UNIT FOUR INFLUENCE PROCESSES, LEADERSHIP& Organizational Context 4.1 Leadership& Power Leadership Learning Objectives After studying this part, you should be able to: Define leadership and contrast leadership and management.A learning organization is one that has developed the continuous capacity to adapt and change.If followers are unable and unwilling to do a task, the leader needs to give clear and specific directions; if they are unable and willing, the leader needs to display high-task orientation to compensate for lity and high relationship orientation to get them to If followers are able and unwilling, the leader needs to use a supportive and participative style; if they are both Leader-Member Exchange (LMX) Theory Contingency theories have failed to account for followers and heterogeneous leadership approaches to individual workers.Certain characteristics will help develop high ethical standards, such as a high tolerance for risk, so people are not afraid to make mistakes; low to moderate in aggressiveness so that unethical behaviors are avoided and a focusing on the means as well as the outcomes so that ethics is embedded in both.Some essential leadership traits include extroversion, conscientiousness, openness, and emotional intelligence (EI), although the link between EI and leadership has not been fully explored.With the many years of research dedicated to the trait theory of leadership, it is widely accepted that traits do predict leadership.The fourth technique is engaging in team building tools to increase trust and openness through increased interactions.Intergroup development is an organizational development tool that attempts to change the attitudes, stereotypes, and perceptions that groups may have of each other.Finally, the charismatic leader engages in emotion-inducing and often unconventional behavior to demonstrate courage and conviction about the Transformational Leaders Transformational leaders help followers to look at the bigger picture and commit to the good of the organization, even if it means setting their own goals aside.The key elements of the matrix structure is that it gains the interactions between the functional and product departments by coordinating complex and interdependent activities to help reach the goals set forth in an efficient mission.It is a way for the leadership of this generation to invest in individuals and develop future leaders.Mentoring has positive effects on both the career and the psychological functions of the individual being mentored.A narrow span can allow for more direction but can add layers of management, increase the complexity of the vertical communication, and encourage overly tight supervision, limiting employee autonomy.A breakthrough occurred when researchers began to organize the traits into categories and this became known as the Big Five Personality Framework where five groups of traits were found to be consistently present among leaders.Nine influence tactics like: Legitimacy; Rational persuasion; Inspirational appeals; Consultation; Exchange; Personal appeals; Ingratiation; Pressure and Coalitions.Demonstrate how organizational structures differ, and contrast mechanistic and organic structural models.Assess whether charismatic and transformational leadership .generalize across cultures.1.2.3.4.5.6

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