

LEADERSHIP IN ORGANIZATIONS

- mendeskripsikan pendekatan sifat dalam kepemimpinan dan mengidentifikasi karakteristik-karakteristik yang membedakan pemimpin yang sukses dari orang biasa (kebanyakan)
- membedakan dua bentuk dasar perilaku pemimpin: *person-oriented* dan *production-oriented*, menjelaskan bagaimana *grid training* membantu mengembangkannya
- menjelaskan model *leader-member exchange (LMX)* dan pendekatan atribut (*attributional approach*) kepemimpinan yang berkaitan dengan hubungan antara pemimpin dan pengikut
- menyimpulkan tentang teori LPC contingency dan teori kepemimpinan situasional yang menjelaskan tentang hubungan antara gaya kepemimpinan dan variabel situasional
- menjelaskan berbagai macam teknik yang digunakan untuk mengembangkan kepemimpinan di dalam organisasi

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THE NATURE OF LEADERSHIP

- **LEADERSHIP: A WORKING DEFINITION**

Leader
an individual within a group or an organization who wields the most influence over others

Leadership
the process whereby one individual influences other group members toward the attainment of defined group or organizational goals

The key characteristics of the leadership process:

- Leadership involves noncoercive influence
- Leadership influence is goal directed
- Leadership requires followers

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The Leadership Process: A Summary

Leadership is a process in which one person, the *leader*, influences a *follower* in a noncoercive manner to attain a goal

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graph LR
    LEADER -- noncoercive influence --> FOLLOWER
    FOLLOWER -- attains --> GOAL
  
```



- **Leadership** influencing employees to voluntarily pursue organizational goals

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- **LEADERS VERSUS MANAGERS: A KEY DISTINCTION - AT LEAST IN THEORY**

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graph LR
    A[Establish Org'l mission] --> B[Formulate strategy for implementing mission]
    B --> C[Increased people commitment & effort toward the mission & strategy]
    C --> D[Implement org'l strategy through others]
  
```

← Leader's role → Manager's role →

Leaders and Managers: Distinguishing their roles

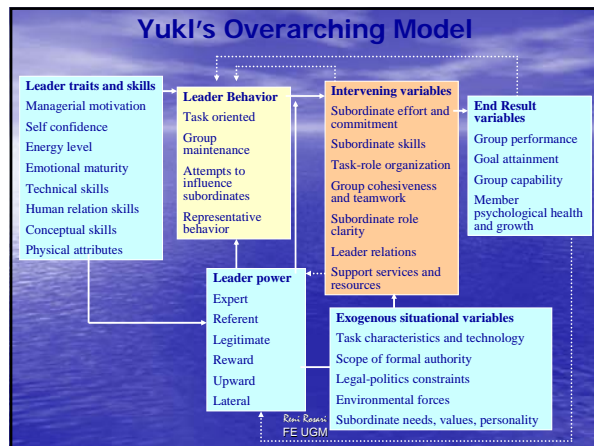
Leaders - responsible for establishing an organizational mission
Managers - responsible for implementing that mission through others

The intermediate steps (i.e. formulating a strategy for the mission, increasing people's commitment toward it) tend to be performed by either leaders or managers. These overlapping function blur the distinction between leaders and managers in actual practice

Management	Leadership
<ul style="list-style-type: none"> ■ PLANNING AND BUDGETING setting goals for the future, allocating resources to accomplish their plans. ■ ORGANIZING AND STAFFING organizing structure, delegating, monitoring system for implementation ■ CONTROLLING AND PROBLEM SOLVING 	<ul style="list-style-type: none"> ■ ESTABLISHING DIRECTION developing a vision, strategies for implementing vision ■ ALIGNING PEOPLE communicating direction to those who are committed about the vision ■ MOTIVATING AND INSPIRING

A framework for studying Leadership

The leader's traits	The leader's behavior	Situational variables	Effective results
Abilities Personality Motivation	Task oriented Person oriented Initiating structure Consideration Transactional Transformational	Followers' needs Task structure Position power Leader-follower trust Group readiness	Production Quality Efficiency Flexibility Satisfaction Competitiveness Development Survival



• **TRAITS THAT APPEAR TO IDENTIFY LEADERS**

- **ABILITY:** Interpersonal skill, cognitive skill, technical skill, persuasiveness
- **PERSONALITY:** Energy level, stress tolerance, self-confidence, emotional maturity, integrity
- **MOTIVATION:** Socialized power orientation, strong need for achievement, & weak need for affiliation

• **THE BEHAVIORS OF EFFECTIVE LEADERS**

- JOB CENTERED AND EMPLOYEE CENTERED LEADERSHIP
- INITIATING STRUCTURE AND CONSIDERATION LEADERSHIP
- TRANSACIONAL AND TRANSFORMATIONAL LEADERSHIP

• **THE EFFECTS OF SITUATIONAL DIFFERENCES**

- CONTINGENCY LEADERSHIP MODEL

**THE TRAIT APPROACH TO LEADERSHIP:
HAVING THE RIGHT STUFF**

• **THE GREAT PERSON THEORY**

the view that leaders possess special traits that set them apart from others and that these traits are responsible for their assuming positions of power and authority

• **WHAT ARE CHARACTERISTICS OF GREAT LEADERS?**

- Leadership motivation
 - Personalized power motivation
 - Socialized power motivation
- Flexibility
- Multiple domains of intelligence
 - Cognitive intelligence
 - Emotional intelligence
 - Cultural intelligence

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THE TRAIT APPROACH TO LEADERSHIP: the idea that people become leaders cause of the special traits they possess

Characteristics of successful leaders

TRAIT/ CHARACTERISTIC	DESCRIPTION
Drive	Desire for achievement, ambition, high energy, tenacity, & initiative
Honesty & integrity	Trustworthy, reliable, & open
Leadership motivation	Desire to influence others to reach shared goals
Self-confidence	Trust in own abilities
Cognitive ability	Intelligence, ability to integrate & interpret large amount of information
Knowledge of the business	Knowledge of industry & relevant tech'l matters
Creativity	Capacity to come up with original ideas
Flexibility	Ability to adapt to needs of followers & the situation

LEADERSHIP BEHAVIOR: WHAT DO LEADERS DO?

• **PARTICIPATIVE VS AUTOCRATIC LEADERSHIP BEHAVIORS**

- The autocratic-delegation continuum model
- The two-dimensional model of subordinate participation

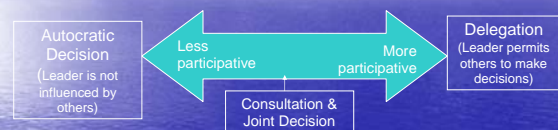
• **PERSON-ORIENTED VS PRODUCTION-ORIENTED LEADERS**

• **DEVELOPING SUCCESSFUL LEADERSHIP BEHAVIOR: GRID TRAINING**

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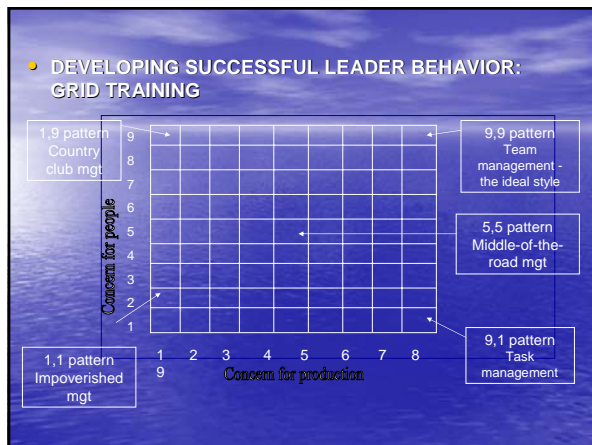
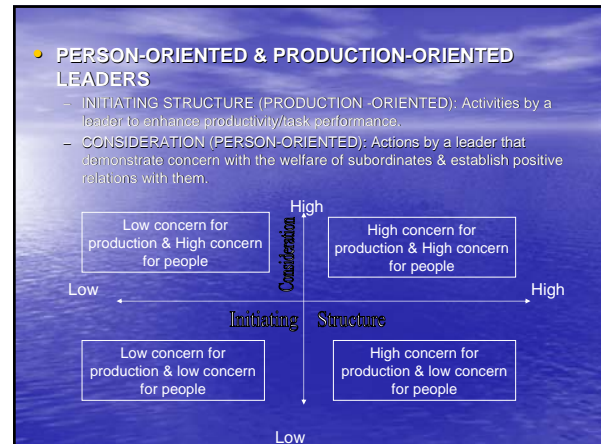
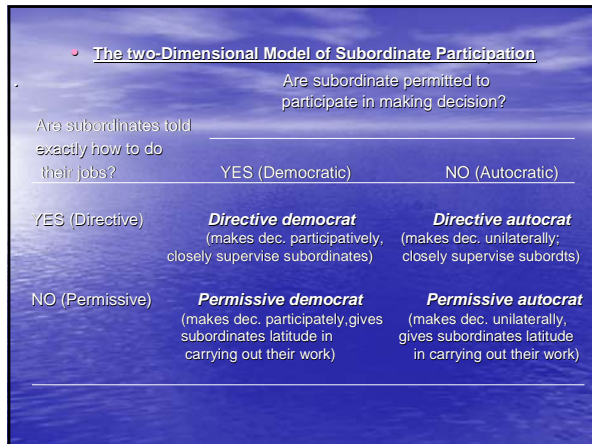
• **PARTICIPATIVE & AUTOCRATIC LEADERSHIP BEHAVIORS**

• The Autocratic-Delegation Continuum Model



• The two-Dimensional Model of Subordinate Participation

- The directive autocrat
- The permissive autocrat
- The directive democrat
- The permissive democrat



LEADERS AND FOLLOWERS

- **THE LEADER-MEMBER EXCHANGE (LMX) MODEL: THE IMPORTANCE OF BEING IN THE "IN GROUP"**
a theory suggesting that leaders form different relations with various subordinates and that their nature can exert strong effects on subordinates' performance and satisfaction
- **THE CHALLENGE OF LEADING WORK TEAMS**
 - The role of leaders in self-managed work teams
 - Grassroots leadership: an approach to leadership that turns the traditional management hierarchy upside down by empowering people to make their own decisions
- **THE ATTRIBUTION APPROACH: LEADERS' EXPLANATIONS OF FOLLOWERS' BEHAVIOR**
the approach to leadership that focuses on leaders' attributions of followers' performance—that is, their perceptions of its underlying causes

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The Leader-Member Exchange (LMX Model)

- **This model is based on the idea that one of two distinct types of leader-member exchange relationships evolve, and these exchanges are related to important work outcomes.**
 - **In-group exchange**: a partnership characterized by mutual trust, respect and liking
 - **out-group exchange**: a partnership characterized by a lack of mutual trust, respect and liking

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CHANGE-ORIENTED LEADERSHIP: FUTURE VISIONS

- **CHARISMATIC LEADERSHIP**: That "Something Special"
 - Qualities of Charismatic Leaders: self-confidence, a vision, extraordinary behavior, recognized as agents of change, environmental sensitivity
 - Reactions to Charismatic Leaders
 - Performance levels beyond what would normally be expected
 - High levels of devotion, loyalty, and reference toward the leader
 - Enthusiasm for and excitement about the leader and his/her ideas
 - The Effects of Charismatic Leadership → dramatic effects on the behavior of their followers
 - Are Charismatic Leaders always needed
 - tend to be needed most during some crisis
 - The Liabilities of Charismatic Leaders
 - people's reactions toward them tend to be highly polarized

CHARISMATIC LEADERSHIP

- Charismatic Leadership
 - Charisma: gift (Greek)
 - It is combination of charm and personal magnetism that contribute to a remarkable ability to get other people to endorse your vision and promote it passionately
- Two types of Charismatic Leadership
 - Visionary leadership
 - Crisis based charismatic leaders

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CHARISMATIC LEADERSHIP

- Attributes of Charismatic Leaders
 - Develop visionary thinking
 - Communicating the vision
 - Conviction
 - Extraordinary behaviors
 - Develop self confidence

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TRANSFORMATIONAL LEADERSHIP: Beyond Charisma

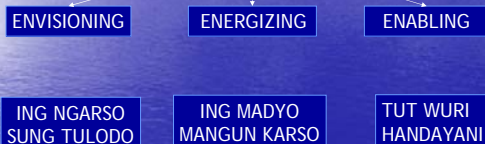
- Characteristics of Transformational Leaders
 - Intellectual stimulation** (help followers to recognize problems & solutions)
 - Individualized consideration** (leaders give followers the support, encouragement, & attention to perform well),
 - Inspirational motivation** (clearly communicate the importance of the company's mission & rely on symbols, such as slogans)
- Profile of Transformational Leader
- Measuring Transformational Leadership and Its Effect
 - Multifactor Leadership Questionnaire

Ciri-Ciri Pemimpin Transformasional

- Idealized influence:** memberi visi dan *sense of mission*, menjadi *role models*, menanamkan rasa bangga pada organisasi, mendapatkan respek, dikagumi dan dipercaya
- Inspirational motivation:** mengkomunikasikan ekspektasi tinggi, memberi tantangan, menunjukkan antusiasme dan optimisme, menggunakan berbagai simbol untuk memfokuskan upaya, mengekspresikan tujuan penting dengan cara-cara sederhana.
- Intellectual stimulation:** menstimulasi kreativitas dan daya inovatif bawahan, menyajikan berbagai cara baru untuk memecahkan masalah, mendorong bawahan untuk mengungkapkan gagasan dan mencoba pendekatan baru.
- Individualized consideration:** memberikan perhatian personal, bertindak sebagai *coach* atau *mentor*, memperlakukan karyawan sebagai individual.

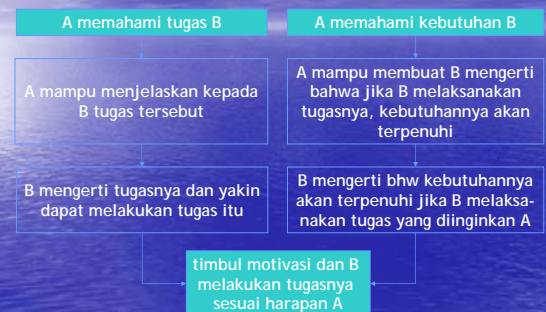
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KHARISMA



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TRANSACTIONAL LEADER



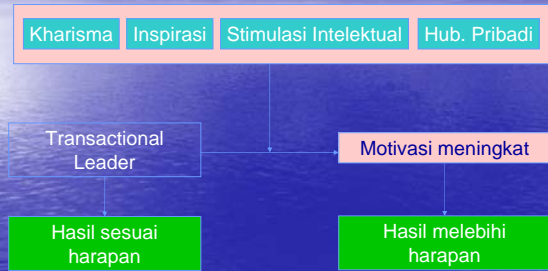
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Skills yang harus dikuasai oleh seorang Transactional Leader:

- ☛ Kemampuan menguasai tugas bawahan: learning skill
- ☛ Kemampuan menyampaikan pesan
- ☛ Kemampuan memahami kebutuhan bawahan (listening skill & non verbal message)
- ☛ Kemampuan mempersuasi bawahan
- ☛ Mengidentifikasi wewenang (power) yang ia miliki

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TRANSFORMATIONAL LEADER



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Skills yang harus dikuasai oleh seorang Transformational Leader:

- ☛ Kemampuan mengembangkan pribadi yang dibutuhkan seseorang untuk menghasilkan karya yang prima: Fisik, Sosial/Emosional, Mental, Spiritual
- ☛ Imajinasi (kreativitas & inovasi)
- ☛ Kemampuan persuasi
- ☛ Pemahaman terhadap budaya yang mendukung perubahan
- ☛ Memotivasi
- ☛ Menjalin hubungan pribadi
- ☛ Manajemen perubahan

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CONTINGENCY THEORIES OF LEADER EFFECTIVENESS

- LPC CONTINGENCY THEORY: MATCHING LEADERS AND TASKS
- SITUATIONAL LEADERSHIP THEORY: ADJUSTING LEADERSHIP STYLE TO THE SITUATION
- PATH GOAL THEORY: LEADERS AS GUIDE TO VALUED GOALS
- NORMATIVE DECISION THEORY: THE RIGHT TIME FOR EMPLOYEE PARTICIPATION
- SUBSTITUTES FOR LEADERSHIP: WHEN LEADERS ARE SUPERFLUOUS

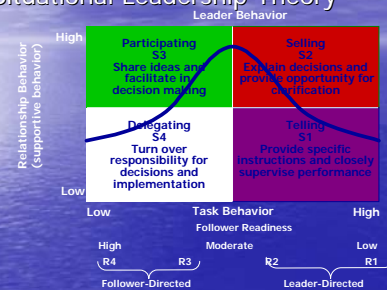
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Representation of Fiedler's Contingency Model

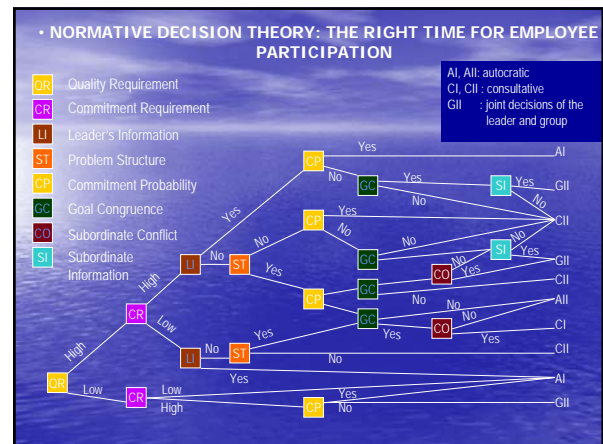
Situational Control	High Control Situations			Moderate Control Situations			Low Control Situations	
Leader-member relations	Good	Good	Good	Good	Poor	Poor	Poor	Poor
Task Structure	High	High	Low	Low	High	High	Low	Low
Position Power	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak
Situation	I	II	III	IV	V	VI	VII	VIII
Optimal Leadership Styles	Task-motivated leadership			Relationship-Motivated Leadership			Task-Motivated Leadership	

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Hersey and Blanchard's Situational Leadership Theory



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LEADERSHIP DEVELOPMENT: BRINGING OUT THE LEADER WITHIN YOU

- 360-DEGREE FEEDBACK
- NETWORKING
- EXECUTIVE COACHING
- MENTORING
- JOB ASSIGNMENT
- ACTION LEARNING

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Personal Attributes for the 21st Century Leaders

- has a creative vision for the organization
- is emotionally mature
- has a firm grasp of technology and its implication for society
- thinks strategically and politically
- is disciplined and fair
- has achieved a work/life balance
- welcome divergent views but is tough and decisive when necessary
- copes well during times of extreme change, pressure and uncertainty
- tells the truth

ISU-ISU KONTEMPORER DALAM KEPEMIMPINAN

- Apakah pria dan wanita memimpin secara berbeda?
- Memimpin lewat pemberian kekuasaan (*empowerment*)
- Trend keperilakuan (followership)
- Variabel tambahan: Budaya nasional
- Pendekatan dasar biologis dalam kepemimpinan

LEADERSHIP: NEWER CONCEPTS AND APPLICATIONS

The effective Leadership for tomorrow's organizations will be built around three dimensions:

- processing knowledge ~ knowledge is the basis of competitive advantage; finding and disseminating knowledge becomes a key role for a leader
- Building trust ~ the more reciprocal trust there is, the more information is likely to be shared and the higher the quality the information is likely to be
- Using power sensitively~ appropriately exercising power along a continuum ranging from commanding through consulting, concurring, and consigning

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