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Reading Review – Chapters 11 & 14

I.   Values, Attitudes & Behavior
    a.   Organizational Behavior (OB)
        i.   Better understanding and management of people at work
        ii.   Individual Behavior
        iii. Group Behavior
    b.   Values: Abstract ideals that guide one's thinking across all situations (consistent over time and related situations)
    c.   Attitudes
        i.   Directed toward specific objects / people / events
        ii.   Components
            1.   Affective: Feelings & Emotions ("I feel")
            2.   Cognitive: Beliefs & Knowledge ("I believe")
            3.   Behavioral: ("I intend")
        iii. Consistency and Cognitive Dissonance
            1.   Three factors determine how people deal with dissonance: Importance, Control, Rewards (emotionally or financially)
            2.   Reduction Techniques
                a.   Change your attitude
                b.   Belittle the importance of the inconsistent behavior
                c.   Find consonant elements that outweigh the dissonant ones.
    d.   Behavior: How values and attitudes affect actions and judgements
II.   Work-Related Attitudes and Behaviors
    a.   Attitudes: Job Satisfaction, Job Involvement, Organizational Commitment
    b.   Behaviors
        i.   Performance and Productivity
        ii.   Absenteeism & Turnover
III. Personality
    a.   Stable psychological traits that give a person his identity
    b.   Big Five Dimensions
        i.   Extroversion (talkative, sociable, assertive)
        ii.   Agreeableness (good-natured, cooperative)
        iii. Conscientiousness (dependable, responsible, achievement-oriented)
        iv.   Emotional Stability (relaxed, secure, un-worried)
        v.   Openness to Experience (intellectual, imaginative, curious, broad-minded)
    c.   Personality Tests
        i.   Extroversion is a stronger predictor of success than agreeableness
        ii.   Conscientiousness: Strongest positive correlation with job performance
    d.   Four Traits Important in Organizations
        i.   Locus of Control
            1.   Internal: One controls his own destiny
                a.   Place in high-initiative jobs
                b.   Reward with merit pay, sales commissions
            2.   External: Controlled by outside factors (Highly structured jobs)
        ii.   Self-Efficacy
            1.   Belief in personal ability to do a task
            2.   Complex, challenging jobs enhance self-efficacy
            3.   Developing: Give constructive pointers, positive feedback
        iii. Self-Esteem
            1.   OBSE: Organization-Based Self-Esteem
            2.   High OBSE produces task innovation
            3.   Organic structures generate higher OBSE
            4.   Raise self-esteem by thinking of desirable characteristics possessed
        iv.   Self-Monitoring: Ability to adapt behavior to others

IV. Perception
  a. Steps: Selective Attention → Interpretation and Evaluation → Storing in Memory → Retrieving from Memory
  b. Distortions
      i. Selective Perception (filter out information that contradicts beliefs, seems irrelevant, or is discomforting)
      ii. Stereotyping
          1. Sex-Role Stereotypes
          2. Age Stereotypes
          3. Race Stereotypes
          4. (These three particularly relevant to managers)
      iii. Halo Effect: From one trait infer others
  c. Self-Fulfilling Prophecy / Pygmalion Effect
  d. Causal Attributions
      i. Inferring causes for observed behavior
      ii. Kelley's Model: People make causal attributions after observing three dimensions of behavior
          1. Consensus: How does this compare with others' behavior?
          2. Consistency: How does this compare with past behavior?
          3. Distinctiveness: How does this compare with behavior in other situations?
      iii. Fundamental Attribution Bias
      iv. Self-Serving Bias (take more personal responsibility for success than failure)
V. Stress
  a. Tension related to extraordinary demands, constraints, opportunities
  b. Sources
      i. Individual Task Demands (job-related): Low-level jobs more stressful.
      ii. Individual Role Demands (others' expectations)
          1. Role Overload: Expectations exceed ability
          2. Role Conflict: Different expectations of different people
          3. Role Ambiguity: Expectations are unknown
      iii. Group Demands (coworkers, managers)
      iv. Organizational Demands (environment, culture)
      v. Nonwork Demands (outside the organization)
  c. Consequences
      i. Physiological: restlessness, headaches, nausea, hypertension, heart attack
      ii. Psychological: boredom, nervousness, anxiety
      iii. Behavioral: eating habits, drug abuse, reduced performance
      iv. Burnout: emotional, mental, physical exhaustion
  d. Reducing
      i. Create supportive organizational climate (less formal, more supportive)
      ii. Make jobs interesting
      iii. Make career counseling available

Chapter 14: Power, Influence, Leadership
I. Nature of Leadership
  a. Ability to influence employees to voluntarily pursue organizational goals
  b. Managers ≠ Leaders
      i. Management = Cope with Complexity
          1. What needs to be done (planning, budgeting)
          2. Arrange people (organizing, staffing)
          3. Ensuring people do their jobs (controlling, problem solving)
      ii. Leadership = Cope with Change

1. What needs to be done? (set a direction)
2. Arrange people (communicate the new direction)
3. Ensuring people do their jobs (motivating, inspiring)
    c. Sources of Power
        i. Legitimate Power (from formal position)
        ii. Reward Power (from authority to reward subordinates)
        iii. Coercive Power (from authority to threaten or punish)
        iv. Expert Power (from expertise)
        v. Referent Power (from personal attraction)
    d. Using Persuasion to Get Your Way
        i. Consultation (get others to participate in a decision)
        ii. Rational Persuasion (convince someone using logic)
        iii. Inspirational Appeals (appeal to ideals or values)
        iv. Ingratiating Tactics (act humble)
        v. Coalition Tactics (get others to support your effort)
        vi. Pressure Tactics (use demands, threats)
        vii. Upward Appeals (cite support of superiors)
        viii. Exchange Tactics (reference past favors)

II. Trait Approaches
    a. Stodgill: Dominance, Intelligence, Self-Confidence, High Energy, Task-Relevant Knowledge
    b. Identify distinctive characteristics that result in leadership success
    c. Kouzes & Posner: Honest, Competent, Forward-Looking, Inspiring, Intelligent
    d. Bossidy: Ability to Execute, Career Runway, Team Orientation, Multiple Experiences
    e. Goleman: Self-Awareness, Self-Management, Social Awareness, Relationship Management
    f. Gender Studies
        i. Women scored higher on 42 of 52 skills
        ii. Teamwork and partnering, being more collaborative, seeking less personal glory, being motivated less by self-interested than "what you can do for your country", more stable, less tuf-conscious

III. Behavioral Approaches
    a. Don't study personality traits. Study patterns of behavior / leadership styles
    b. University of Michigan: Two leadership styles
        i. Job-Centered: Worry about the needs of the job
        ii. Employee-Centered: Worry about the needs of employees
    c. Ohio State: Two Dimensions
        i. Initiating Structure: Organizes and defines what people should be doing
        ii. Consideration: Show consideration for employees
        iii. (Conclusion) Effective leaders: Have employee-centered relationships, group supervision, high performance goals.
    d. Blake & Mouton's Managerial/Leadership Grid Model
        i. Measure concern for production and concern for people on 1-9 scale
        ii. (1,1) Impoverished (minimal effort)
        iii. (9, 1) Task Management (get the job done)
        iv. (1, 9) Country Club (keep people happy)
        v. (5, 5) Middle of the rod (do the minimum to keep balance
        vi. (9, 9) Team (maximum performance and maximum satisfaction)
        vii. Research hasn't identified any consistent set of successful behavior.

IV. Contingency Approaches
    a. Contingency Leadership Model (Fielder)
        i. Leadership Orientations
            1. Tasks (best in high-control or low-control situations)
            2. Relationships (best in situations of moderate control)
        ii. Dimensions of Control: Leader-member relations, Task structure, Power
    b. Path-Goal Leadership Model (House)

        i. Four Styles
- 1. Directive Leadership
  - a. Here's what to do and how to do it.
  - b. Best for employees working on… ambiguous tasks
- 2. Supportive Leadership
  - a. Friendly, approachable, treat employees as equals
  - b. Dissatisfying, stressful, frustrating tasks
- 3. Participative Leadership
  - a. Consults with employees and considers their ideas
  - b. Intellectually/emotionally involving, non-repetitive tasks
- 4. Achievement Oriented Leadership
  - a. Emphasizes challenging goals, excellence, confidence
  - b. Ambiguous and non-repetitive tasks.

        ii. Leaders can shift styles to match the situation

c. Situational Leadership Theory Model (Hersey & Blanchard)
- i. Adjust leadership according to the readiness of followers
- ii. Readiness
  - 1. Ability and Willingness to take responsibility
  - 2. High = Willing and Able
  - 3. (Able, Unwilling), (Unable, Willing)
  - 4. Low = Unwilling, Unable
- iii. Leadership Styles (relationship behavior AND task behavior)
  - 1. Telling (provide instructions, close supervision): Unwilling, Unable
  - 2. Selling (explain decisions, allow clarification): Unable, Willing
  - 3. Participating (share ideas, communicate): Able, Unwilling
  - 4. Delegating (provide little support): Able, Willing
- iv. Not a terribly reliable model.

V. Emerging Approaches

a. Transactional Leadership
- i. Focusing on the transactions between managers and employees
- ii. Leaders use contingent rewards to motivate employees
- iii. Exert corrective action only when performance goals aren't met.

b. Charismatic Leader
- i. Challenge people to perform above and beyond
- ii. Four Qualities
  - 1. Vision: A grand design, ultimate goal
  - 2. Ability to Communicate
  - 3. Ability to Inspire Trust
  - 4. Positive Self-Regard
- iii. How to Transform Followers
  - 1. Be visionary and inspirational:
  - 2. Be intellectually stimulating
  - 3. Support and encourage subordinates
- iv. How Followers are Transformed
  - 1. They realize their jobs and performance matter
  - 2. They become aware of their own growth needs
  - 3. They want to work for the good of the organization

c. Servant Leadership: Focus on serving others and the organization, not themselves

d. Leading for Loyalty
- i. Preach what you practice (constantly preach the importance of loyalty)
- ii. Play to Win-Win (help partners win)
- iii. Be Picky (Recognize you can only satisfy certain customers. Go all out!)
- iv. Keep it Simple (simple rules, small teams)
- v. Reward the Right Results (long-term value, not short-term profit)
- vi. Listen Hard, Talk Straight (good communication)