The characteristics of followers

Followers´ competence and skills (C)

Followers´ motivation and commitment toward accomplishing the task (M)

Leadership behavior adapted to follower characteristics

- Coach and instruct (C-low, M-high)
- Involve and trust (C-high, M-high)
- Direct and monitor (C-low, M-low)
- Delegate and control (C-high, M-low)

Leading teams

- Clarity of roles and coordination
- Assessment and development of members´ skills
- Group cohesion, cooperation, trust
- External alignment (relationship with external stakeholders)
- Shared leadership is possible

Chapter 3

THE CONCISE
LEADERSHIP
TEXTBOOK

How to lead (with) others

Leader-follower relationship

Contingency model (Fiedler)

- Contingency factors: good/bad relationship, high/low power, high/low task structure
- People-oriented or task-oriented style can be more or less effective dependent on the combination of contingency factors

Transformational leadership

- Role model/idealized influence
- Individualized consideration
- Engaging vision of the future / inspirational motivation
- Intellectual stimulation - make work interesting
- Practices of transformational leaders (Kouzes/Posner): model the way, inspire a shared vision, challenge the process, enable others to act, encourage the heart

Dynamic view of leader-follower relationship

Relationship evolves over time

Leader-Member Exchange (LMX)

- In-group (inner circle, high quality exchange)
- Out-group (low quality relationships with the leader)
- High loyalty in the in-group
- Risks: potential hostility in the out-group, danger of "groupthink" in the in-group
- Mitigating risks (e.g. helping out-group members feeling more involved, different in-group/out-group constellations for different activities ...)

Leader who is new in the role

- Leadership does not necessarily come from holding a formal position
- Leadership is continuously (re-)constructed ("claims" and "grants" - Ashford/DeRue)
- Mutually reinforcing "claims"-"grants" processes (self-reinforcing / self-defeating exchange)