Management Competencies I: Management & Leadership Theories

MBA Aviation and Tourism Management

03/2022

Management Competencies I

INTRODUCTION

Aims of the Lecture

After participating in this class, you shall know about

- Management vs. Leadership
- Effective leadership behaviors & styles
  - Participative Leadership
  - (Dyadic relationships)
  - Charismatic Leadership
  - Transformational/Transactional Leadership
  - Ethical leadership
  - Leadership training
  - Cross-Cultural Leadership
  - Power & Influence

Management Competencies I: Class Format and Structure

Dear Students,
Welcome to this semester's class on Management Competencies I!

The class format will be slightly different from what you have experienced in other lectures, as the main part of this lecture's learnings will be provided from the research you have performed for your papers.

The presentation on hand shall provide a **framework** and overview for you to start with the topic, however **your learnings will result from your own reflections** on the framework presented in the following slides & watching **your fellow classmate's presentations!**

Viel Erfolg!
Leonie

Management Competencies I

ADMIN

How to work with this class format

1. **Research & prepare your paper with the agreed upon & reported topic**
   1. Upload of your presentation in Moodle:
      by March 22nd, 2022
   1. Deadline for Paper Submission: **January 10th, 2022**
2. **Online Class between 23rd to 25th of March, 2022**
   1. Work through the framework presentation
   2. Watch your classmates' presentations
   3. Reflect upon learnings using the reflection questions at the end of this slide deck
   4. **Send your reflections until March 25th, 2022** to:
      leonie@beyerz.de and/or lbeyer@fb3.fra-uas.de

Lecturer Contact

In case of questions or doubts you can reach me here:

Leonie Looser

lbeyer@fb3.fra-uas.de

Or/and

leonie@beyerz.de

Management Competencies I

MANAGEMENT VS. LEADERSHIP

Leaders versus managers

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Leadership versus management

„In simple terms, the focus of management is often on business issues, whereas leadership tends to create more on people issues."

Viitala (2004), p. 528.

Brief reading: seven seismic shifts of developing from manager to leader

LEADERSHIP

How Managers Become Leaders

by Michael D. Watkins

FROM THE JUNE 2012 ISSUE

ARTWORK: ADAM DODONO DOLATRY ROADS 2006, INKJET PRINT

Harald (not his real name) is a high-potential leader with 15 years of experience at a leading European chemical company. He started as an assistant product manager in the plastics unit and was quickly transferred to Hong Kong to help set up the unit's new Asian business center. As sales there soared, he soon won a promotion to sales manager. Three years later he returned to Europe as the marketing and sales director for Europe, the Middle East, and Africa, overseeing a group of 80 professionals. Continuing his string of successes, he was promoted to vice president of marketing and sales for the polyethylene division, responsible for several lines of products, related services, and a staff of nearly 200.
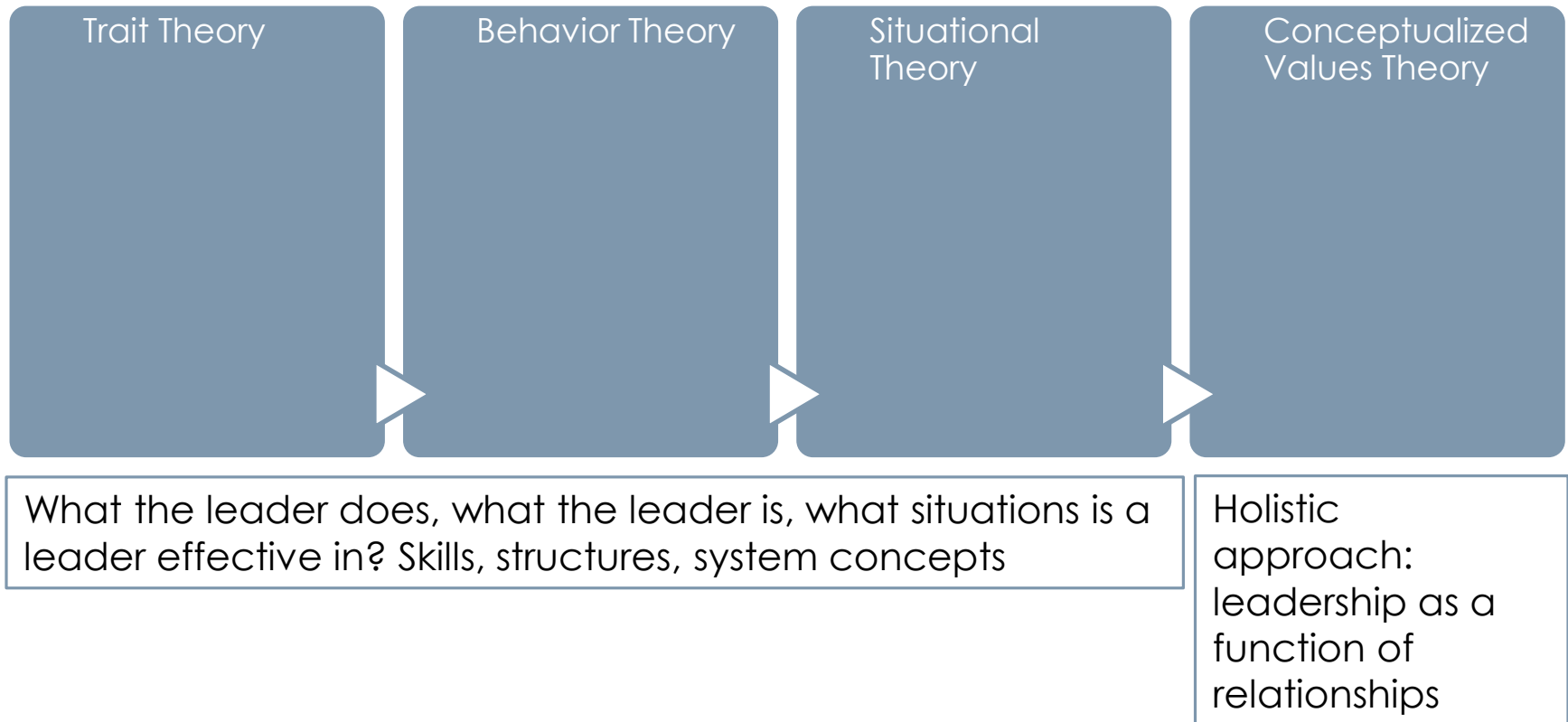
- https://hbr.org/video/5420288136001/how-managers-become-leaders

Management Competencies I

LEADERSHIP APPROACHES, BEHAVIORS, STYLES

Leadership research over time

Leadership → The leader → Leader-follower → The system
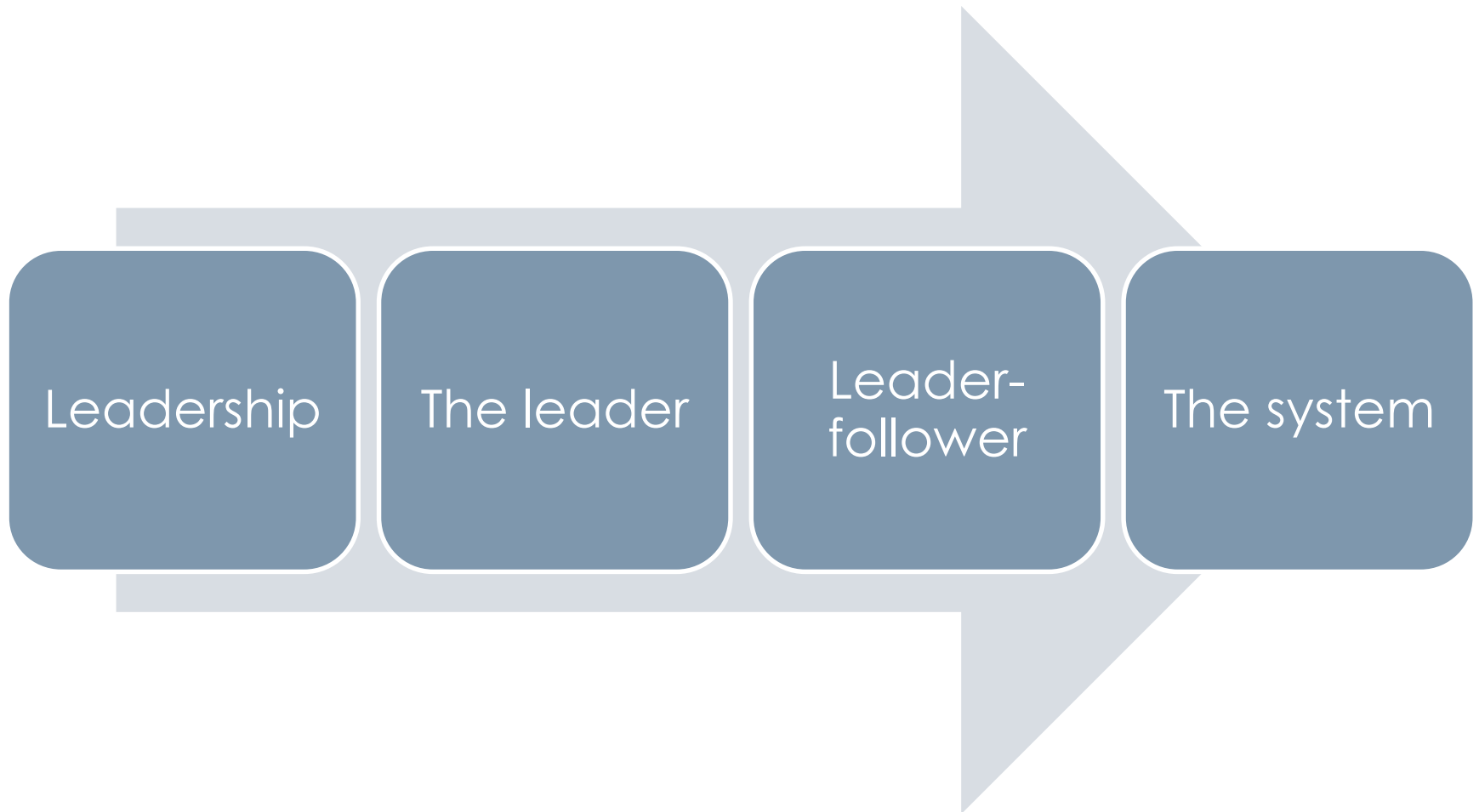
Four Historical Threads of Leadership Thought

Trait Theory	Behavior Theory	Situational Theory	Conceptualized Values Theory

What the leader does, what the leader is, what situations is a leader effective in? Skills, structures, system concepts

Holistic approach: leadership as a function of relationships

Trait Theory: Who the leader is

- Great man (person) mode: those of superior preposition will become the leaders of their time
- Contemporary interpretation: common character traits identified in recognized leaders will be of use to aspiring leaders to develop their own capacities
- Concept of charismatic leadership

Behavior Theory: what the leader does

- Focus on observable behaviour
  - Job- centered versus people-centered (Likert 1961)
  - Theory X and Theory Y (McGregor 1960)
  - Expectancy Theory in leader-follower relationship (Homens 1956)
- Unclear distinction between management and leadership theories

Situational Theory: where leadership happens

- Claim: Behavioral theory is not adequate as a concept: specific behaviors are only useful in specific situations. Leadership cannot be defined without it's specific context

Situtation theory prioritizes critical factors in a situational environment

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- Critical contingencies condition leadership
  - Path-goal-theory: follower reactions to leadership behavior
  - Contingency theory: complex forces that influence leadership behavior. That makes leadership effective? It all depends

Task complexity

Organization size

Workforce maturity

Situational Leadership

Conceptualized Values: raison d'être approach

- Leadership fosters an environment in which followers
  - Have freedom of thought
  - Talk about values and aspirations
  - Can take action to realize their values and beliefs
  - Have no fear of persecution
- Leadership as discrete technology with a separate system of behaviors, techniques and methods and a focus on the leader-follower-relationship

Conceptualized Values: raison d'être approach

- Addresses criticism on former theories: management-oriented approach of process and control

Leaders...

- ...infuse the group with values (Selznick 1957)
- ...Impact stakeholder groups through volitional ways rather than through authority

Leaders define leadership	Leadership encompasses a unique concept of individual interaction
• Aggregate approach • Lessons learned from leadership cases	• **Philosophical approach** • Leaders do not define, what leadership is • Leadership provides who is perceived as leading

Philosophical/holistic approach

- Leadership is not positional nor tied to structure or hierarchy
- Power-relationships deemed to be inspirational rather than just motivational
- Value theorists: leadership is a phenomenon that transcends a situation and remains constant despite changes in contingencies
- Leaders facilitate trust, honesty, creativity and personal fulfillment
- Fosters „becoming your best self"- culture of trust
- Intrinsic values become the basis of all leadership action

Leadership happens in (dyadic) relationships

- Leadership is a reciprocal relationship between those who choose to lead and those who choose to follow (Kouzes and Posner 1993)

- Leaders view the realms of personal and group values and the secular world as inherent in each other – that is, all leadership is values-laden and relationship-based. (Fairholm and Fairholm 2002)

Leadership is: transforming the individual

- Leadership has a transforming effect on the leading and the led (Burns 1978)

Transformational leadership

- Leadership becomes the reason for change in subordinates
- Emphasis on values, needs, ideals of followers
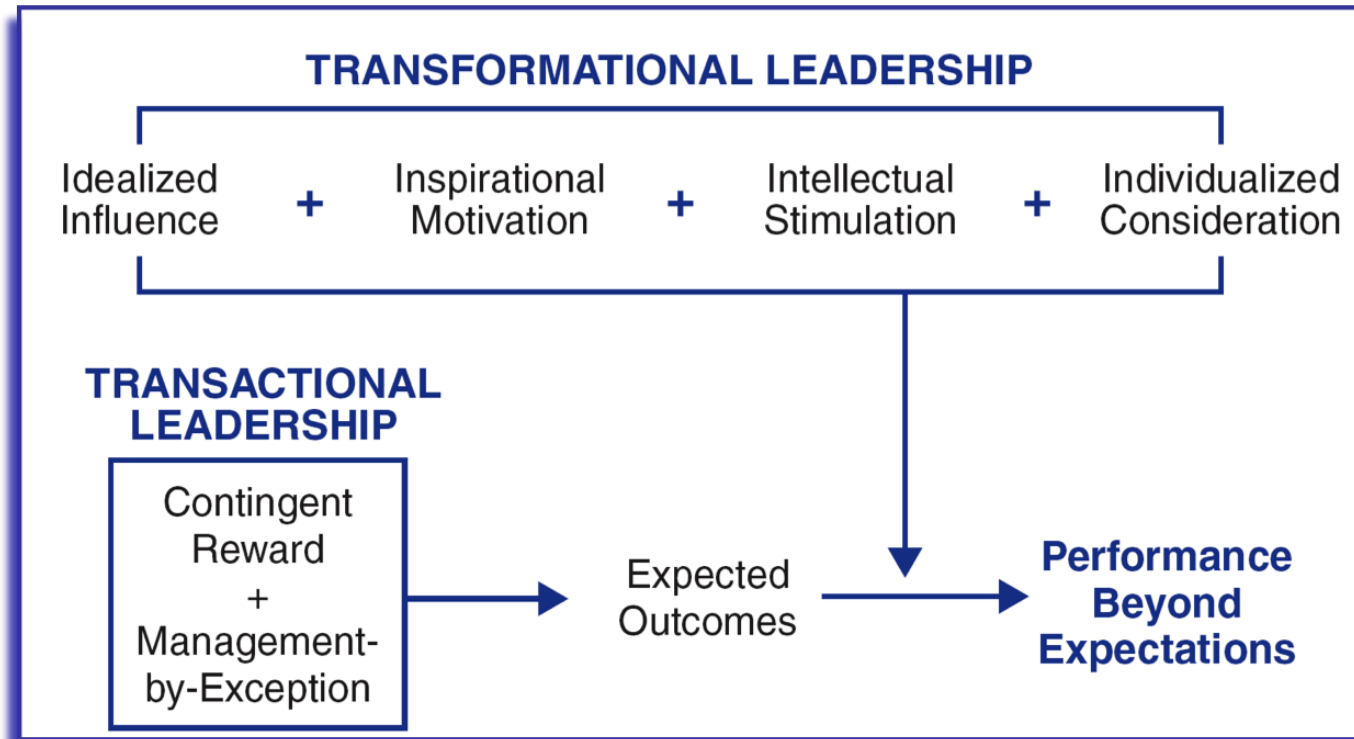- proactive

Transactional leadership

- Management leadership
- Focus on transaction between leaders and subordinates
- Emphasis on leader-follower-relationship
- reactive

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Transactional vs transformational leadership

TRANSFORMATIONAL LEADERSHIP

Idealized Influence + Inspirational Motivation + Intellectual Stimulation + Individualized Consideration

TRANSACTIONAL LEADERSHIP

Contingent Reward + Management-by-Exception → Expected Outcomes → **Performance Beyond Expectations**

Watch this brief Video:
https://www.youtube.com/watch?v=HvS4OfxsbQU

Servant Leadership

- Introduced be Greenleaf (1977)
- Societal perspective
- Servant leadership: natural inclination to serve used as a conscious principle evokes aspiration to lead
- Are other peoples' highest priorities being served? Do those served grow as persons?
- Becoming a societal model for others to follow

Management Competencies I

WATCH PRESENTATIONS & REFLECT

Off to Moodle...

- Now please head over to Moodle to watch and learn from your classmates' presentations
- Please reflect upon the contents and answer the questions from the next slide

Back to your reflections…

Please provide your reflection on each of the following questions (we will also use them again in Mgmt Cmptcs II in September) and send them to me on March 16th, 2021

1. Leadership vs. Management

How do I personally differentiate between leadership and management? Where am I currently at? → Please assess your personal status quo as leader/manager!

2. Leadership behaviors

Which Kind of Leadership Traits/and behaviors are useful for my professional context? Which behaviors are dominant? Do I wish to change them? Is there a need to foster certain approaches or to limit others? Where will I want to make an impact?

3. Leadership Inspiration

Regarding your classmates' research and presentations, please reflect upon three aspects you have learned about that you find particularly important and would like to personally dedicate yourself to as a manager/leader in the future.

What are pitfalls you would like to maneuver around?

Literature

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