



Authentic Leadership: the Ethics of Power and Influence

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“If we learn from our mistakes, shouldn’t I try to make as many mistakes as possible?”

Perspectives on Leadership



BE / BECOME A LEADER BY...

- *Results-Based Leadership* (Ulrich, Zenger, & Smallwood)
 - ...clearly defining and getting results (a balance of employee, organization, customer, and investor results)
 - Attributes X Results = Effective Leadership*
- *Principle-Centered Leadership* (Stephen Covey)
 - ...building your character by following universal principles
- *Situational Leadership* (Ken Blanchard)
 - ...matching your leadership style to the situation

Perspectives on Leadership



BE / BECOME A LEADER BY...

- *Level 5 Leadership* (Jim Collins)
 - ...developing a strong professional will/ambition for the organization combined with personal humility
- *Primal Leadership* (Daniel Goleman)
 - ...developing a high level of “emotional intelligence,” and resonating energy and enthusiasm rather than negativity and dissonance
- *Strength-Based Leadership* (Marcus Buckingham)
 - ...finding and turning your own and others’ talents (personal strengths) into performance

Perspectives on Leadership



BE / BECOME A LEADER BY...

- *Authentic Leadership* (Bill George)
...fostering purpose, values, heart, relationships, and self-discipline
- *Leadership and the Force of Love* (John R Hoyle)
...mastering the ability to vision, communicate, team, empower, mentor, and evaluate with love
- *The Myth of Leadership* (Jeffrey Nielsen)
...creating peer-based, leaderless (rather than rank-based) organizations, because leadership is a myth we buy into, often at our peril

Leadership vs. Management



- **Management** is believed to rely on *formal position power* to influence people
 - (coercion, or the possibility of coercion, is implicit in the position)
- **Leadership** is believed to stem from *informal, non-coercive social influence* processes

(Stogdill, 1974)

Leadership vs. Management



- **Management** is believed to be *tactical*:
“doing things right”
- **Leadership** is believed to be *strategic*:
“doing the right things”



Trait / Attribute Assumptions



Stable and enduring individual *personality traits, attributes and characteristics* are responsible for successful leadership:

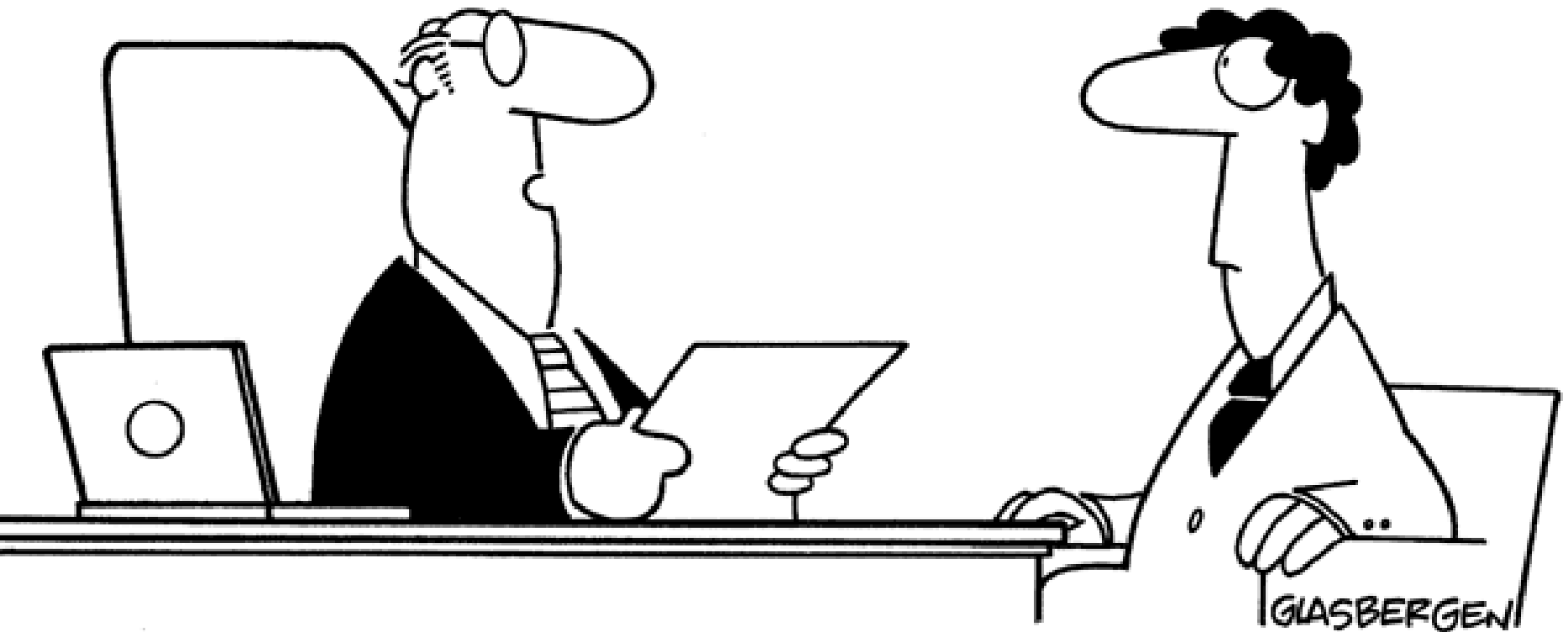
- Drive / Desire to lead
- Integrity / Consistency
- Intelligence, Self-confidence, Energy
- Activity / Talkativeness,
- Success- & Affiliation-orientation
- Task-relevant Knowledge

(Fung, 1996; Robbins, & Coulter, 1996, p.574. See also Mann, 1959; Bavelas et al., 1965; Nyquist & Spence, 1986; Sorrentino & Field, 1986)

Trait / Attribute Assumptions

“If you see a person on top of the mountain, they did not *fall* there.”





“My company does not discriminate on the basis of religion. Worshiping me is totally voluntary.”

A Focus on Leadership Behaviors: The Dual Nature of Leadership



Ohio State studies

Two dimensions account for most leadership behavior:

- 1. Initiating structure:** the degree to which a leader defines & structures roles [of subordinates & leader] to attain goals.
- 2. Consideration:** the degree of mutual trust, respect for subordinates' ideas, & regard for their feelings.

High IS/High Consideration Leaders = Higher Subordinate Performance & Satisfaction

Consideration

Initiating Structure

Hi Initiating Structure Lo Consideration	<i>Hi Consideration Hi Initiating Structure</i>
Lo Initiating Structure Lo Consideration	Hi Consideration Lo Initiating Structure

University of Michigan studies



Employee-oriented Leaders:

- focus on interpersonal relations
- take personal interest in subordinates
- accepting of individual differences

Production-oriented Leaders:

- focus on technical aspects of the job
- concerned with accomplishing tasks
- regard group members as a means to that end

Contingency Theory of Leadership



Leadership effectiveness is believed to depend on the fit, or compatibility, between *the leader's style* and the *demands of the situation*:

- **Leadership style** depends upon personality and is a *fixed trait that cannot be changed!*
- **Situational favorableness** can be changed to better match the leader's style = “Leader Match”

Leadership Styles & the LPC Scale



Task- vs. Relationship-orientation

- [cf. Karau (1991) *gender difference* in leadership]
- (Note: these are the trait versions of the "concern of production" vs. "concern of people" categories in the Managerial Grid)

To classify leadership styles Fiedler developed the *Least-Preferred Coworker (LPC) Scale*:

1. Think of all the persons with whom you have ever worked
2. Describe the one person with whom you have gotten along *the least well*...

LPC Scale



3. Describe this LPC on a series of bipolar scales:

Unfriendly	1 2 3 4 5 6 7 8	Friendly
Uncooperative	1 2 3 4 5 6 7 8	Cooperative
Hostile	1 2 3 4 5 6 7 8	Supportive
Guarded	1 2 3 4 5 6 7 8	Open

LPC Scale



- Individuals who rate their LPC in relatively favorable light derive satisfaction out of interpersonal relationship
- Those who rate the coworker in a relatively unfavorable light get satisfaction out of successful task performance

High LPC score = leader has a *human relations* orientation

Low LPC score = a *task* orientation

Situational Favorableness



1. *Leader-member relations*: the degree to which the members accept the leader
2. *Task structure*: the degree to which the members' tasks are clearly understood in detail
3. *Position power*: the amount of formal authority the leader possesses

Situational Favorableness

Leader-Member Relations	Task Structure	Leader Position Power	Situat. Is Optimal for This Leadership Style
Good	Structured	Strong	Task Oriented
Good	Structured	Weak	Task Oriented
Good	Unstructured	Strong	Task Oriented
Good	Unstructured	Weak	Consideration
Poor	Structured	Strong	Consideration
Poor	Structured	Weak	Consideration
Poor	Unstructured	Strong	Task Oriented
Poor	Unstructured	Weak	Task Oriented

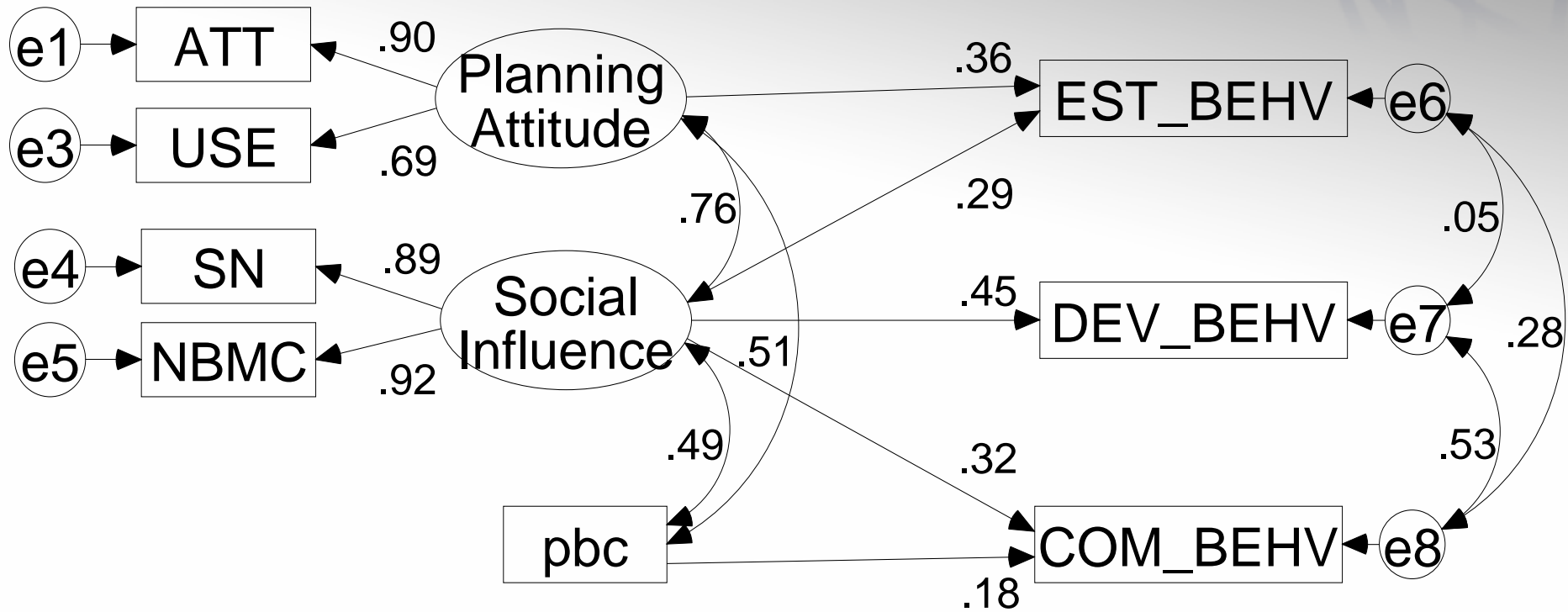
Corporate Executive Board Survey

<p style="text-align: center;">People Management</p>	<p style="text-align: center;">Personal Characteristic</p>	<p style="text-align: center;">Process Management</p>	<p style="text-align: center;">Strategic Management</p>
<p>Clearly communicate expectations</p> <p>Correctly evaluate others' potential</p> <p>Hold people accountable</p> <p>Inspire others</p> <p>Persuade and encourage others in a desired direction</p> <p>Put the right people in the right roles at the right time</p> <p>Recognize and reward achievement</p> <p>Strong commitment to diversity</p> <p>Strong commitment to staff Development</p>	<ul style="list-style-type: none"> • Accept responsibility for successes and failures • Challenge the status quo • Comfortable with ambiguity • Committed to your continuous personal development • Confident • Honesty and integrity • Intelligent • Negotiate effectively • Open to new ideas • Original • Passion to succeed • Perseverance • Sensitive to the needs of others • Think analytically • Years of experience in positions of management 	<ul style="list-style-type: none"> • Appropriately handle crises • Break down a project into manageable components • Correctly allocate resources across competing priorities • Create clear work plans and timetables • Creatively solve problems • Encourage and manage innovation • Measure results • Properly manage budgets and timelines • Translate a long-term vision into a step-by-step plan 	<ul style="list-style-type: none"> • Adapt to changing circumstances • Correctly assess the risk and return of decisions • Deep understanding of markets, competitors, and customers • Global perspective • Identify and articulate long-term vision for future • Properly manage relationships with third parties • Understanding strengths and weaknesses of the company



This is a major project of utmost importance, but it has no budget, no guidelines, no support staff, and it's due in 15 minutes. At last, here's your chance to really impress everyone and develop your leadership skills!

A Model of Project Planning Practices



Principles of Influence: SPARCLS

- **S**ocial **P**roof
- **A**uthority
- **R**eciprocity
- **C**onsistency
- **L**iking
- **S**carcity



Based on Cialdini, R. (1995). Influence: The Psychology of Persuasion

Social Proof



- Rule: *People are more likely to comply with a request if it is consistent with what similar others are thinking or doing.*

“If you can keep your head when all around you are losing theirs, you probably haven’t grasped the situation.”

Social Proof – Techniques



- Bartenders “salt” tip jars
- Church ushers “prime” collection baskets
- Preachers seed audience with “ringers”
- “Fastest Growing”; “Best Selling”
- “The List Technique”
 - The longer the list, the greater the effect

When *others* are doing it...

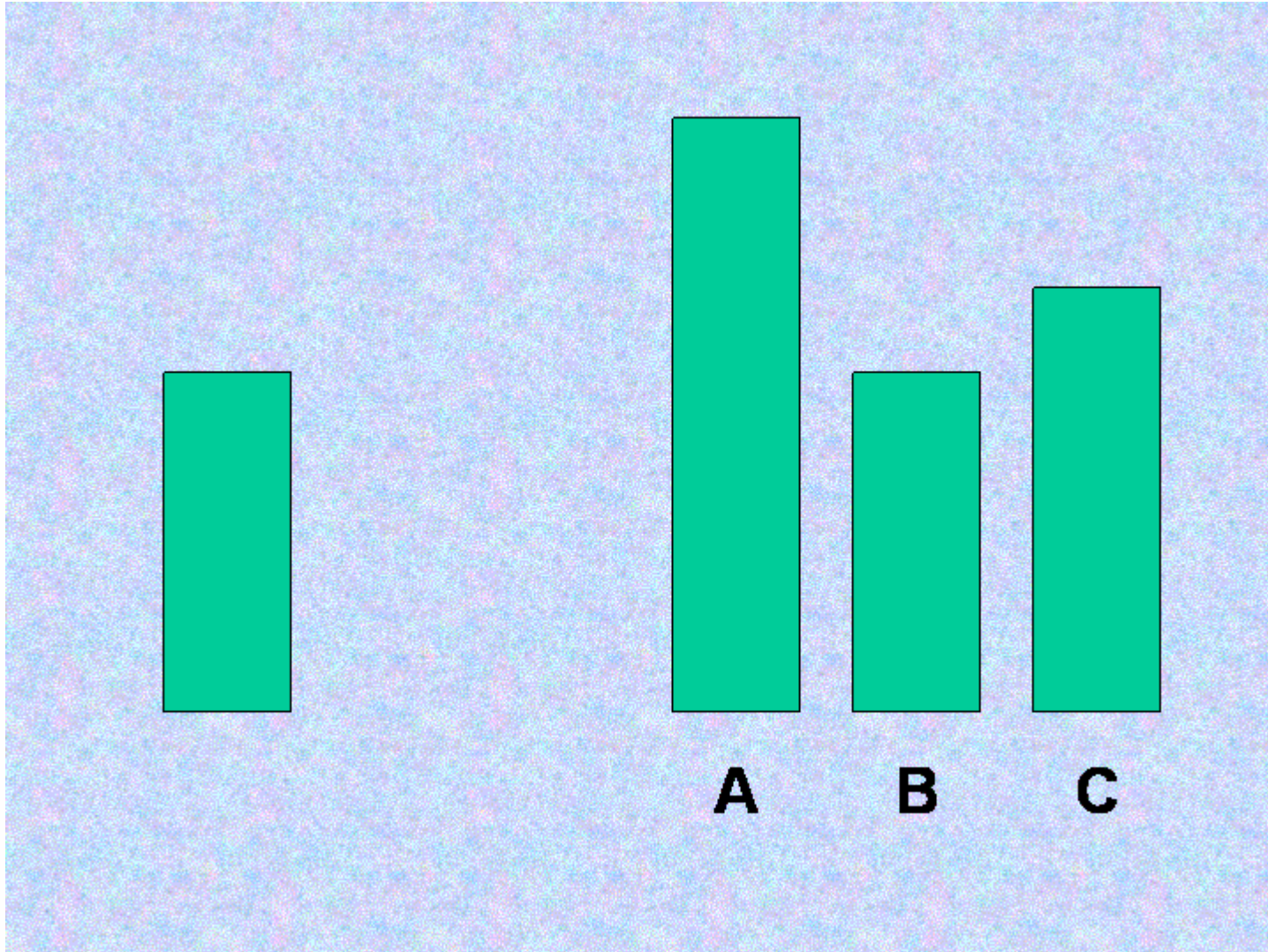


People are more likely to:



- Return a lost wallet
- Approach a dog
- Litter
- Laugh at a joke
- Decide to commit suicide
- “see” unequal lines as equal in length

Social Proof – Ashe Study



Social Proof – Ashe Study



Professor

HANS CHRISTIAN ANDERSEN

THE EMPEROR'S NEW CLOTHES



penguin 60s



Social Proof

Social Proof



And so the Emperor walked in the procession under the lovely canopy, while all the crowds in the street and all the people at their windows said, "Heavens! How marvelous the Emperor's new clothes look! Such a beautiful train on those robes! How exquisitely it fits!" No one wanted it thought that he could not see anything, as that would make him somebody who was either very stupid or badly fitted for his position. None of the Emperor's clothes had ever before been such a success.

"But he has nothing on!" said a little child.
"Good heavens, listen to the voice of innocence!" said the father, and the child's remark was whispered from one to another.
"He has nothing on! That's what a little child is saying: 'He has nothing on!'"



Social Comparison Theory



- People have a constant drive to evaluate themselves – “How am I doing?”
- They tend to use social comparison in *absence* of objective cues
- They tend to use others who are *similar* to themselves (unless boosting low self image)
- Especially in *ambiguous* situations

Authority



- Rule: *People are more likely to follow the suggestions or requests of someone who appears to be a legitimate authority.*

“Follow an expert.” – Virgil
Specific & General Authority



World's Funniest Joke!

Authority

- Following Legitimate (positive) Practical Advantages
- However; Shortcuts can be I Astray if we are not careful:



R_x

Doctor's Orders:

*5 Drops in
R. ear
twice daily*

Cohen & Davis (1981)

Hofling, et al. (1966)

“Shortcuts” to Authority



- Titles [e.g., Dr., President, CEO, etc.]
- Uniforms, Lab Coats, etc.
- Business Suits [e.g., missionaries]
- “Dress for Success”
- Verbal cues indicating “expertise” – It pays to enrich your word power!
- “The Bank Examiner Scheme”

Reciprocity



- Rule: *People are more likely to comply with a request from someone who has previously provided a favor or concession to them.*

“Pay every debt as if God wrote the bill.”

“Do unto others as you would have others do unto you.”

“An eye for an eye; a tooth for a tooth.”

Norm of Reciprocity



A feeling of “obligation” to return the form of behavior received from another

- We like those who like us
- We cooperate with those who cooperate with us, and compete against those who compete with us
- We self-disclose to those who self-disclose to us
- We concede to those who concede to us
- We aggress against those who aggress against us

Reciprocity Techniques



- The Unsolicited Gift technique
 - Hare Krishna flowers in the airport
 - Disabled American Veterans address labels
 - Success rates nearly double with gift!
- Rand Corporation Researchers
 - Paid physicians *FIRST* for participation in research
 - 95% who complied cashed;
 - Only 26% who did NOT comply cashed.
- Reciprocal Concessions: The Door in the Face Technique & “That’s Not All” Technique



Applications of Reciprocity



- Establish a reputation/track record of **GENEROSITY**
- Give your time, lend your resources, etc.
- Be Genuine, **NOT** manipulative!
- Help Others Succeed!
- If other people are generous, acknowledge them
- If other people are **NOT** generous, be generous anyway!
- Others?

Consistency



- **Rule:** *People are more likely to comply with requests that are consistent with their previous commitment to a position, course of action, or their self perceptions.*

Inconsistency is psychologically uncomfortable!

Once a stand is taken, we are typically stubborn and insist on behaving consistently with that previous commitment

Cf. *“Knee-deep in The Big Muddy”*



Consistency Techniques



- Foot-in-the-Door Technique
- Bait and Switch Technique
- Low-Ball Technique
- Leverage Existing Commitments
- Legitimization of Paltry Favors
- How Are You Feeling Technique

Liking



- Rule: *People are more likely to comply with requests of friends and people they like.*

“The main work of a trial attorney is to make the jury like his client.”

Liking



- Physical Attractiveness
 - Beauty is Good Stereotype
- Similarity
 - Mirror and Match – posture, mood, verbal style, tone
 - “Imitation is the sincerest form of flattery.”
- Compliments/Praise
 - Even explicit works; accuracy doesn’t matter
- Cooperation
 - Good Cop / Bad Cop [Ally against the sales manager]
 - “We” rather than “you”
- Mere Exposure

Scarcity



Rule: *People are more likely to comply with requests in order to secure opportunities that are scarce or dwindling.*

“The way to love anything is to realize that it might be lost.”

Scarcity



- Scarcity = Value
- Scarcity prompts “Reactance” (e.g., freon, handguns, etc.)
- “Limited Supply”
- “Deadlines”
- E.g., Child Photography – we will have to destroy the photos of your child!
- Tversky & Kahneman (1981) – People are motivated by the thought of LOSS than GAIN

The Ethics of Authentic Leadership



- Leadership Theories have been dominated by assumptions of “rugged *Individualism*”
- Principle-based, Values-based, and other “ethical” approaches are undermined by *Relativism*: everyone has their own, individual set... including Enron “leaders”
- Leadership theories have assumed high levels of *Predictability* and *Control*

“Biases” of Assumptions



- **Fundamental Attribution Error:**

we tend to attribute people's behavior to internal factors (e.g., personality) and ignore situational influences (including other people)

- **Actor – Observer Effect**

we tend to attribute our own behavior to situational factors while attributing the behavior of others to dispositional factors

“Biases” of Assumptions



- **Self-Serving Bias**

we tend to attribute our successes to internal factors and our failures to external factors

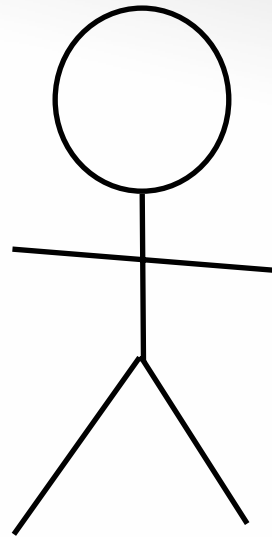
- **Belief in a Just World (BIJW)**

we tend to believe that people have direct control over their fate and get what they deserve in life

e.g., tsunami victims

Individualism: “*Cogito ergo sum*”

“/ am thinking therefore / exist.”



Paraphrase: *I am thinking, therefore I am assured of self-existence as my truth*

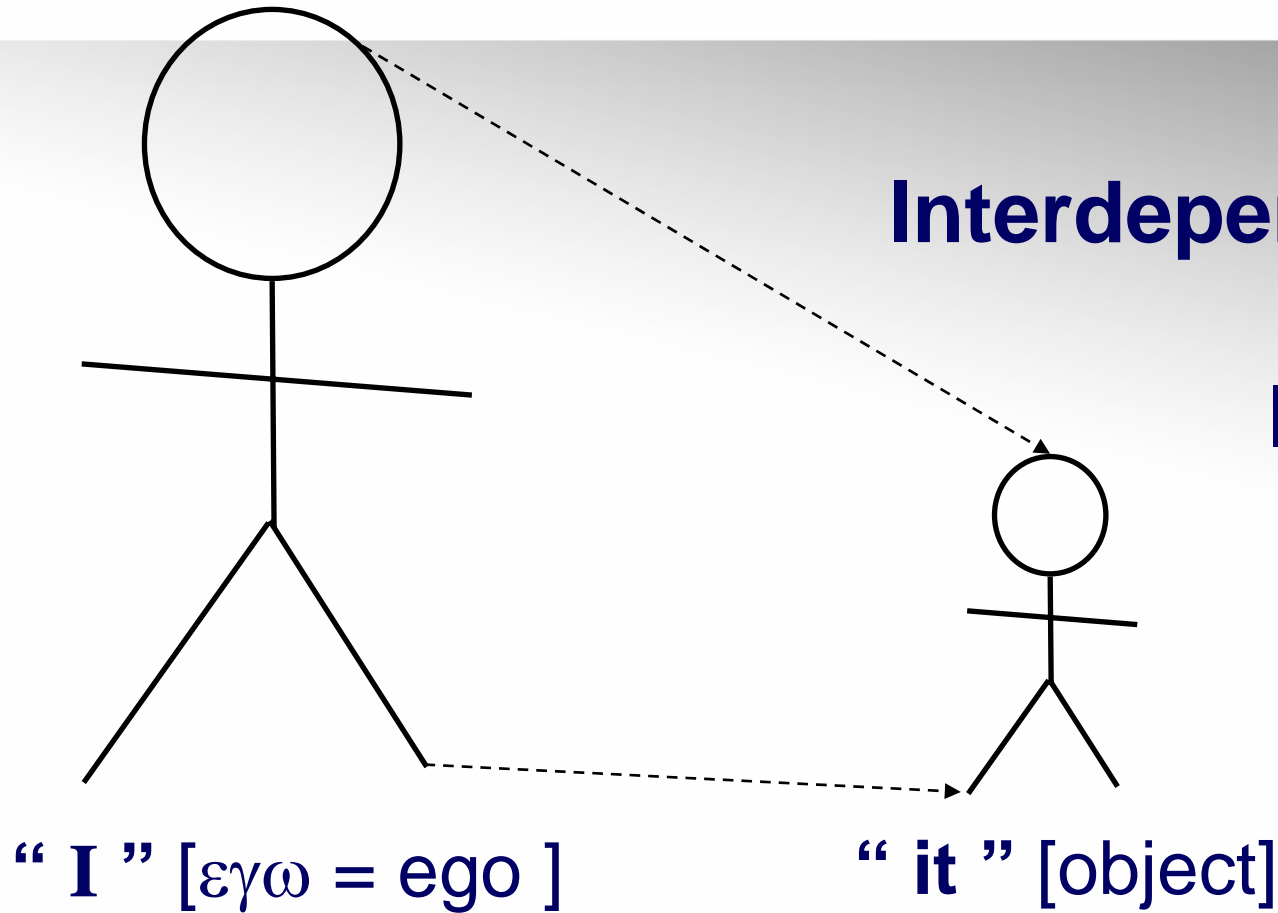
Archbishop Desmond Tutu

Civil rights activist and Nobel Laureate



“We are different so that we can know our need of one another, for no one is ultimately self-sufficient. A completely self-sufficient person would be sub-human.”

Master vs. Servant



Social Perception “Illusions” (biases)



- **confirmation bias** - the tendency to search for or interpret information in a way that confirms one's preconceptions.
- **expectancy effect** - when a researcher expects a given result and therefore unconsciously manipulates an experiment or misinterprets data in order to find it.
- **behavioral confirmation of expectancy**

Social Perception “Illusions” (biases)



- **self-fulfilling prophecy** - the tendency to engage in behaviors that elicit results which will (consciously or subconsciously) confirm our beliefs.
- **fundamental attribution error** - the tendency for people to over-emphasize personality / dispositional influences while under-emphasizing situational influences on behavior. (also known as correspondence bias)

Social Influence



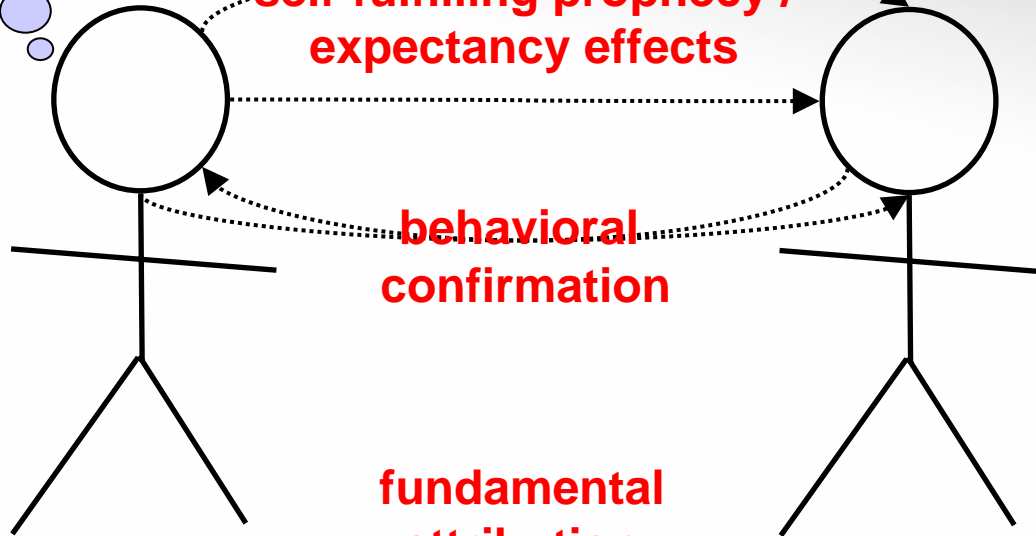
beliefs,
attitudes,
ways of
being

confirmation bias

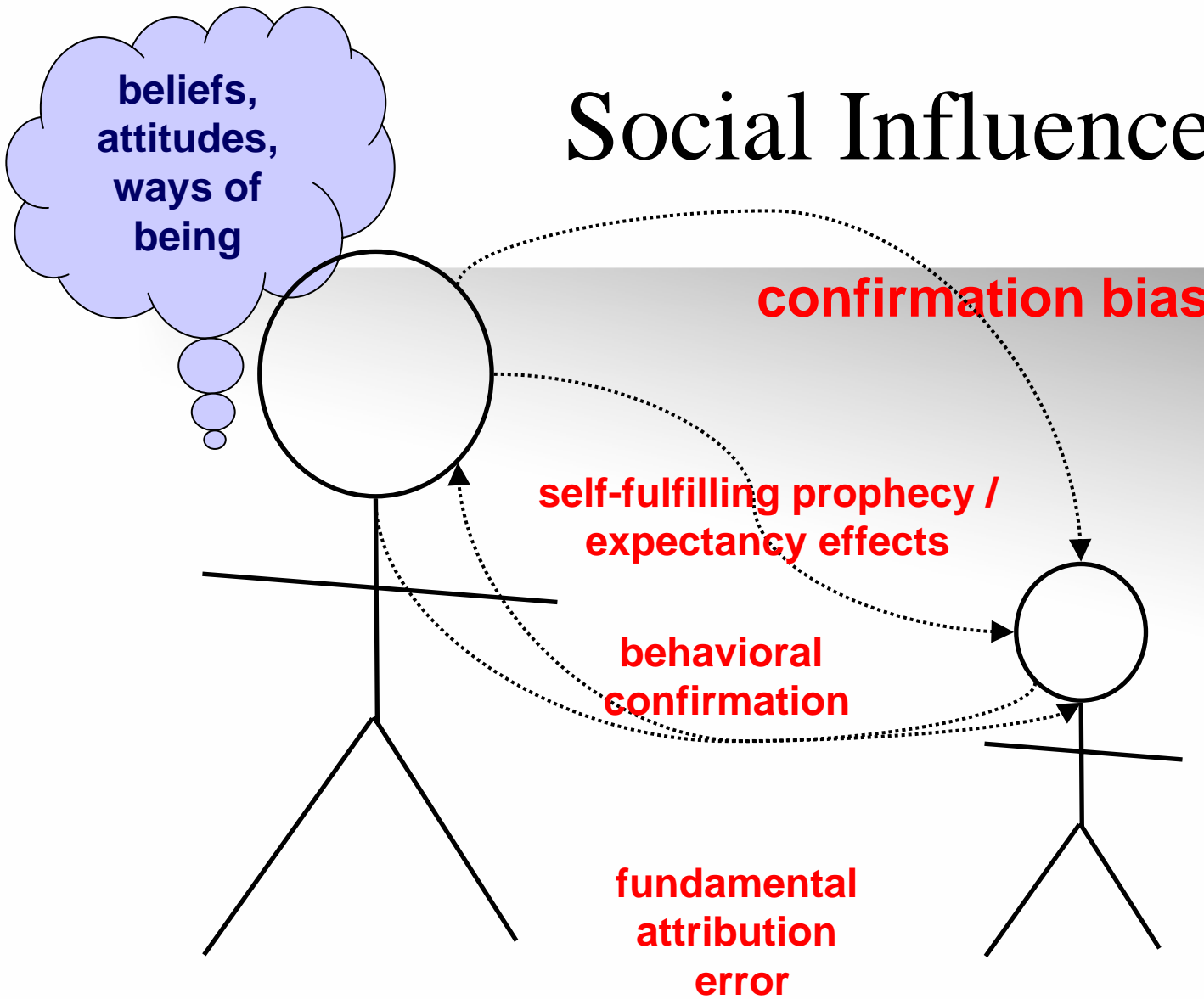
**self-fulfilling prophecy /
expectancy effects**

**behavioral
confirmation**

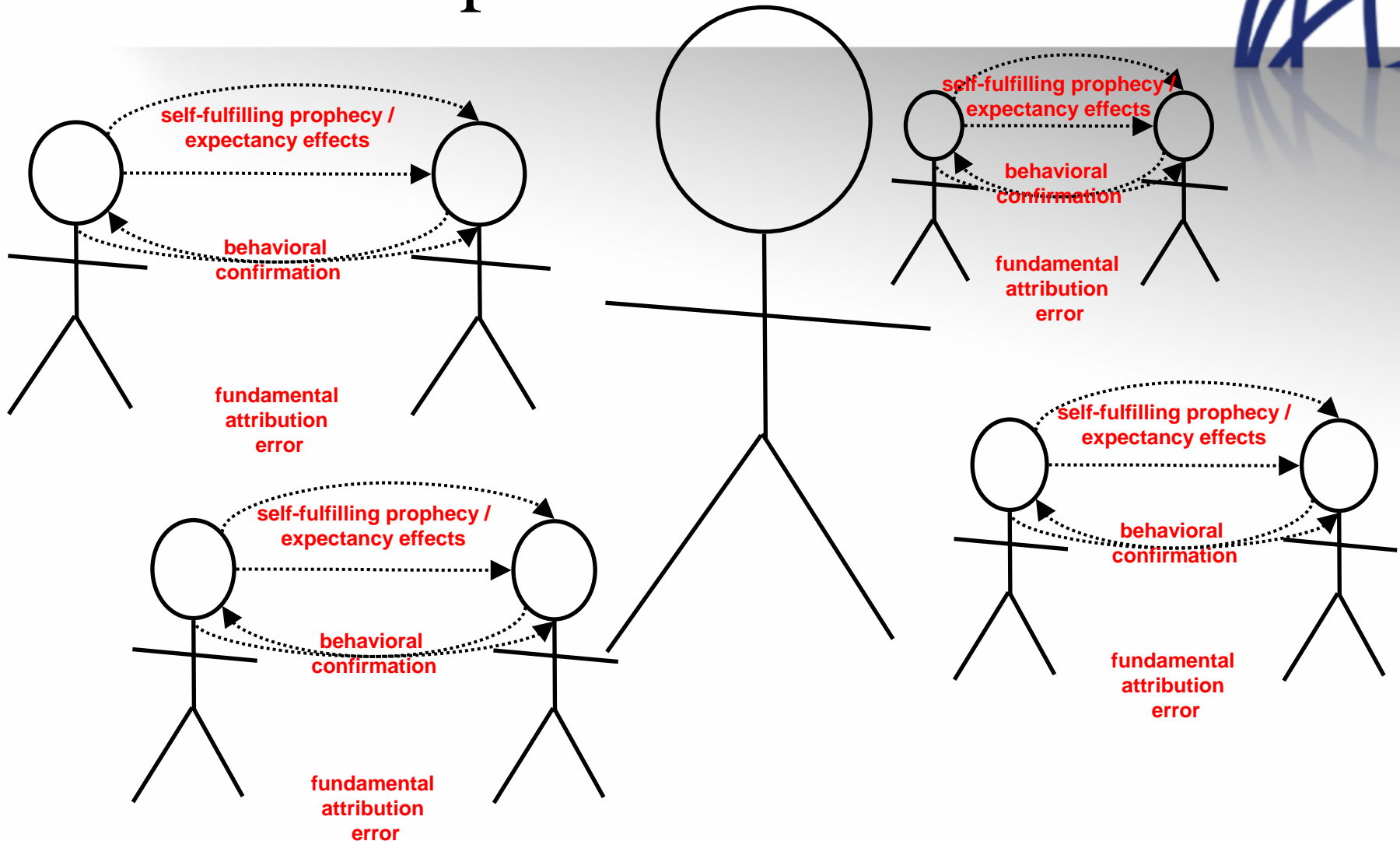
**fundamental
attribution
error**



Social Influence



Patterns of Social Influence = Corporate Culture



Way of Being



what I might be doing, saying, thinking, or feeling...

(below the surface) WAY OF BEING

how I am seeing others



I see others as objects:

I see others as people:

They appear less real to me than I do to myself.

They appear just as real to me as I do to myself.

Their cares and concerns matter less to me than my own.

Their cares and concerns matter the same to me as my own.

I actively resist their humanity.

I actively respond to their humanity.

Johann Wolfgang von Goethe

Philosopher, poet, playwright

“Treat people as if they were what they ought to be, and help them to become what they are capable of being.”

“By Jove, I think She’s Got it!”



Ten Essential Questions Toward *Authenticity*



- 1) How well do you know yourself?
- 2) What is your life story?
- 3) For what do you stand?
- 4) What do you do exceptionally well?
- 5) How well do you know the people you lead?
- 6) How safe do you make people feel?
- 7) What attracts others to follow you?
- 8) What entitles you to be a trusted leader?
- 9) What is your typical response to change?
- 10) Do you have the will to lead?

End