

LEADERSHIP:

Theory, Application, Skill Development

2d Edition

Robert N. Lussier
and Christopher F. Achua

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This presentation edited and enhanced by:

George W. Crawford

Asst. Prof. of Mgmt.

Clayton College & State University

Morrow, GA 30260

georgecrawford@mail.clayton.edu

Chapter 3

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Leadership Behavior and Motivation

Chapter 3

Learning Outcomes

- University of Iowa leadership styles
- University of Michigan and Ohio State University leadership models
- Ohio State University leadership model and the leadership grid
- Three content motivation theories
- Four types of reinforcement
- Content, process, and reinforcement theories

What is leadership style?

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Leadership Style

The combination of traits, skills, and behaviors leaders use as they interact with followers.

University of Iowa Leadership Styles

Autocratic.....Democratic

Source: Adapted from K. Lewin, R. Lippett, and R.K. White, 1939.

“Patterns of Aggressive Behavior in Experimentally Created Social Climates.” Journal of Social Psychology 10:271-301.

The University of Michigan Leadership Model: Two leadership styles, one dimension

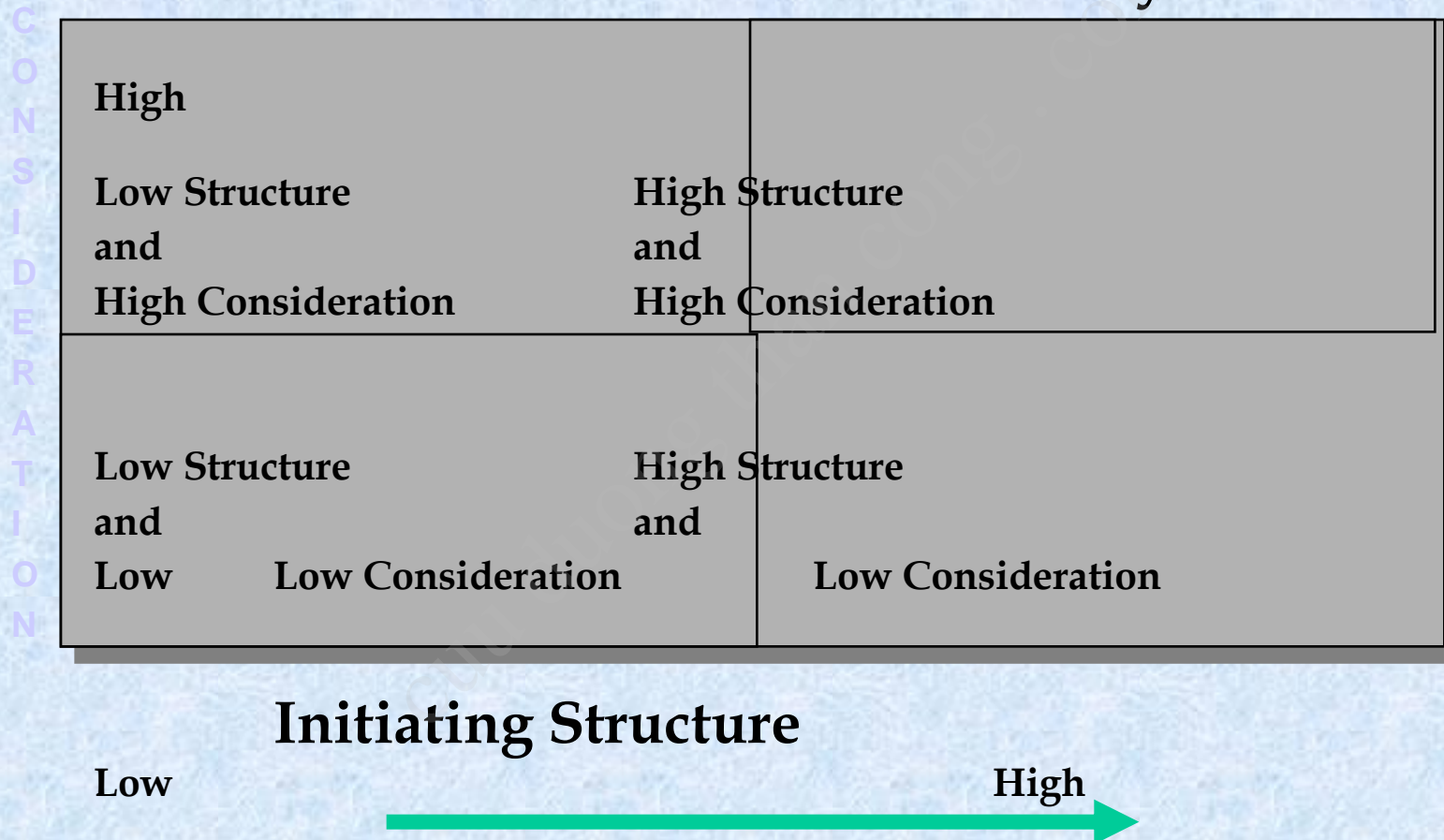
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Job Centered.....Employee Centered
Leadership Style.....Leadership Style

Source: R. Likert, 1961, New Patterns of Management, New York: McGraw-Hill.

The Ohio State University Leadership Model: Four leadership styles, two dimensions

Ohio State University



Source: R. Likert, 1961, New Patterns of Management, New York: McGraw-Hill.

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What is the best leadership style?

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What is the best leadership style?

The one which works for the individual leader in a specific time and in a specific environment

Which leadership style do workers think is best?

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"Although there is no one best leadership style in all situations, employees are more satisfied with a leader who is high in consideration."



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Blake, Mouton, & McCanse Leadership Grid



Source: Adapted from Robert R. Blake and Jane S. Mouton, *The Managerial Grid III* (Houston: Gulf, 1985); and Robert R. Blake and Anna Adams McCaese, *Leadership Dilemmas-Grid Solutions* (Houston: Gulf, 1991), 29.

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High
3-13

Team Leadership (9,9)

- The goal in leadership development
 - Few ever reach it
- Similar to the philosophy of U.S. Army Training Command . . .
 - "Mission First, People Always."

What is Motivation?

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Motivation

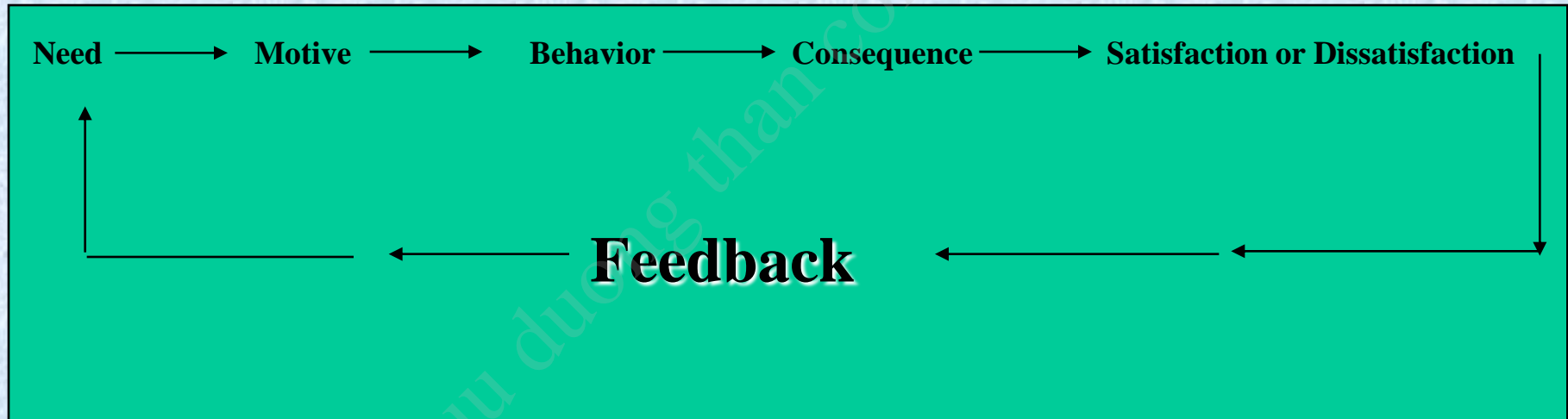
Anything that affects behavior in pursuit of a certain outcome

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Motivation Process

People go from need to motive to behavior to consequence to satisfaction or dissatisfaction

The Motivation Process



Major Motivation Theories

Classification of Motivation Theories

1. Content motivation theories

Specific Motivation Theory

- a. Hierarchy of needs theory
- b. Two-factor theory
- c. Acquired needs theory

2. Process motivation theories

- a. Equity theory
- b. Expectancy theory
- c. Goal-setting theory

3. Reinforcement theory

Type of Reinforcement

- a. Positive
- b. Avoidance
- c. Extinction
- d. Punishment

What are Content Motivation Theories?

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Content Motivation Theories

Focus on explaining and predicting behavior based on people's needs

3 Content Motivation Theories



**Hierarchy of
Needs**

Two-Factor

**Acquired
Needs**

What is a Hierarchy of Needs Theory?

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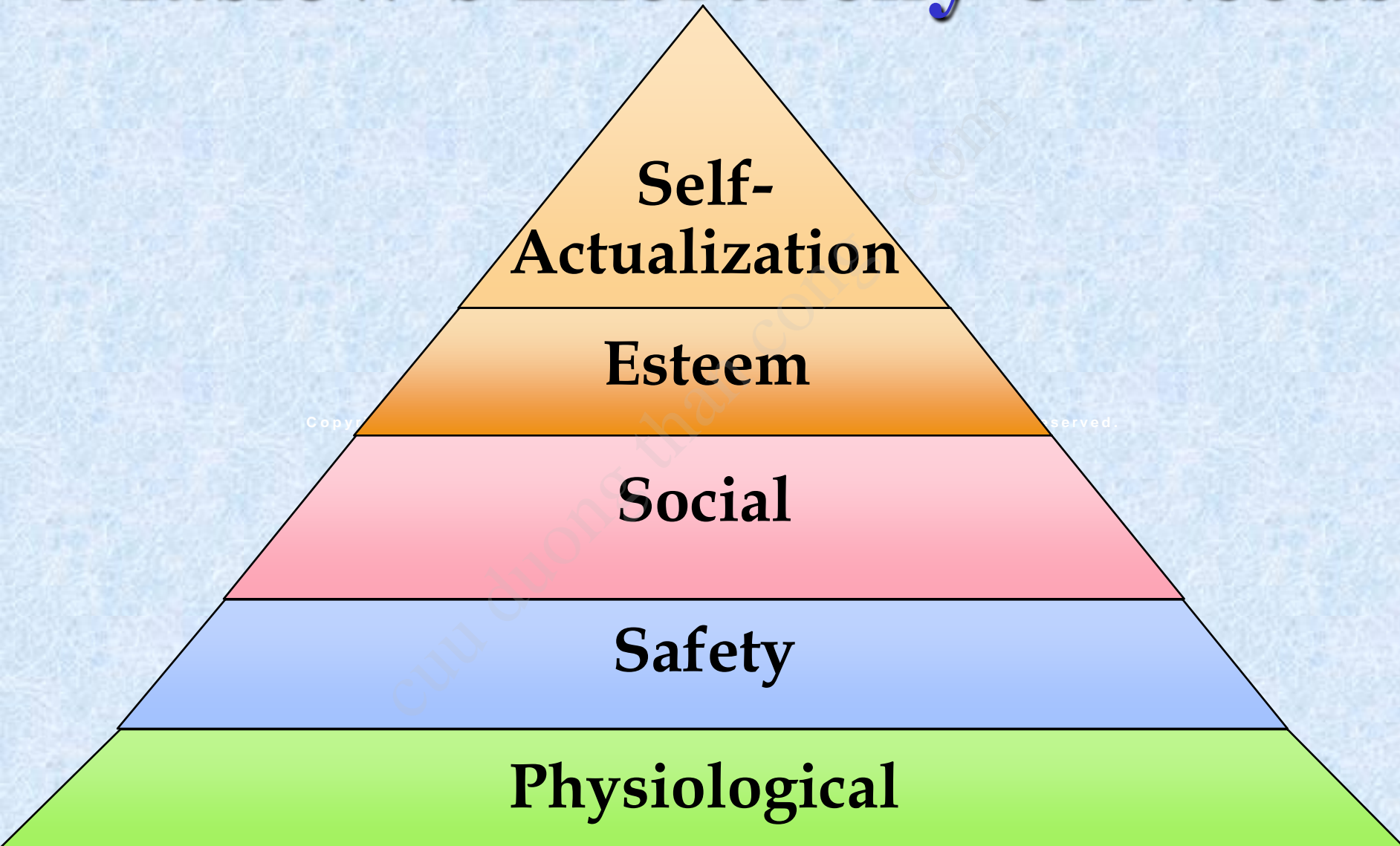
Hierarchy of Needs Theory

Proposes that people are motivated through levels of needs which begin a basic life sustaining needs and progress to life and work satisfaction needs

What is the Best Known Hierarchy of Needs Theory?

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Maslow's Hierarchy of Needs



What is Herzberg's Theory of Motivation?

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Herzberg's Two-Factor Theory of Motivation

- Motivator Factors
 - Intrinsic
 - Satisfied or not satisfied
- Maintenance (Hygiene) Factors
 - Extrinsic
 - Dissatisfied or not dissatisfied

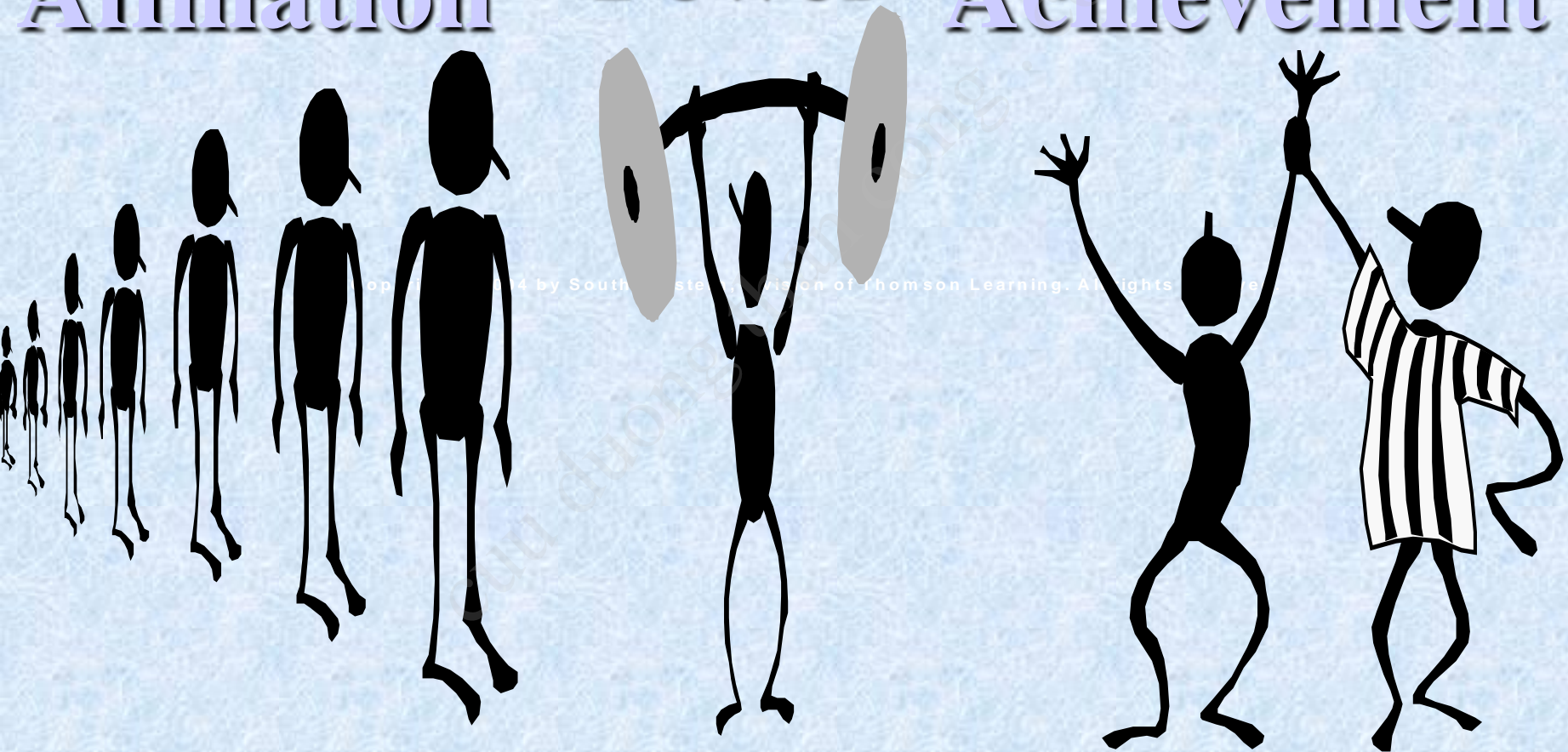
What is the Acquired Needs Theory of Motivation?

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Acquired Needs Theory

(employees are motivated by their need for:)

Affiliation Power Achievement



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What is the Equity Theory of Motivation?

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Equity Theory

(proposed that employees are motivated when their perceived inputs equal outputs.)

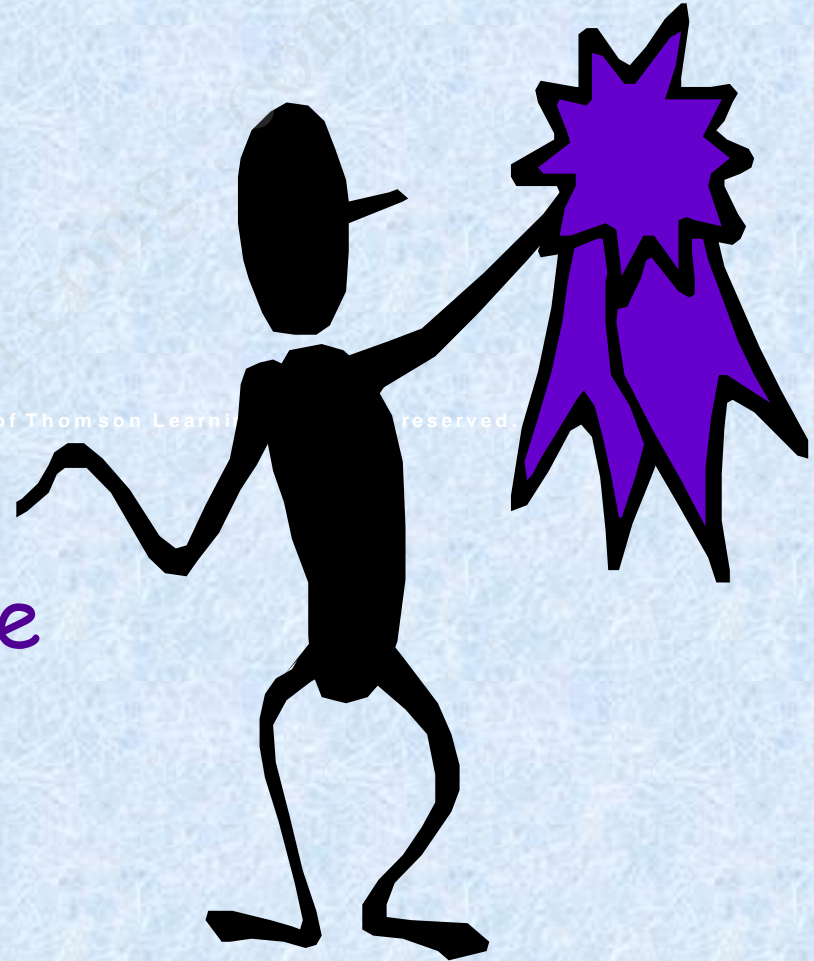
$$\begin{array}{lcl} \text{Our inputs} & = & \text{Others' input} \\ \text{(contributions)} & & \text{(contributions)} \\ \\ \text{Our outcomes} & = & \text{Others' outcomes} \\ \text{(rewards)} & & \text{(rewards)} \end{array}$$

What is the Expectancy Theory of Motivation?

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Expectancy Theory

Proposes that employees are motivated when they believe they can accomplish the task and the rewards for doing so are worth the effort.



What is the Goal-setting Theory of Motivation?

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Goal-setting Theory

Proposes that specific, difficult goals motivate people

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How Does a Leader Set Meaningful Goals & Objectives to Motivate Subordinates?

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Criteria for Objectives

- Singular result
 - One end result
- Specific
 - Exact performance expected
- Measurable
 - Observe and measure progress
- Target date
 - Specific completion date

Other Criteria for Objectives

- Difficult but achievable
- Participatively set
- Commitment of employees

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What is Reinforcement Theory?

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Reinforcement Theory

- Also known as behavior modification
- Based on studies of B.F. Skinner
 - Major topic of study in Psychology
- Depends on reinforcement
 - Positive
 - Avoidance
 - Extinction
 - Punishment
- Reinforcement can be
 - Continuous
 - Intermittent

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*You get
what you
reinforce,
not always
what you
reward!*



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How Can a Leader Motivate Using Reinforcement?

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Motivating with Reinforcement

- Set clear objectives
 - Employees must understand what is expected
- Use appropriate rewards
 - Must be seen as rewards
- Use the appropriate reinforcement schedule
- Do not reward unworthy performance
- Look for the positive
- Give sincere praise
- Do things for your employees

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Give Sincere Praise

- People will know if you mean it
- Praise Model (Person to Person)
 - Tell what was done well
 - Tell why it is important
 - Take a moment of silence
 - Encourage continued good work
- Learn to give praise easily
 - It is an effective and inexpensive motivational tool

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Which Motivation Theory is the "Correct" Model?

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Which Motivation Theory is the "Correct" Model?

- All of them
- None of them
- None works in all environments, in all situations, or for all people
 - Leader must be flexible
- Knowledge of all theories will help in determining the correct way to motivate in a given situation

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Discussion Question #1

- How is leadership behavior based on traits?

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Discussion Question #2

- Do you agree with the University of Michigan model (with two leadership styles) or with the Ohio State model (with four leadership styles)?

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Discussion Question #3

- What are three important contributions of the University of Michigan and Ohio State University studies?

Discussion Question #4

- What are three important contributions of the Leadership Grid and high-high research?

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Discussion Question #5

- What is motivation, and why is it important to know how to motivate employees?

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Discussion Question #6

- Which of the four content motivation theories do you prefer?
- Why?

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Discussion Question #7

- Which of the three process motivation theories do you prefer?
- Why?

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Discussion Question #8

- Reinforcement theory is unethical because it is used to manipulate employees.
- Do you agree with this statement?
- Explain your answer.

Discussion Question #9

- Which motivation theory do you feel is the best?
- Why?

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Discussion Question #10

- What is your motivation theory?
- What major methods, techniques, and so on, do you plan to use on the job as a manager to increase motivation and performance?

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