Business Skills and Performance Management

Lecture Title:
Leadership Styles and Influence

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Masters in
Human Resources Management

Learning Objectives

- Critically assess how leadership styles influence individual and team performance

- Apply leadership theories (transformational, transactional, adaptive) to organisational contexts

- Reflect on personal leadership style and its impact on influence

Group Discussion

- Think of a leader who has influenced you—what made them effective?

- What is the link between leadership style and performance?

Leadership Vs. Management

What are the characteristics of Leadership Vs. Management?

Leadership	Management

Leadership Vs. Management

Aspect	Management	Leadership
Core Focus	Achieving organisational goals through planning, organising, and controlling resources.	Creating vision, inspiring people, and driving change toward a shared purpose.
Primary Function	Maintains stability, order, and efficiency.	Promotes innovation, growth, and transformation.
Orientation	Task- and process-oriented.	People- and relationship-oriented.
Time Horizon	Short- to medium-term (operational).	Long-term (strategic).
Approach to Change	Seeks to minimise risk and maintain the status quo.	Embraces risk and encourages adaptation and innovation.

Leadership Vs. Management

Aspect	Management	Leadership
Decision-Making	Based on established policies, rules, and procedures.	Guided by vision, values, and judgement.
Communication Style	Directive and informational.	Inspirational and motivational.
Source of Power / Influence	Positional authority (legitimate power).	Personal influence (charisma, trust, and credibility).
View of People	Employees are resources to coordinate and control.	Followers are partners to empower and develop.
Outcome Goal	Efficiency and consistency in results.	Commitment, engagement, and transformation.

Leadership Vs. Management

- Watch this video clip
- Take note of the behaviours in this clip that demonstrate leadership rather than management?

Theoretical Foundation – Leadership Styles and Influence Mechanisms

Classical and Cotemporary Leadership Theories

Stage / Era	Key Theoretical Approach	Main Contributors	Core Focus / Assumptions	Typical View of Leadership
Early Views (1900s–1950s)	Trait Theory	Thomas Carlyle, Ralph Stogdill, Gordon Allport	Leaders possess innate, distinguishing traits (e.g., intelligence, confidence, charisma).	"Leaders are born, not made."
	Behavioural Theory	Kurt Lewin, Ohio State & Michigan Studies, Blake & Mouton	Effective leadership is based on observable behaviours and styles (e.g., task vs. people orientation).	Leadership can be learned through developing the right behaviours.
Mid–Late 20th Century (1960s–1980s)	Contingency & Situational Approaches	Fred Fiedler, Hersey & Blanchard, House	Leadership effectiveness depends on context — no single best style fits all situations.	Leaders adapt style to match follower readiness and situational demands.

Classical and Cotemporary Leadership Theories

Stage / Era	Key Theoretical Approach	Main Contributors	Core Focus / Assumptions	Typical View of Leadership
Modern Perspectives (1980s–2000s)	Transformational Leadership	James MacGregor Burns, Bernard Bass	Inspires followers through vision, motivation, and personal connection; focuses on transformation and shared purpose.	Leadership as inspirational influence and moral uplift.
	Transactional Leadership	Max Weber, Bernard Bass	Based on exchange relationships — rewards for performance and compliance.	Leadership as structured management and performance control.
	Adaptive Leadership	Ronald Heifetz, Marty Linsky	Mobilises people to tackle complex, changing challenges beyond technical fixes.	Leadership as facilitation, learning, and resilience.

Classical and Cotemporary Leadership Theories

Stage / Era	Key Theoretical Approach	Main Contributors	Core Focus / Assumptions	Typical View of Leadership
Contemporary Focus (2000s–Present)	Leadership as Influence in Dynamic Contexts	Goleman, Uhl-Bien, Yukl, Northouse	Leadership is relational, distributed, and contextual — rooted in emotional intelligence, networks, and systems thinking.	Leadership as a social process of influence, collaboration, and adaptation.

The Link Between Leadership Styles and Influence

"Leadership is not a position or a person, but a complex social process through which influence is exercised to shape the activities and outcomes of a group."
— Uhl-Bien, M. (2006)

Leadership Paradigms

Transformational

Transactional

Adaptive

Transformational Leadership

Aspect	Description
Key Contributors	James MacGregor Burns (1978); Bernard Bass (1985)
Core Idea	Leadership that transforms followers by inspiring shared vision, fostering commitment, and elevating motivation beyond self-interest.
Four Dimensions	1. Idealized Influence – Acting as a role model and earning trust 2. Inspirational Motivation – Articulating a compelling vision and optimism 3. Intellectual Stimulation – Encouraging creativity and new ways of thinking 4. Individualized Consideration – Providing personal support and development

Transformational Leadership

Aspect	Description
Influence Mechanism	Relies on referent and expert power — influence through respect, trust, and credibility rather than position.
Impact on Followers	Increases engagement, intrinsic motivation, and performance; builds commitment to shared goals.
Typical Contexts	Organisational change, innovation, or periods requiring renewed purpose and morale.
Potential Limitations	Risk of overdependence on leader charisma; may be less effective in highly structured or compliance-driven environments.

Transactional Leadership

Aspect	Description
Key Contributors	Max Weber (1947); Bernard Bass (1985, 1990)
Core Idea	Leadership based on **exchange relationships** — followers are motivated through rewards, recognition, or corrective actions in response to performance.
Core Dimensions	1. **Contingent Reward** – Clarifying expectations and rewarding achievement. 2. **Management-by-Exception (Active)** – Monitoring performance and taking corrective action proactively. 3. **Management-by-Exception (Passive)** – Intervening only when problems become serious.

Transactional Leadership

Aspect	Description
Influence Mechanism	Relies on **legitimate**, **reward**, and sometimes **coercive power** — influence through authority, incentives, and control.
Impact on Followers	Promotes **clarity**, **discipline**, and **accountability**; enhances short-term task performance and goal attainment.
Typical Contexts	Effective in structured environments — **operations**, **finance**, **compliance**, or **military settings** where consistency and control are essential.
Potential Limitations	Can limit **creativity** and **intrinsic motivation** if overemphasized May discourage innovation and long-term engagement

Adaptive Leadership

Aspect	Description
Key Contributors	Ronald Heifetz & Marty Linsky (1994, 2002, 2017)
Core Idea	Leadership focused on **mobilising people to tackle complex, adaptive challenges** — those without clear solutions — by encouraging learning, experimentation, and collaboration.
Core Principles	1. **Distinguish Technical vs. Adaptive Challenges** – Technical issues have known solutions; adaptive ones require new learning. 2. **Regulate Distress** – Maintain productive tension without overwhelming people. 3. **Give the Work Back to the People** – Empower teams to take ownership of solutions. 4. **Protect Voices of Leadership from Below** – Encourage diverse input and dissent to drive innovation.

Adaptive Leadership

Aspect	Description
Influence Mechanism	Draws primarily on expert and referent power, using credibility, empathy, and facilitation rather than authority.
Impact on Followers	Builds resilience, learning capacity, and collective responsibility. Promotes adaptability and engagement in uncertain environments.
Typical Contexts	Organisational transformation, crisis response, cultural change, or innovation settings that demand flexibility and new thinking.
Potential Limitations	Can create discomfort or resistance, requires time, psychological safety, and leader humility to succeed.

Which Leadership Style Is it?

Description	Likely Leadership Paradigm
A new CEO joins a struggling non-profit and immediately starts sharing an inspiring vision of what the organization could achieve. They hold town halls, praise innovative ideas, and personally mentor emerging leaders to reignite motivation.	
A team leader introduces a clear reward system where meeting quarterly sales targets earns bonuses, while underperformance triggers additional supervision and feedback meetings.	
A production manager insists on adherence to established safety procedures. Employees are reminded that bonuses depend on compliance with set performance standards.	
During a crisis, a project leader gathers their team to brainstorm ideas, encourages debate, and empowers them to test solutions, learn from mistakes, and adapt strategies quickly.	
A school principal uses storytelling and symbolic actions to build a sense of shared purpose. Staff report feeling more committed to the school's long-term vision and values.	
A hospital director leads through the uncertainty of a digital transformation. She admits not having all the answers but facilitates open discussions and cross-departmental learning to co-create solutions.	

Case Study

1. Form groups of 5 – 6
2. Refer to you assigned scenario
3. Discuss the following questions:
   - What leadership style is most evident?
   - How does it influence individual and team performance?
   - What contextual factors amplify or limit its effectiveness?
4. Prepare a 2–3 minute summary of your key insights to share with the class.

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Group Discussion

"Why do people choose to follow some leaders willingly — and others only because they have to?"

"Power has been a concept of great interest to researchers for many years. They see power as a key factor in shaping attitudes and behaviours and an efficient tool in influencing employees, their motivation and commitment to team goals, in coordinating relationships in a team, in resolving conflict or increasing productivity."
— *Kovach, M. (2020). A Research Review of French & Raven's (1959) Power Dynamics.* Journal of Values-Based Leadership.

French & Raven's Bases of Power

Power Base	Definition	Leadership Example	Potential Risks or Limitations
Legitimate Power	Based on formal position or role within the hierarchy.	A manager assigns tasks because it's their role	Overreliance can cause resistance if respect for position declines
Reward Power	Based on control over valued outcomes — praise, promotions, bonuses.	A team leader motivates by offering recognition or incentives	Can create dependency or short-term motivation only.
Coercive Power	Based on fear of punishment or negative consequences	A supervisor threatens disciplinary action for poor performance	Damages trust, often produces compliance, not commitment.

French & Raven's Bases of Power

Power Base	Definition	Leadership Example	Potential Risks or Limitations
Expert Power	Based on perceived competence, skills, or specialized knowledge	A technical expert is respected and consulted by peers	May lose influence if expertise becomes outdated or too narrow
Referent Power	Based on personal charisma, likability, or identification	A respected mentor inspires others through role modelling	Can be unstable if relationships weaken or image changes
Informational Power *(added later)*	Based on access to and control of valuable information	A project lead influences decisions by sharing timely insights.	Risk of manipulation or loss of trust if information is withheld

Robert Cialdini's Principles of Influence

Principle (Cialdini, 2001)	Description	Application to Leadership
Reciprocity	People feel obliged to return favours	Leaders who offer support build loyalty and cooperation
Commitment & Consistency	Once people commit publicly, they strive to act consistently	Leaders gain buy-in through shared goal-setting
Social Proof	People follow the behaviour of others, especially peers	Leaders influence through modelling and peer recognition
Authority	People comply with credible, knowledgeable figures	Links directly to expert and legitimate power
Liking	People are more influenced by those they like or identify with	Overlaps with referent power and relational leadership
Scarcity	People value opportunities that are rare or limited	Leaders can frame initiatives as exclusive opportunities for growth

Group Exercise -
Spot the Power and Influence

Refer to the following scenarios and identify –

- Which Base of Power (from French & Raven) is being used.

- Which Principle of Influence (from Cialdini) is most evident.

Spot the Power and Influence

Scenario	Base of Power - Principle of Influence
1. A project manager motivates her team by promising recognition and performance bonuses if deadlines are met.	Reward Power - Reciprocity / Commitment
2. A senior engineer is frequently consulted by colleagues because of his deep technical expertise and reliability.	
3. A team member agrees to take on extra work because they previously received help from the same colleague.	
4. A department head enforces new procedures, emphasizing company policy and formal authority.	
5. A popular mentor gains followers who model their behaviour and values after her.	
6. A leader convinces their team to act quickly on an opportunity by highlighting that “time is running out.”	

Spot the Power and Influence

Scenario	Base of Power - Principle of Influence
1. A project manager motivates her team by promising recognition and performance bonuses if deadlines are met.	Reward Power - Reciprocity / Commitment
2. A senior engineer is frequently consulted by colleagues because of his deep technical expertise and reliability.	Expert Power - Authority
3. A team member agrees to take on extra work because they previously received help from the same colleague.	Referent / Informational Power - Reciprocity
4. A department head enforces new procedures, emphasizing company policy and formal authority.	Legitimate/Coercive Power - Authority
5. A popular mentor gains followers who model their behaviour and values after her.	Referent Power - Liking / Social Proof
6. A leader convinces their team to act quickly on an opportunity by highlighting that “time is running out.”	Informational Power - Scarcity

Personal Leadership Style and Influence

Individual Exercise

Refer to the worksheet provided and carry out a self reflection exercise.

Share outcome with the rest of the class.

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