for accomplishing the task

OHIO STATE LEADERSHIP STUDIES



MICHIGAN LEADERSHIP STUDIES

The research found 3 types
of leadership behavior

Task-oriented
behavior

Relationship-
oriented behavior

Participative
leadership

MICHIGAN LEADERSHIP STUDIES

“Task-Oriented Behavior. planning and scheduling the work, coordinating subordinate activities, and providing necessary supplies, equipment, and technical assistance.

Moreover, effective managers guided subordinates in setting performance goals that were high but realistic”


MICHIGAN LEADERSHIP STUDIES

”Relation-Oriented Behavior. Showing trust and confidence, friendly and considerate, trying to understand subordinate problems, helping to develop and further their careers, keeping subordinates informed, showing appreciation for ideas, allowed considerable autonomy in how subordinates do the work, and providing recognition”

MICHIGAN LEADERSHIP STUDIES

“Participative leadership. The role of the manager in group meetings should be primarily to guide the discussion and keep it supportive, constructive, and oriented toward problem solving”

EXPERIMENTS ON TASK AND RELATION BEHAVIOR

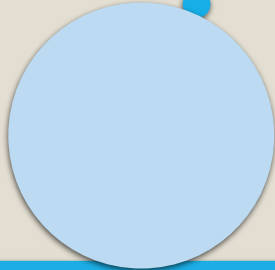


increases in
relations-oriented
leadership
behavior usually
resulted in higher
subordinate
satisfaction and
productivity

THE MOST EFFECTIVE TYPE OF LEADER BEHAVIOR WERE FOUND IN MOST OF THE STUDIES :

- 1. Planning, coordinating, and organizing operations
- 2. Supervising subordinates (directing, instructing, monitoring performance)
- 3. Establishing and maintaining good relations with subordinates
- 4. Establishing and maintaining good relations with superiors, peers, and outsiders
- 5. Assuming responsibility for observing organizational policies, carrying out required duties, and making necessary decisions

THE HIGH-HIGH LEADER



Effective managers have a high concern for both people and production

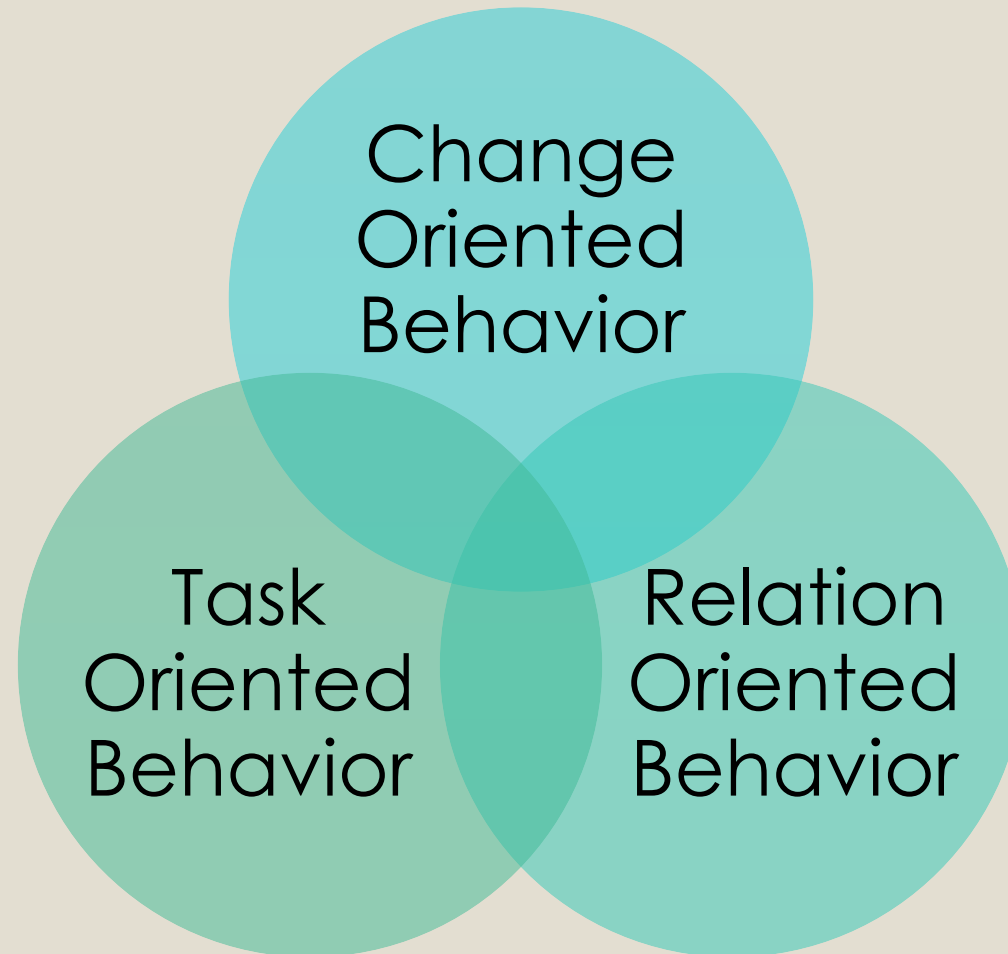


BLAKE & MOUTON, 1960s

LEADERSHIP BEHAVIOR TAXONOMIES

Authors and Date	Categories	Primary Purpose	Primary Method
Fleishman (1953)	2	Describe effective behavior	Factor analysis
Stogdill (1963)	12	Describe effective behavior	Theoretical-deductive
Mahoney et al. (1963)	8	Describe job requirements	Theoretical-deductive
Bowers & Seashore (1966)	4	Describe effective behavior	Theoretical-deductive
Mintzberg (1973)	10	Classify observed activities	Judgmental classification
House & Mitchell (1974)	4	Describe effective behavior	Theoretical-deductive
Morse & Wagner (1978)	6	Describe effective behavior	Factor analysis
Yukl & Nemeroff (1979)	13	Describe effective behavior	Factor analysis
Luthans & Lockwood (1984)	12	Classify observed activities	Judgmental classification
Page (1985)	10	Describe job requirements	Factor analysis
Yukl et al. (1990)	14	Describe effective behavior	Factor analysis
Bass & Avolio (1990)	7	Describe effective behavior	Factor analysis
Wilson et al. (1990)	15	Describe effective behavior	Factor analysis
Podsakoff et al. (1990)	6	Describe effective behavior	Factor analysis
Fleishman et al. (1991)	13	Describe effective behavior	Theoretical-deductive
Conger & Kanungo (1994)	6	Describe effective behavior	Factor analysis
Yukl, Gordon & Taber (2002)	12	Describe effective behavior	Factor analysis

A THREE-DIMENSIONAL MODEL



EXAMPLE OF TASK, RELATIONS, AND CHANGE BEHAVIOR

Task-Oriented Behaviors

- Organize work activities to improve efficiency.
- Plan short-term operations.
- Assign work to groups or individuals.
- Clarify what results are expected for a task.
- Set specific goals and standards for task performance.
- Explain rules, policies, and standard operating procedures.
- Direct and coordinate work activities.
- Monitor operations and performance.
- Resolve immediate problems that would disrupt the work.

EXAMPLE OF TASK, RELATIONS, AND CHANGE BEHAVIOR

Relations-Oriented Behaviors

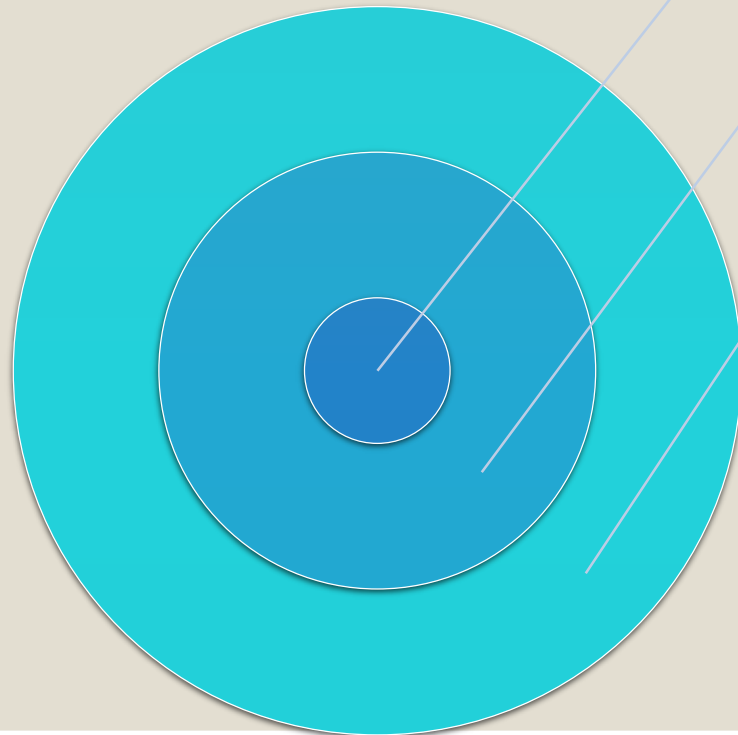
- Provide support and encouragement to someone with a difficult task.
- Express confidence that a person or group can perform a difficult task.
- Socialize with people to build relationships.
- Recognize contributions and accomplishments.
- Provide coaching and mentoring when appropriate.
- Consult with people on decisions affecting them.
- Allow people to determine the best way to do a task.
- Keep people informed about actions affecting them.
- Help resolve conflicts in a constructive way.
- Use symbols, ceremonies, rituals, and stories to build team identity.
- Recruit competent new members for the team or organization.

EXAMPLE OF TASK, RELATIONS, AND CHANGE BEHAVIOR

Change-Oriented Behaviors

- Monitor the external environment to detect threats and opportunities.
- Interpret events to explain the urgent need for change.
- Study competitors and outsiders to get ideas for improvements.
- Envision exciting new possibilities for the organization.
- Encourage people to view problems or opportunities in a different way.
- Develop innovative new strategies linked to core competencies.
- Encourage and facilitate innovation and entrepreneurship in the organization.
- Encourage and facilitate collective learning in the team or organization.
- Experiment with new approaches for achieving objectives.
- Make symbolic changes that are consistent with a new vision or strategy.
- Encourage and facilitate efforts to implement major change.
- Announce and celebrate progress in implementing change.
- Influence outsiders to support change and negotiate agreements with them.

SPECIFIC TASK BEHAVIORS



Planning
work
activities

Clarifying
roles &
objectives

Monitoring
operations &
performance

Operational Planning

is the scheduling of routine work and determination of task assignments for the next day or week



Action Planning

the development of detailed action steps and schedules for implementing a new policy or carrying out a project



Contingency Planning

the development of procedures for avoiding or coping with potential problems or disasters

SPECIFIC
TASK
BEHAVIORS

Planning
Work
Activities :
deciding
what to do,
how to do it,
who will do it,
and when it
will be done

Defining job responsibility & requirement

Setting performance goal

Assigning specific task

SPECIFIC
TASK
BEHAVIORS

Clarifying
Roles &
Objectives :
is the
communication of plans,
policies, and
role
expectations

Monitoring behavior can take many forms, including observation of work operations, reading written reports, watching computer screen displays of performance data, inspecting the quality of samples of the work, and holding progress review meetings with an individual or group.

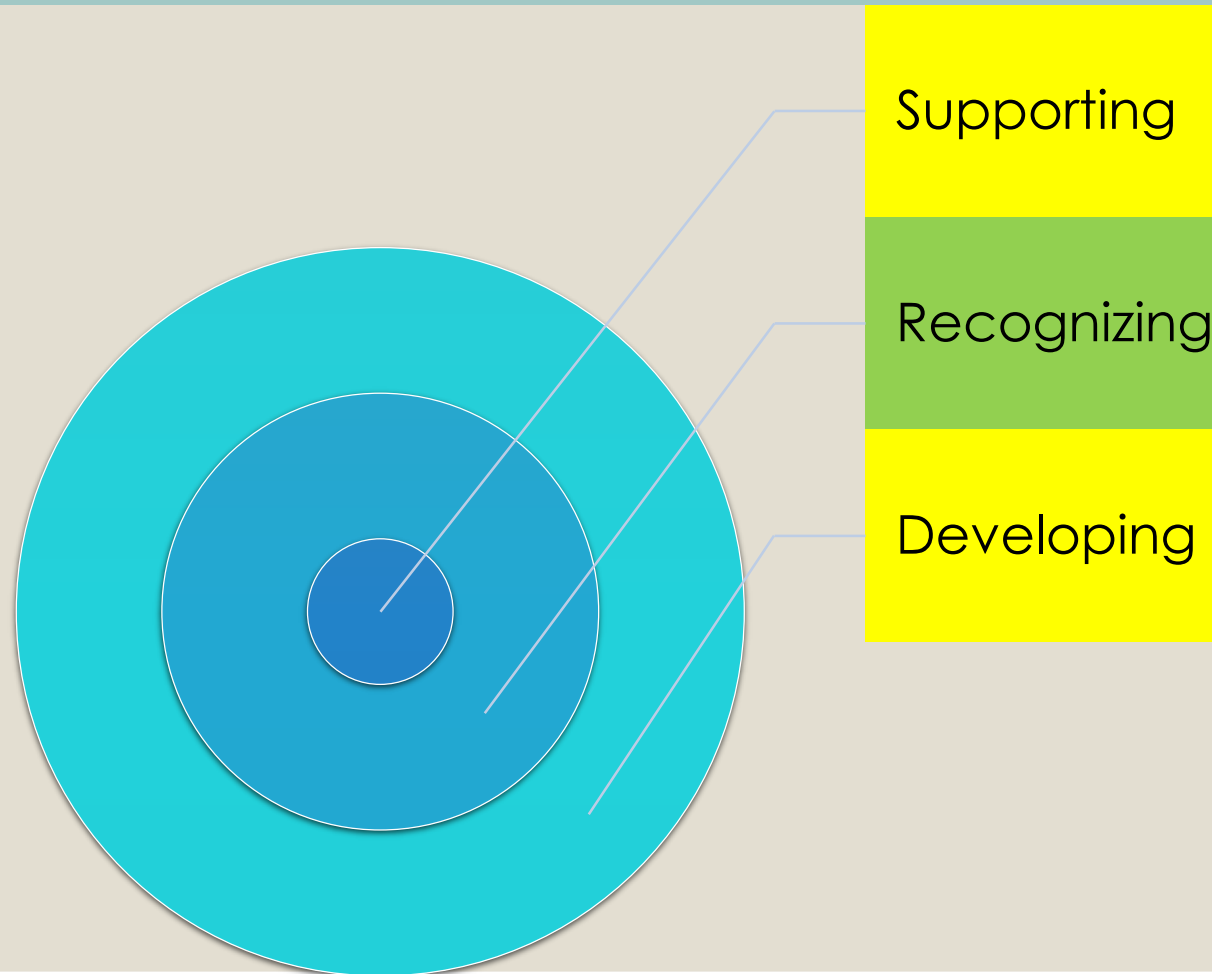
The appropriate type of monitoring depends on the nature of the task and other aspects of the situation

SPECIFIC TASK BEHAVIORS

**Monitoring Operation
& Performance :**

gathering information about the operations of the manager's organizational unit, including the progress of the work, the performance of individual subordinates, the quality of products or services, and the success of projects or programs.

SPECIFIC RELATIONS BEHAVIORS



SPECIFIC RELATIONS BEHAVIORS

Supporting : consideration,
acceptance, and concern for
the needs and feelings of other
people

SPECIFIC RELATIONS BEHAVIORS

Developing : several managerial practices that are used to increase a person's skills and facilitate job adjustment and career advancement. Component behaviors include coaching, mentoring, and career counseling

SPECIFIC RELATIONS BEHAVIORS

Recognizing : giving praise and showing appreciation to others for effective performance, significant achievements, and important contributions to the organization

THANK YOU