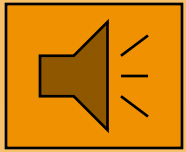
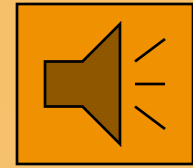


Leadership



Learning Objectives



- **Define leadership**
- **Understand the relationship between culture and leadership**
- **Understand the levels of leadership**
- **Discuss the theory of leader legitimacy and a cross-cultural model of leadership**

Learning Objectives (cont.)

- **Describe typical leadership patterns in two cultures**
- **Identify issues that affect women becoming leaders in various cultures**

Leadership

There are many definitions:

Textbook: The influential increment over and above mechanical compliance with routine directives of the organization

U.P: “The process of guiding others to address vital needs and goals within our relationships and communities. Leaders must embody core values that elevate others to make right and just choices for our world.”

Culture and Leadership

- **National Culture**
- **Political Culture**
- **Organizational Culture**
- **Leadership, Culture, and Organizational Change**

Leadership Theories

- **Theory X and Y**
- **Ambivalent Leadership**
 - **Abdication of Leadership**
- **Cultural Assumptions of Leaders about Workers; Cultural Assumptions of Workers about Leaders**
- **Level Three Leadership**

Theory X and Y

- X: Workers are lazy, stubborn, not motivated to work. Their work behavior is motivated by explicit contextual factors, mostly in the form of trying to get physical rewards and avoid punishment.
- Y: People are both extrinsically and intrinsically motivated, and intrinsic motivation is more powerful than extrinsic factors. People are naturally self-motivated, hard working and proud of their work and intelligent about their jobs.
- Self Fulfilling: Treating people as if they are X's leads to X theory behavior. Treating people as if they are Y's leads to Y theory behaviors.

Weber's Theory of Leadership

Social Bases of Leader Legitimacy

- **Traditional Authority**
- **Rational Authority**
- **Charismatic Authority**

Other Aspects of Leadership Legitimacy

- **Leadership and Ethics**
 - Following should be voluntary
- **Transformational Leadership**
- **Leadership and Meaning**
 - Leaders are “meaning givers”

International Contingency Model of Leadership: Culturally Appropriate Path-Goal Leadership Styles

<i>Country</i>	<i>Directive</i>	<i>Supportive</i>	<i>Participative</i>	<i>Achievement-Oriented</i>
Australia		X	X	X
Brazil	X		X	
Canada		X	X	X
France	X		X	
Germany		X	X	X
Great Britain		X	X	X
Hong Kong	X	X	X	X
India	X		X	X
Italy	X	X	X	
Philippines	X	X	X	X
Sweden			X	X
Taiwan	X	X	X	X
United States		X	X	X

Level Three Leadership

- Body, Head and Heart
 - Holy Cross: “Head, Heart and Hands”
- Level 1: Visible Behavior
- Level 2: Conscious Thought
- Level 3: Values, Assumptions, Beliefs and Expectations (VABES)
 - Example: Core Holy Cross Values:
 - Wholeness of Mind, Heart and Hands
 - Community as a family
 - Zeal
 - Hope and Divine Providence

Leadership in Three Cultures

- **Overseas Chinese Leadership**
- **French Administrative Leadership**
- **USA Hero/Savior Leadership**

Women as Leaders

- **Japan**
- **Poland**
- **Tanzania**
- **USA**

Convergence or Divergence?

- The spread of leadership styles of multinational and global organizations
- *Resistance of national cultures to new styles of leadership*

Implications for Managers

- **Understanding leadership important since all managers perform leadership functions**
- **Need to assess other cultures to understand what can be changed and what is immutable**
- **Charismatic or transformational leadership styles appropriate for large organizational change efforts**