Lecture 35/36, Apr 10, 2023

Emerging Theories of Leadership

- Emerging leaders are guided by their values; followers look to their leaders to determine their behaviour
- Global leadership: involves having leadership capabilities required to function effectively in different cultures (crossing language, social, economic and political barriers)
    - Global leaders deal with diverse employees and customer base as well
    - They typically have experience working and living in different countries and cultures
    - Need a global mindset, tolerate high levels of ambiguity, and exhibit adaptability and flexibility to adapt to local cultures
    - 4 key characteristics:
        1. Unbridled inquisitiveness: continuously asking questions to learn about different cultures
        2. Personal character: prioritizing people
        3. Duality: can manage both uncertainty and innovation
        4. Savvy: high resourcefulness, can use tools and resources to their advantage; seeing opportunities
- Authentic leadership: focuses on the leader coming to the table with a number of behaviors, including understanding their own strengths, weaknesses, and capacity
    - 4 related behaviours:
        * Self-awareness: Understanding of one's own strengths, weaknesses and capacity
        * Relational transparency: presenting the true authentic self to others
        * Balanced processing: objective analysis of relevant information before making decisions, including discussion with other experts
        * Internalized moral perspective: internal moral standards and values guide behaviour and decision making
    - Authentic leadership increases the ownership of followers and is especially good for trust
    - Authentic leadership increases psycap, builds trust among members, which results in higher group citizenship behaviours and higher performance
- Empowering leadership: implementing conditions that enable power to be shared with employees (leading by handing over the keys rather than sitting in the driver seat)
    - Valuing participation and autonomy
    - Providing structural, relational, and psychological empowerment by removing barriers
        * Structural empowerment is removing barriers and giving power (e.g. access to information, time, capital, people)
        * Psychological empowerment is enabling the development of meaning, competence, self-determination and impact
    - Empowerment is not delegation, but enablement (not just offering the tool, but teaching them how to use it)
- Servant leadership: going beyond self-interests and having a genuine concern to serve others
    - Servant leaders want to serve first and lead second; they aim to empower people
    - Servant leaders focuses on what supports their community the most and are not in it for any personal gain (e.g. unions, religious organizations)
    - Intrinsic rather than extrinsic motivation, collective rather than individualistic
    - Leading with humility, authenticity, acceptance, and values
    - Advisors, mentors, counselors, not to direct but to guide
    - Aboriginal leaders are an example of this
- Ethical leadership: being the role model for normative behaviour and decision making; setting and following ethical standards
    - Bearing the onus of rewarding and disciplining others for adherence – giving them a reason to uphold ethical principles
    - Ethical leadership is challenging since they need to be ethical all the time – ethical behaviour is personal
    - Leader's behaviours affect follower's behaviours through their relationships and actions, ultimately leading to follower being ethical as well

- – Positive effects include better performance, fewer counterproductive behaviours, and more honesty, fairness, effectiveness; these effects are most present in people closest to the leaders
- – Ethical leadership decreases corrupt behaviour since it encourages followers to report problems to management
- – Typical values include integrity, altruism, humility, empathy and healing, personal growth, authenticity, empowerment, fairness and justice

Dark Leadership

- Unethical leadership: engaging in behaviours that violate moral or social standards, or rules and laws
  - – Leaders that engage in such behaviour promotes similar behaviour from their followers
  - – Unethical leaders' typical vices include:
    - * Self-serving
    - * Deceptive behaviour
    - * Hypocrisy
    - * Arrogance
    - * Lack of social inhibition (thinking that whatever they do should be socially acceptable, thinking that they are above the law/societal norms)
    - * High self monitoring (always being aware of how they're seen and controlling it to get a specific outcome)
    - * Malevolence
    - * Masked intentions (saying that they're doing this because of some reason but in reality the reason is different)
  - – Can be motivated by self-interest
  - – Doesn't always appear to be such; it is hard to spot
- Pseudo-transformational leadership: being self-centered and manipulating followers for their own gain
  - – Transformational leadership but with masked intentions – leader is focused on their own goals, but telling you otherwise
  - – With idealized influence, they wish to be idolized and respected but are not actually earning that respect (making others believe they have referent power)
  - – With individualized consideration, they will only care about you as long as it directly benefits them
  - – With inspirational motivation, they will still communicate a vision, but it is no longer focused on the organization's needs but rather their own personal needs
  - – With intellectual stimulation, they will discourage such behaviour; they will not challenge or motivate followers but rather limiting them from engaging in independent thought and action
- Abusive leadership: sustained hostile and especially nonverbal behaviours (excluding violence)
  - – Not yelling or berating someone but mistreating, deceiving, and manipulating them
  - – Can typically last as long as the employment relationship
  - – Rooted in a power dynamic
  - – Usually targeted more towards vulnerable followers, like harassment or discrimination
  - – Can be cyclic – individuals subjected to abuse or injustice by their leaders often become abusive themselves
- Dark leadership can often be hard to spot