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A summary of chapter one and two

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**LEADERSHIP DIRECTIONS**

Contingency theories are based on the premise that the performance of a group or organization depends not only on the leader but also on the situation. While there is very little questions today that the leadership situation plays an important part ion affecting the group process its underlying meaning and functions is unclear precisely what do we mean by “ leadership situation and why and how does it affect the behavior and performance of the leader and the group?

In an attempt to address these questions, I want to make two prefatory points. First it is meaningless to talk about leadership outside the situation context. Without a group task or shared objective there can be no group task or shared objective there can be no group and without a group there can be leader. Second while there are many operational definitions of the leadership situation and its components, the situation causes uncertainty and stresses, and therefore anxiety. When a certain there should level of anxiety is reached the leader falls back on previously over learned behavior, or on simpler or perhaps less mature ways of copying with the problems that the task presents.

**PYSCHOLOGICAL MEANING OF THE LEADRE SITUATION.**

The term leadership situation has applied to a wide variety of conditions: physical local (sells, 1976), group member motivations (house 1971), organizational structure (burns and stalker, 1961, task difficult and complexity (room and yet ton, 1973), interpersonal relations or the stressfulness of the task (fielder and Garcia 1987). The main questions here is how the leadership situation affects the leader and the group. I suggest that it is the degree to which the environment is structured and predictable and therefore gives the leader a feeling of control over the outcome of task and over the group process. A lack of structure and predictability causes stress, uncertainty, and a feeling of being powerless. People differ in how they cope with uncertainty and stress (apple and trumbull, 1967, p.10). Many try to avoid stress together and find even a moderate risk highly oversize and anxieties arousing others crave stress and the concomitant risk and excitement. They work best with tight deadlines; like difficult jobs, games of chance physically dangerous sports, and intellectual challenges; and they tend to become uneasy and anxious when things are going too well. Thus, personality and situation factors interact in generating feelings of uncertainty and anxiety. I propose that this interaction is at the health of contingency theories. Develop this point, this chaptered briefly summarizes the contingency model and cognitive resources theory and the main interactions between personal attributes and situational factors. The chapter then proposes an interpretation of these interactions and their relevance for understanding contingency theories.

**THE CONTINGENCY MODLE OF LEADERSHIP EFECTIVENESS.**

This theory has been described intensely elsewhere (e.g fielder; 1964; 1967, fielder and Garcia, 1987). For those not familiar with it, there theory posts uptakes that leadership effectiveness depends on two factors. One is degree to which the leadership situation gives the leader control and influence over the group process and group performance. The second factor reflects an attributes of the person an aspect of the leader goal or focus of concern, specially, whether the leader primary goal, and consequently primary goals, and the consequent primary concern, is with task performance or with interpersonal situations.

**SITUATION CONTROL.**

The contingency model defines “situations control on the basis of three dimensions;

1. The leader is relationship with group;
2. The degree to which the group task is structured, that is, whether it is clearly described, and there is a proven method for doing job; and
3. the organizations backing of the leader in the form of rules and the rewards and sanctions that the leader disposal. The three demesnes are combined by giving leader member relations a weight of 4, task structure a weight of 2, and position power weight of, an empirical study by seeker (1975) supported this procedures of scaling situation control. Borden (1980) identified uncertainty as being related to situational control and also showed that we need to talk into consideration “boss stress” meaning, that the leader the relationship with his or her immediate superior or boss as tense, stressful, and threatening (see also pottered and fielder, 1981). If there is high boss stress, leader will experience a high degree of uncertainty about the boss support and evaluation of the leader performance. Although situational control and streets tend to have similar effects on leader behavior and performance (e.g fielder et al., 1969), control and streets are not highly correlated. Stressful relations with subordinates by definitions imply relatively poor leader member relations, but boss stress may of course exist in groups in which the leader has god relations with subrogates.

The least preserved coworker (LPC) score we cannot fully understand the role of situational factors without also understanding the personal attributes with which situation factors interacts in determining the leader behavior and performance in the contingency model, the personality able measures the tend to give priority to task accomplishment or to good interpersonal relations (task – motivated and relationship – motivated (fielder 1972; fielder and Garcia 1987, pp.59 – 79). LPC is measured by asking leader first to think of all the people describe the one person with whom you have had the most difficulty in greeting the “job done” the description of this “lead preferred coworker”, or plc, is usually made on 128th bipolar scales that lest personality attributes for example.

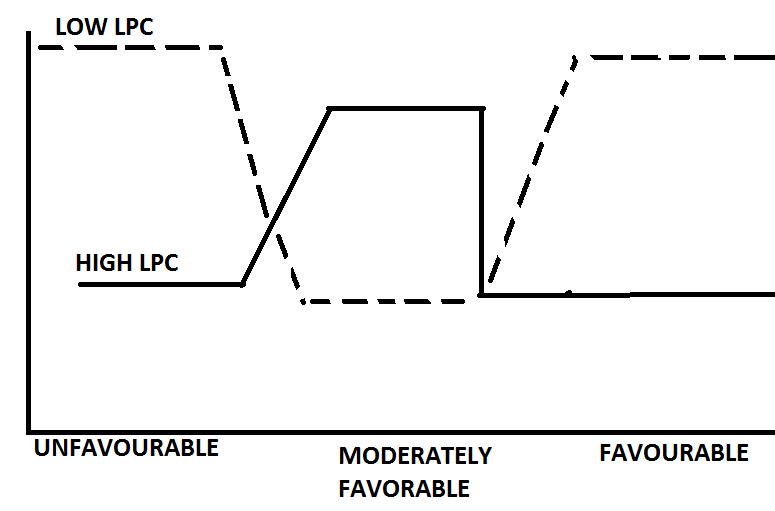
**Friend 8 7 6 5 4 3 2 1**

**: : : : : : :** unfriendly

Since description of other are notoriously inaccuracy (Kelly and Fiske, 1951), the plc score can be score tells us the degree to which the leader attributes negative personality characteristic to someone merely because that person is a poor coworker – it is a negative halo effete, Let us assume for the moment that you are highly task motivated ( called a low LPC persons), but that Joe, your assistant, is careless un reliable and incompetent because. It is extremely important to you to get the task done, there is a good chance that you will be upset with Joe because he prevents you from accomplishing your goal. You will they tend to see Joe in very unfavorable. In other words, you feel so strongly about greeting the job done that you reject Joe as a person, because he is a poor worker because he thwarts your efforts to accomplish the task. For this reason we interpret an unfavorable description of the least coworker (LOW LPC) as indicative of a “task – motivated” person.

If you are a high LPC persons, you may say in effect that Joe may well be someone with whom you certainly don’t want to work but, after all, “ work insist everything and Joe may have other redeeming virtues. He may be incompetent but he is pleasant he may not be very right but he is honest”. This attitudes implies that Joes is seen not just as a means for greeting a job done but also as a complex individual who apart from the work situation, might even concern with others, the high LPC person also tends to be more tactful and socially adroit and tries to avoid conflicts.

**INTERACTION BETWEEN LPC AND SITUATION CONTROL.**

The contingency model tells us that task – motivated (low – LPC) leaders perform best in situation in which they have either very high control, or in situations in which they have relatively low control. Relationship – motivated (high – LPC ) leaders performing best in situations in which they have moderate control. A schemenatic presentation of the model is shown in the figure below, in which situational control is indicated on the horizontal air a basic and performance on the vertical axis (ordinate). The solid line shows the performance of high – LPC leaders; the broken line, of low – LPC leaders. The figure shows that a shift in situational control changes performance and that these changes are in opposite directions for high and low – LPC performance will decrease as the task motivated leader moves from a high to a moderate control situation. The performance of relationship – motivated leader improves with a shift from low to moderate control, and decreases from moderate to high control.

Effective performance

Predicted relationship between LPC, situational favorableness, and performance.

Sources; Fred E. Fiedler

**THE EFFECT OF SITUATIONAL CONTROL ON BEHAVIOR CHANGES**

The most important flow in the contingency model is that the model has remained a black box “even after 25 years of intensive research. While the meta analyses (strube and Garcia, 1981 indicate that the theory is strongly supported the link between LPC and situational control to effective performance has remained unclear. We need to understand the interaction between these two variables and to specify how this leads to specific changes in leader behavior. Studies of LPC shows that leaders who report stress, or have moderate or low control, behave just as indicated by the labels; task – motivated ( low – LPC) leaders show concern with greeting the job done. They tell people what to do, are punitive and are not too concerned about other feelings. Relationships motivated (High – LPC) leaders are considerate providing rewards are non directive and invite subordinate participation (e.g, boons and fielder, 1976). These behaviors are almost exactly reversed when leaders have a high degree of situational control. Now that the completion of the task is virtually assured, the task motivated leaders can focus on relationships and become non directive and considerate; relationship motivated leaders who have good relations with subordinates can focus on the task and become more bossy and less considerate ( Fielder, 1967, Fielder And Garcia, 1987).

The profoundly different effects of increased situational control on the behavior of the two kinds of leaders were dramatically shown in a study by schemers (1969); leaders were trained so that they would have better leaders – members relations with subordinates who come from a different culture, thus giving the leaders greater situation all control. The results showed that relationship motivated leaders with training were less considerate and less esteemed by the group than were relationship motivated leaders without this training, and who, therefore, had a lower degree of situational control. In contract, task motivated leaders with training (high situational control) were more considerate and more highly esteemed by their group members than untrained ( low situational control) task motivated leaders similar effects have been found in a number of studies ( Bons And Fielder, 1976, Schemers, 1969, Fielder, 1967, Pp.181-196; 1972; Fielder And Garcia, 1987, Mpp. 175- 185; Green Et Al, 1976). This is for understanding the contingency model , and two studies are briefly summarized here to illustrate this point.

**CONCLUSION**

Granting the importance of leaders a major implication of the presentation here is that their legitimacy is based on their relationship with followers. Specifically, the involvement follower has to be recognized as a key compose of effective leadership. The long standing empathizes on the extent of leader ascendance, whether through assertion of influence or power is not sufficient to address these broader concerns. Otherwise, the study of leadership becomes captive again of its leaders – centered origins. That consideration makes relational skills such as responsiveness to follow an important requisite to these leaders’ roles. In its place, however, imagery and other devices may be employed manipulative as when intense emotions are aroused. Whatever power is inputted to an organizational role, actualizing it depends on its perception by followers. Power becomes real when others perceive it to be so, and respond accordingly. But an emphasis on power over other tends to give it greater alliance, at the expenses of empowerment and resistance to unwanted power assertions, which we have called power to “and” power from (Hollander and offer man, 1990). In that paper, we reviewed and assessed research on organizational leadership and power. Among other things we considered are the benefits of, and sources of resistance to, delegation and empowerment of followers. On balance we found that by sharing power and allowing followers to influence them, leader foster leadership skills in others, as well as achieve other gains through their greater participation and involvement. But a major question pose is how a return to leader – centered approached can be reconciled with this trend toward greater follower empowerment and influence. In sum, the main implication here is to accord a more active role for those who are followers. Every benefit need not be seen to depend on the leader. Initiatives need not be expected to come only from leader, although the leader can be a facilitator of them. Indeed, being a leader and being a follower need not be viewed as sharply exclusive categories. Understanding the relational mature of leadership and followership opens up richer forms of involvement and rewards in groups organizations, and society at large ( see Hollander, 1992a).

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