

# LEADERSHIP:

## Theory, Application, Skill Development

2d Edition  
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# Chapter 5

## Contingency Leadership Theories

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## Learning Outcomes

- Differences between behavioral and contingency leadership theories.
- Contingency leadership variables and styles.
- Leadership models:
  - Contingency
  - Leadership continuum
  - Path-goal
  - Normative
  - Prescriptive
  - Descriptive
  - Substitutes
  - Situational

# Contingency Leadership Framework Variables

```
graph TD; A[Contingency Leadership Framework Variables] --> B[Followers<br/>Capability<br/>Motivation]; A --> C[Leader<br/>Personality traits<br/>Behavior<br/>Experience]; A --> D[Situation<br/>Task<br/>Structure<br/>Environment];
```

**Followers**  
Capability  
Motivation

**Leader**  
Personality  
traits  
Behavior  
Experience

**Situation**  
Task  
Structure  
Environment

# Contingency Leadership Model

- Used to determine if one's style is task or relationship oriented and if the situation matches the leader's style to maximize performance.



# The Contingency Leadership Model Variables Within The Contingency Leadership Framework

```
graph TD; Title[The Contingency Leadership Model Variables Within The Contingency Leadership Framework] --- Followers; Title --- Leader; Title --- Situation; Leader --- LeadershipStyles[Leadership Styles]; Leader --- TaskRelationship[Task Relationship];
```

*Leader*

*Followers*

Leader/Member  
Relations

*Leadership  
Styles*

Task  
Relationship

*Situation*

Task Structure  
Position Power

# Situation Favorableness

- The degree a situation enables the leader to exert influence over the followers
- More control  $\Rightarrow$  More favorable situation

**Leader-member  
relations**

The diagram consists of three light orange rectangular boxes on the left, each with a 3D effect. The top box is labeled 'Leader-member relations', the middle box 'Task structure', and the bottom box 'Position power'. Three yellow trapezoidal shapes originate from the right side of these boxes and point towards a central green box on the right. The green box contains the text '3 Variables of Situational Favorableness' in blue.

**Task structure**

**Position power**

**3  
Variables of  
Situational  
Favorableness**



# Leader-Member Relations

- Has greatest influence over situational favorableness
- Good  $\Rightarrow$  cooperation and friendly
- Bad  $\Rightarrow$  difficult and antagonistic
- Involves trust of, respect for, and confidence in the leader

# Task Structure

- Also important
- Greater structure  $\Rightarrow$  More favorable situation
- Leaders in most structured situation have greatest control

# Position Power

- Least important
- Greater position power  
⇒ more favorable situation
- Leaders with power to assign work, reward, punish, hire, fire, and promote have greatest position power

# Predictions for the Contingency Model

- High Control Situations
  - Task motivated leaders will be most comfortable in high control situations
    - Makes best use of resources
    - Is effective
  - Relationship motivated leaders will feel bored, feel there is nothing to do
    - May become over-controlling
    - Is not effective

# Predictions for the Contingency Model

- Moderate Control Situations
  - Characterized by
    - Lack of cohesiveness or task structure
  - Relationship motivated leaders are well matched to this situation
    - Can build cohesiveness
    - Can help define & clarify the task
    - More likely to be effective
  - Task motivated leaders are threatened by lack of group support & ambiguity
    - Will become autocratic
    - Perform poorly

# Predictions for the Contingency Model

- Low Control Situations
  - Chaotic and in crisis
  - Task oriented leaders take over
    - Make autocratic decisions
    - Are effective
  - Relationship oriented leaders
    - This is their worst nightmare
    - Often withdraw, leaving groups to fend for themselves
    - Are not effective

# The Leadership Continuum Model

Used to determine which one of seven styles to select based on one's use of *boss-centered* versus *subordinate centered* leadership to meet the situation.



# Tannenbaum and Schmidt's Leadership Continuum Model

Autocratic

Participative

1. Leader makes decision and announces it to employees without discussion	2. Leader makes a decision and sells it to employees	3. Leader presents ideas and invites employee questions	4. Leader presents tentative decision subject to change	5. Leader presents problem, gets suggestions, and makes decision	6. Leader defines limits and asks employees to make a decision	7. Leader permits employees to make ongoing decisions within defined limits
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# Weakness in Leadership Continuum Model

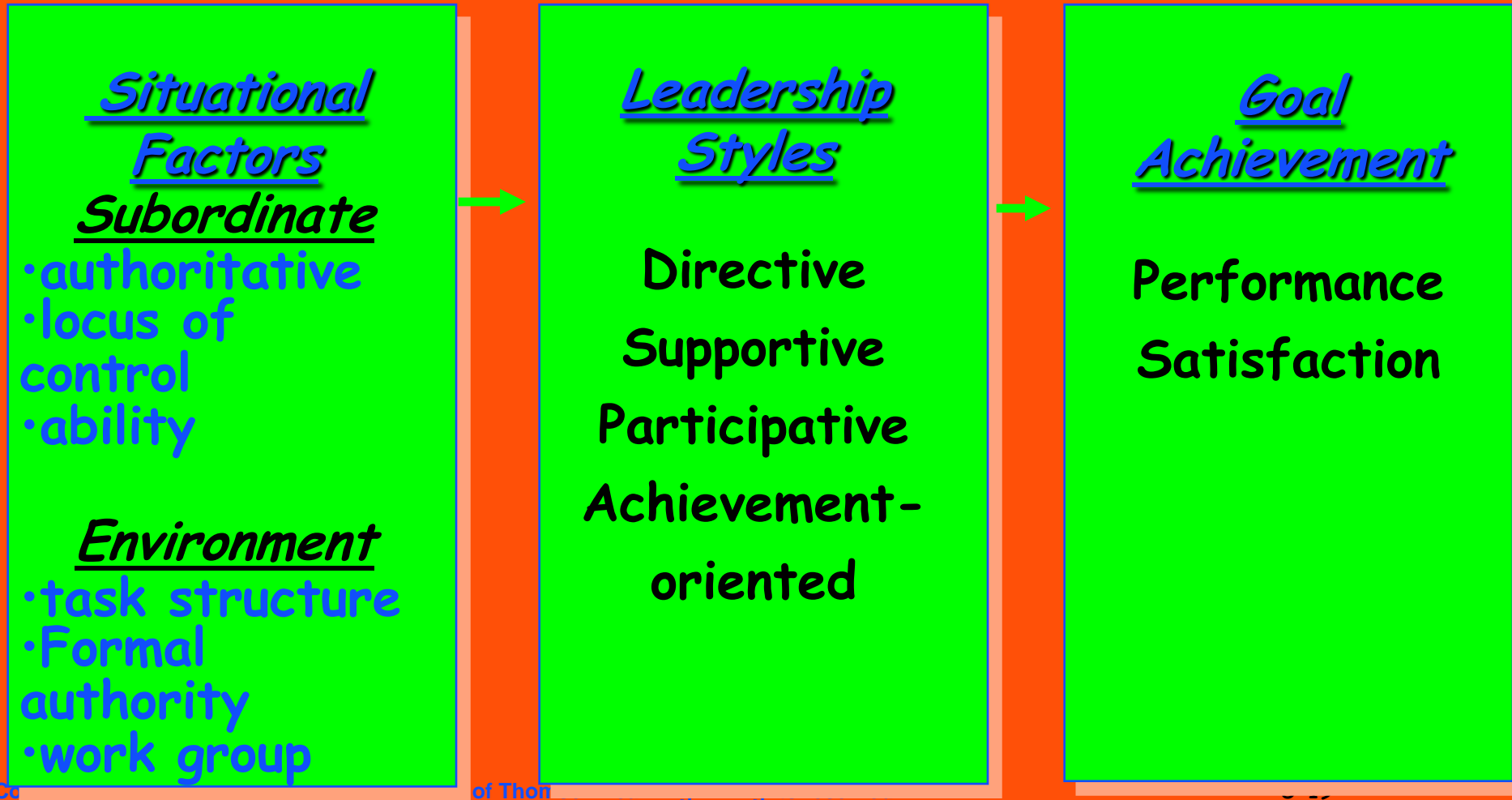
- Factors used to select leadership style are subjective
- Choosing which style to use is difficult using this model

# Path-Goal Leadership Model

Used to select the *leadership style* that is appropriate to the situation to maximize performance and job satisfaction.



# House Path-Goal Leadership Model



# House Path-Goal Leadership Model

- Motivation increases by:
  - Clarifying the path to rewards
    - Working with followers to identify and teach them behaviors which will result in the rewards
  - Increasing rewards that are valued and wanted by followers

# Recommendation for Leadership Effectiveness Based on Path-Goal Theory

- Know that your role is to remove obstacles
- Practice both structuring and consideration behaviors
- Understand subordinates' perceptions of the degree of task clarity

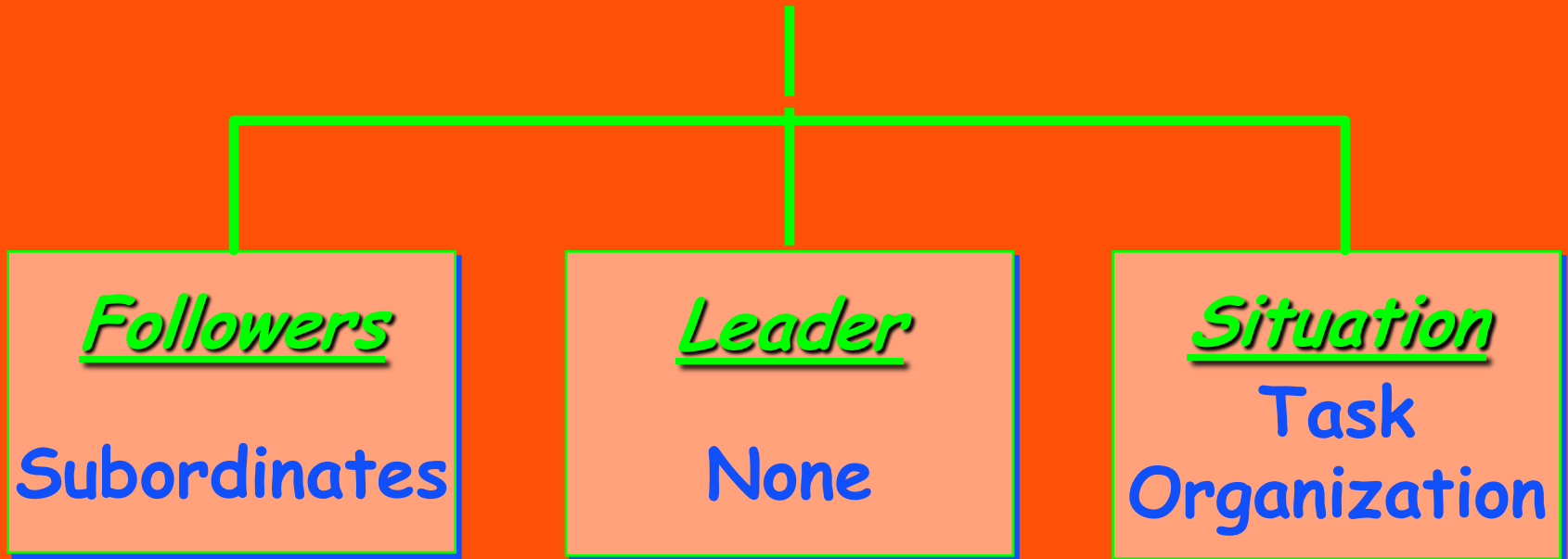
# Recommendation for Leadership Effectiveness Based on Path-Goal Theory

- Be aware of subordinates' needs for challenge and autonomy
- Provide subordinates with clear task guidance if the task is ambiguous and they need structure

# Recommendation for Leadership Effectiveness Based on Path-Goal Theory

- Provide minimum guidance for subordinates who need to be challenged even in unstructured tasks
- Be supportive and understanding when the task is routine and boring

# Substitutes for Leadership Variables Within the Contingency Leadership Framework Variables





# Types of Leadership Models

*Prescriptive:*

Tell users exactly which style to use in a given situation

*Descriptive:*

Identify contingency variables and leadership styles without directing which style to use in a given situation

# Are You Able to Change Your Leadership Style

- Are you high in openness to new experiences?
- Are you open to using different leadership styles?
  - Some leaders are not able to adopt styles that require them to act in contradiction to their personalities

# The Normative Decision Model

- Also deals with matching leader and situational requirements
- Focuses on decision-making styles
  - These styles are assumed to be learnable
- Decisions adjustment depend on
  - Quality requirement for the decision
  - Likelihood of employee acceptance

# The Normative Decision Model Decision Styles

- Decide
  - Leader makes decision with little or no subordinate input
- Consult Individually
  - Input from subordinates but leader makes decision

# The Normative Decision Model Decision Styles

- Consult Group
  - Consensus building
  - Leader shares decision making with group
- Facilitate
  - Helps define problems
  - Leader seeking participation and concurrence without pushing own ideas
- Delegate
  - Leader gives total decision making authority to employees

# Deciding Appropriate Leadership Style

1. Decision Significance
2. Importance of Commitment
3. Leader Expertise
4. Likelihood of Commitment
5. Group Support for Objectives
6. Group Expertise
7. Team Competence



# Discussion Question #1

- What contingency leadership variables are common to all of the theories?



# Discussion Question #2

- Do the three situational favorableness factors for the contingency leadership model fit in only one of the three variables of all contingency leadership variables?
- Explain.



# Discussion Question #3

- Do you agree with Fiedler's belief that people have one dominant leadership style and cannot change styles?
- Explain.

# Discussion Question #4

- Do you believe that more managers today are using more boss- or subordinate-centered leadership styles?

# Discussion Question #5

- Do you agree that time is an important situational factor to consider in selecting a leadership style for the situation?
- Explain.

# Discussion Question #6

- What is the difference in the outcomes of the contingency leadership and the continuum leadership models and that of the path-goal model?

# Discussion Question #7

- What are the three subordinate and environmental situational factors of the path-goal model?

# Discussion Question #8

- The normative leadership model is the most complex.
- Do more variables improve the model?

# Discussion Question #9

- One group of authors believes that Fiedler's contingency leadership model is the model best supported by research. However, a different author believes that it is the normative leadership model.
- Which model do you believe is best supported by research?
- Why?

# Discussion Question #10

- What is the primary difference between the contingency leadership model and the other contingency leadership models?



# Discussion Question #11

- What are the three substitutes for leadership?

