

Leadership and decision making



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The Nature of Leadership

What is Leadership?

- ◆ The processes and behaviors used by someone

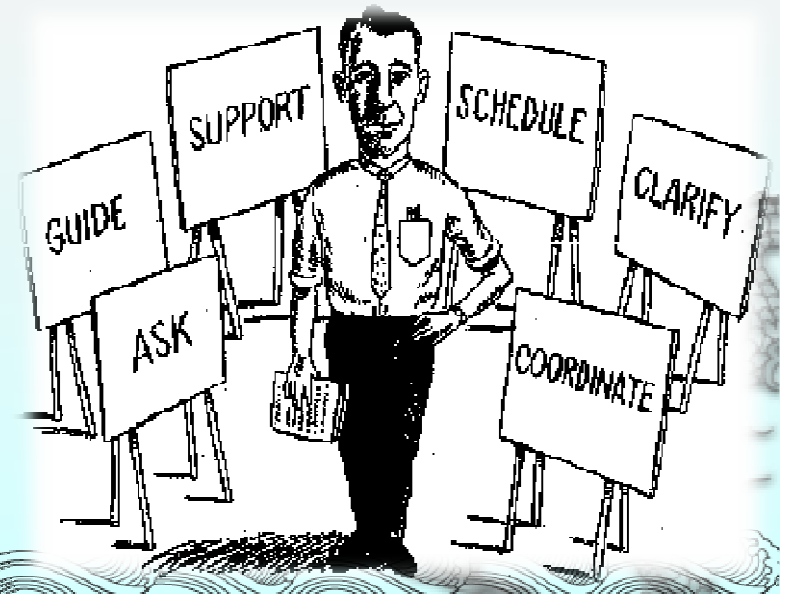
Who could be Leadership?

- ◆ Manager, leader, etc.?



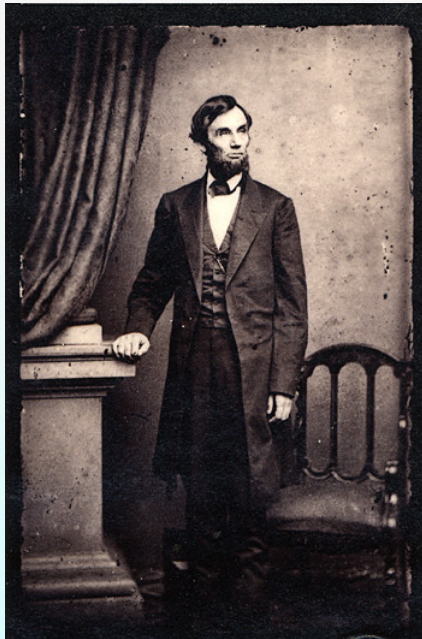
personality

- ◆ Be convincing
- ◆ Be insightful
- ◆ Be positive
- ◆ Be responsibility



Early Approaches to Leadership

- ◆ Early researchers tried to find out the *trait* or personal characteristics on leaders
 - ◆ Tall?



Abraham Lincoln (O)



Napoleon Bonaparte (X)



Adolf Hitler (X)

- ◆ the research of trait approach abandoned
- ◆ But it resurfaced in recent years
 - ◆ Research included self-confidence, EQ, MQ, etc.
- ◆ it is too early to know whatever it works or not



- ◆ From trait approach to *behavior* approach to leadership
- ◆ This research included two basic forms of leader behavior
 - ◆ Task-focused leader behavior
 - ◆ Employee-focused leader behavior

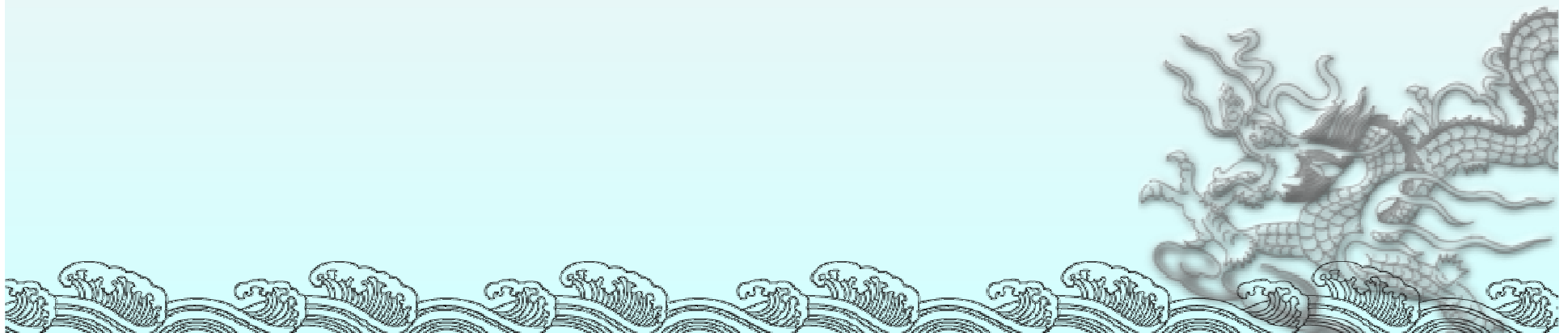


- ◆ Task-focused leader behavior

- ◆ Focus on “how” task should be performed
- ◆ In order to meet certain goals

- Employee-focused leader behavior

- ◆ Focus on the employee
- ◆ Like satisfaction, motivation, and well-being



The situational approach to leadership

situational Approach:

1. assumes that appropriate leader behavior varies from one situation to another.
2. It was proposed as a continuum of leadership behavior.

Leadership Through the eyes of followers

Three other leadership theories are generated from the eyes of followers:

1. Transformational leadership
2. Transactional leadership
3. Charismatic leadership

Transformational leadership

1. Focuses on the importance of leading for change as opposed to leading during a period of stability.
2. Basic management involving routine, regimented activities.

Transactional leadership

Charismatic leadership

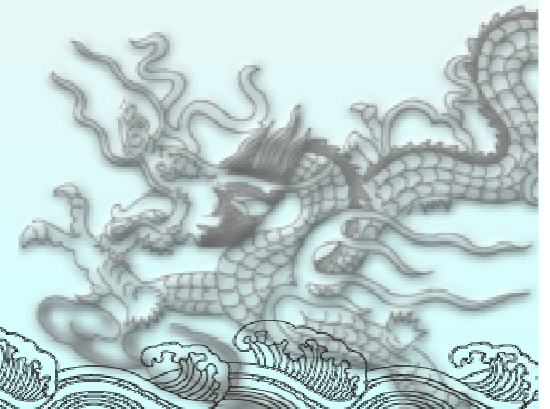
Special Issues in Leadership

- ◆ Leader Substitutes

- Capable employees can replace a leader

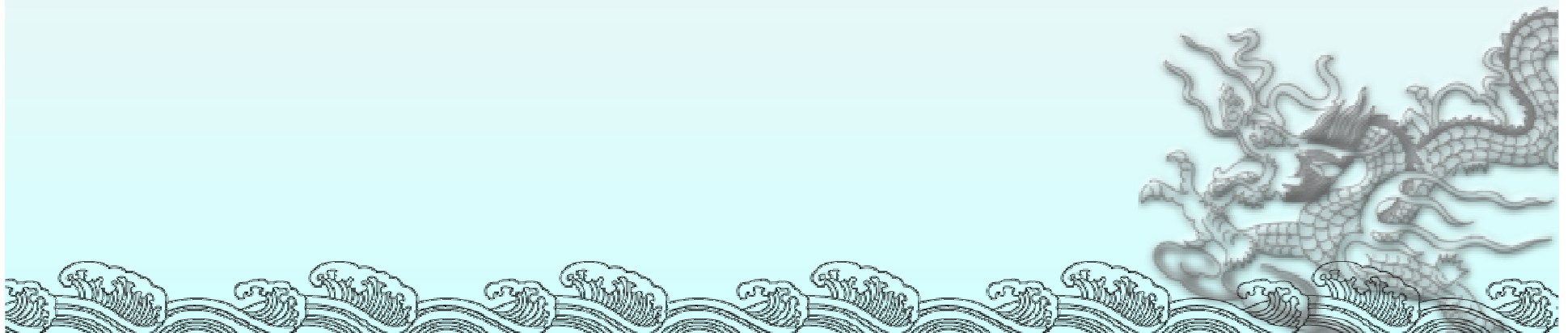
For example:

When patients are sent to the ER, the professional people will take first aid without a chief



Special Issues in Leadership

- ◆ Leadership Neutralizers
 - Limit a leader's ability and effect
 - Advantage: The leader can do more multiple things
 - Disadvantage: The leader can't affect any tasks, even employees



The Changing Nature of Leadership

◆ Leaders as Coaches

- stereotype: control situations, direct work, supervise people, make decisions...
- Help select and train the team members, solve conflicts among team members, trust his or her employees



The Changing Nature of Leadership

- ◆ Gender and leadership
 - stereotype: female leaders would be relatively warm, supportive, and nurturing as compared to their male counterparts



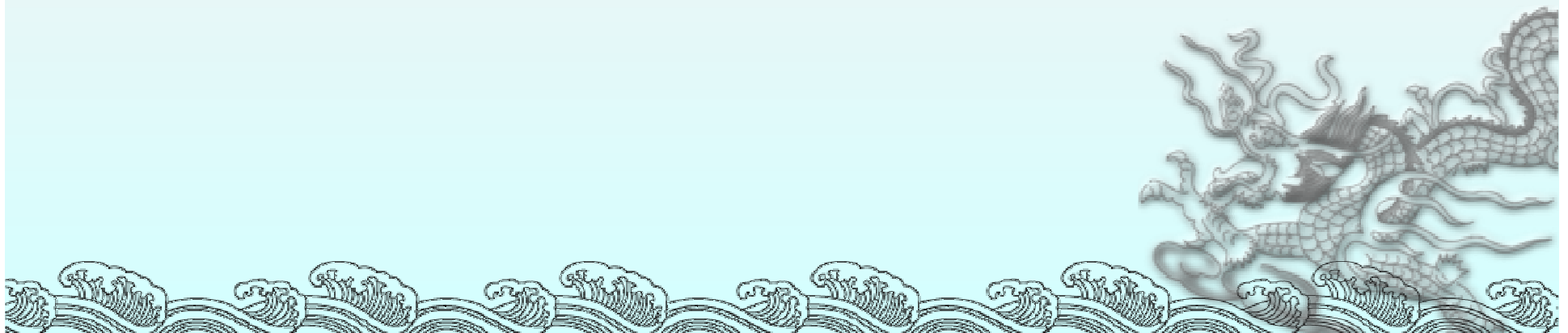
Female are not necessarily more nurturing or supportive than male leadership



The Changing Nature of Leadership

- ◆ Cross-Cultural Leadership

- Culture is used as a broad concept to encompass both international differences and diversity-based differences within one culture



Emerging Issue in Leadership

▣ Strategic Leadership

- understand organization
- grasp external environment
- lead changes
 - = enhance its competitiveness

▣ Ethical Leadership

- most success business leaders are ethical people
- model of the others
- more accountable for their actions and consequences

Emerging Issue in Leadership

- ▣ Virtual Leadership
 - Distant team work
 - create & maintain relationships through nonverbal communication --- electronics
 - skills of convey



Leadership, Management & Decision Making

Decision Making--- to be rational

Step	Detail	Example
1. Recognizing and defining the decision situation	Some stimulus indicates that a decision must be made. The stimulus may be positive or negative.	The plant manager sees that employee turnover has increased by 5 percent.
2. Identifying alternatives	Both obvious and creative alternatives are desired. In general, the more important the decision, the more alternatives should be generated.	The plant manager can increase wages, increase benefits, or change hiring standards.
3. Evaluating alternatives	Each alternative is evaluated to determine its feasibility, its satisfactoriness, and its consequences.	Increasing benefits may not be feasible. Increasing wages and changing hiring standards may satisfy all conditions.
4. Selecting the best alternative	Consider all situational factors and choose the alternative that best fits the manager's situation.	Changing hiring standards will take an extended period of time to cut turnover, so increase wages.
5. Implementing the chosen alternative	The chosen alternative is implemented into the organizational system.	The plant manager may need permission from corporate headquarters. The human resource department establishes a new wage structure.
6. Following up and evaluating the results	At some time in the future, the manager should ascertain the extent to which the alternative chosen in step 4 and implemented in step 5 has worked.	The plant manager notes that six months later, turnover dropped to its previous level.

Behavioral Aspects of Decision Making


----influential aspects

- ▣ Political forces in decision making
 - Coalition 聯盟
 - informal alliance of individuals/groups formed to achieve a common goal
 - lobbyist: people in Coalition who make lawmakers or politicians to favor their interests
- ▣ Escalation of commitment 承諾升高
 - it's a condition the leader becomes too committed going, even the decision have been wrong
 - e.g. marry to bad behavior boyfriend

Behavioral Aspects of Decision Making

----influential aspects

▣ Intuition

- an inner belief about something without conscious consideration
- base on 
 - Years of experiences
 - practice in making decisions of similar situations
- **BUT**, for inexperienced leaders, don't rely it!

▣ Risk Propensity & Decision Making

- how much the leader is willing to gamble when making a decision
- e.g. New York Yankees

THANKS FOR LISTENING

