

Dynamics of Organizational Behaviour



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Dynamics of Organizational Behaviour

- **Group Dynamics and Teams**
- **Interactive Conflict and Negotiation Skills**
- **Occupational Stress**
- **Power and Politics**
- **Leadership**



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Group

Collection of two or more people who interact together to **achieve** their **goals/targets/objectives**

A group is **effective** when it satisfies three criteria:

- **Production output:** the product of the group's work must meet or exceed standards of quality and quantity
- **Member satisfaction:** membership in the group must provide people with short-term satisfaction and facilitate their long-term growth and development
- **Capacity for continued cooperation:** how the group completes a task should maintain or enhance the group's ability to work together; groups that don't cooperate cannot survive



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Stages of Group Development

- **Forming**
 - Why are we here?
- **Storming**
 - Why are we fighting over who's in charge and who does what?
- **Norming**
 - Can we agree on roles and work as a team?
- **Performing**
 - Can we do the job properly?
- **Adjourning**
 - Willing to work together in the future.



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Team

Small number of people with complementary skills who are committed to a **common mission**, performance goals, and approach for which they hold themselves mutually accountable



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Characteristics of Effective Team

- Atmosphere and relationships
- Member participation
- Goal understanding & acceptance
- Listening and sharing information
- Handling conflicts and disagreements
- Decision making
- Evaluation and member performance
- Expressing feelings
- Division of labor
- Leadership
- Attention to process



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Why Teams?

- Teams better **utilize** employee **talents**
- Teams are more **flexible** and **responsive**
- Teams are easy to **assemble**, **deploy**, **refocus**, and **disband**
- Teams facilitate employee **participation**
- Teams increase employee **motivation**
- Good when performing **complicated**, **complex**, **inter-related** and/or more voluminous work than one person can handle



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Types of Teams

1. Problem-Solving Teams
2. Self-Managed Work Teams
3. Cross-Functional Teams
4. Virtual Teams



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Conflict

The process in which one party perceives that its **interests** are being **opposed** or **affected** by another party



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Types of Conflict

Task Conflict

- Conflict over content and goals of the work

Relationship Conflict

- Conflict based on interpersonal relationships

Process Conflict

- Conflict over how work gets done



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Causes of Conflict

Vertical Conflict

- Occurs between hierarchical levels.

Horizontal Conflict

- Occurs between persons or groups at the same hierarchical level.

Line-staff Conflict

- Involves disagreements over who has authority and control over specific matters



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Negotiation

Negotiation is a process in which two or more **parties** **exchange goods** or **services** and attempt to **agree** upon the **exchange rate** for them.

Terms negotiation and bargaining interchangeably



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Approaches to Negotiation

Distributive Negotiation/Bargaining

Distributive bargaining, also called "claiming value," "zero-sum," or "**win-lose**" bargaining, is a competitive **negotiation strategy** that is used to decide how to distribute a fixed resource, such as money. The parties assume that there is not enough to go around, and they cannot "expand the pie," so the more one side gets, the less the other side

Integrative Negotiation/Bargaining

Inventive and **cooperative negotiation** based on the '**value creation**' **concept**. It **states** that mutual **problem** solving will yield considerable **gains** to each party. **Win-Win negotiation**.



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Process of Negotiation

- 1. Preparation and planning**
- 2. Definition of ground rules**
- 3. Clarification and justification**
- 4. Bargaining and problem solving**
- 5. Closure and implementation**



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Mapping the Negotiation

Describe the problem of the negotiation

- Identify the people involved
- Use empathy to analyze the situation
- Record participants' needs and fears about the problem



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Conducting the Negotiation

Use an appropriate negotiation style

- Use suitable language
- Use effective responding and listening techniques
- Identify needs and wants
- Set up the negotiation
- Create the non-verbal environment
- Start the negotiation
- Deal with conflict during the negotiation
- Achieve a negotiated outcome



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Third-party negotiations

- When individuals or group representatives reach a stalemate and are unable to resolve their differences through direct negotiations, they may turn to a third party.
- A mediator is a neutral third party who facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives, and the like.



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Interactive Conflict and Negotiation Skills

- Intra-individual Conflict
- Interpersonal Conflict
- Intergroup Behavior and Conflict
- Organizational Conflict
- Negotiation Skills



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Occupational Stress

- The Meaning of Stress
- The Causes of Stress
- The Effects of Occupational Stress
- Coping Strategies for Stress



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Stress

Stress is a dynamic condition in which an individual is confronted with an opportunity: demand or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important.



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Types of Stress

Challenge Stress

It is a stress associated with challenges in the work environment

You are working on various projects with huge a responsibility that compels you to give your best effort can be the example for challenge stress.



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Types of Stress

Hindrance Stress

It is the stress that keeps you away from reaching your goals.

Office Politics, confusion over job responsibility can be the examples of hindrance stress.



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Stress is the Function of Demand and Resources

Demand: These are the responsibilities, pressures, obligations and even uncertainties that individual face in the workplace.

Resources: These are the things within an **individual control** that can be used to resolve the demands.

Demands are uncontrollable factors whereas we can adjust our resources accordingly.

Example: The demand of long working hours generates STRESS and it can be reduced by resource of social support of having friends, healthy social gathering.



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Organizational Factors for Stress

- Task Demands
- Role Demands
- Interpersonal Demands



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Task Demands

These stress factors are related to your job. Design of job, Autonomy, Working condition etc.

When you are working in overcrowded, noisy room and you are not able to concentrate on your task properly but you have to achieve your job targets, it will increase the anxiety and stress level.



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Role Demands

It relates to the pressure place on a person as a function of the particular role one has to play in the organization.

- **Role Conflict:** These can be the high level of expectation that may be hard to satisfy.
- **Role Overload:** It is experienced when an employee is expected to do more than time permits.
- **Role Ambiguity:** It is created when the role expectation are not clearly understood by the employee



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Interpersonal Demands

These are the pressures created by other employees.

Lack of social support from colleagues can be the example for interpersonal demands



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Consequences of Stress

Physiological Symptoms: These are related with health issues.

- Changes in metabolism
- Increase Heart beats
- Increase blood pressure
- Head aches
- Induce heart attack



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Consequences of Stress

Psychological Symptoms: These are related with job dissatisfaction.

- Tension
- Anxiety
- Irritability
- Boredom



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Consequences of Stress

Behavioral Symptoms: These symptoms are related with behavior.

- Changes in productivity.
- Increase rate of absence
- Increase rate of turnover



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Managing Organizational Stress

From Organizational Point of View, Management may not be concerned when employees experience low to moderate level of stress. These stress level may lead to good performance.

High level of stress sustained for long period of time can lead to reduced performance level and requires the action by the management.



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Strategies adopted by the Management

- Selection and placement
- Training
- Redesigning jobs
- Increase employee involvement
- Increase formal communication
- Wellness Programs



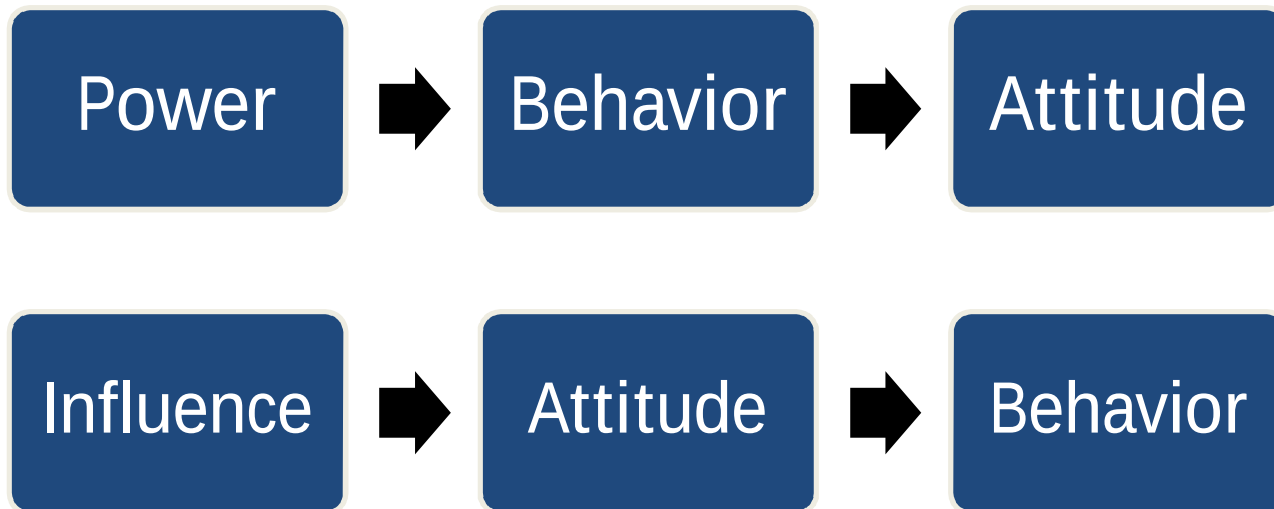
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Power

Keith says

Power and influence involve a capacity to change the behavior of another individual to get them to do something that they would not otherwise do.



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Power

- Power and authority are interlinked to each other
- Power and authority can exist with or without each other.



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Sources of Power

Formal

- It is based on individual position in an organization. It comes from the ability to punish or reward from formal authority.

Personal

- It is the power that comes from individual's unique characteristics.



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Formal Power

Legitimate Power:

It represents the formal authority to control and use organizational resources.

It includes the acceptance by members in an organization of the authority of a position.

The Power of the Bank presidents, University Dean is the example of legitimate power.



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Formal Power

Coercive Power

Its coercive power base is dependent on fear. One reacts to the power out of fear of the negative results that might occur if one failed to meet the terms.

In organization, one has the coercive power over the subordinates if one can dismiss, suspend, demote the subordinates.



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Formal Power

Reward Power: It is the compliance achieved based on the ability to distribute rewards that other view as valuable.

People use to follow the direction of one person because they might think that he will reward them afterwards.

- **Financial Rewards:** pay raises, bonus
- **Non Financial Rewards:** recognition, promotion,



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Personal Power

Expert Power:

Expert Power is influence exerted as a result of expertise special skill or knowledge.

Referent Power:

It is based on identification with a person who has desirable resources or personal traits.

If we like, respect and admire any one, he or she can exercise power over us because we want them to be happy.



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Sources of Dependency for Power

General Postulate

If you possess any thing that other requires but only you alone control it .they are dependent on you and you gain power.

If you create monopoly by controlling information, prestige that other crave , they become dependent on you.

Sources of Dependency:

- Importance:
- Scarcity
- Non- substitutability



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Power Tactics

These are the ways in which individuals translate power bases into specific actions.

1. Legitimacy: Relying on one's authority in accordance with organizational policies or rules. Like Dean of the university, manager of the company.

2. Rational persuasion: Presenting logical arguments and factual evidence to prove one's request .like arguments in courts.



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Power Tactics

3.Inspirational appeals: Developing emotional commitment by appealing to a target's value, needs hopes.

4.Consultation: Increasing the motivation any providing proper support for the decision making.

5.Exchange: Rewarding the benefits in exchange for the flowing of a request.

6.Pressure: Use warning, repeat demand, threats.



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Power in ...

Power in Groups: Coalitions:

An informal group bound together by the active pursuit of a single issue.

Power in Action: Politics:

Political Behavior: Activities that are not required as part of one's formal role in the organization but that influence or attempt to influence the distribution of advantages and disadvantages within the organization.



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Defensive Behavior of Employees

1. Avoiding Actions
2. Avoiding Blame
3. Avoiding Change



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Avoiding Actions

- **Over Conforming:** Support you workings by saying Rule States this
- **Buck Passing:** Transfer the reasonability of task to some one else
- **Playing dumb:** Avoiding an unwanted task by falsely pleading ignorance or inability. Like I can't do this sir....
- **Stretching:** Prolonging the time period of the task defined for its accomplishments
- **Stalling:** Appearing to be more or less supportive publicly while doing little or nothing privately



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Avoiding Blame

- **Playing Safe**
- **Justifying**
- **Scapegoating**
- **Misrepresenting**



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Avoiding Change

Prevention: Trying to prevent a threatening change from occurring

Self Protection: acting in ways to protect one's self interest during change by guarding information or other resources.



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Leadership



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Leadership

- The ability to influence a group toward the achievement of goals
- “When you boil it down, contemporary leadership seems to a matter of aligning people toward common goals and empowering them to take the actions needed to reach them.”

Sherman, 1995



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Trait Theories

- What characteristics or traits make a person a leader?
- **Great Man Theory:**
 - Leaders are born and not made
- Trait theories of leadership sought **personality**, **social**, **physical** or **intellectual** traits that differentiate leaders from non leaders
- Trait view has little **analytical** or **predictive** value
- **Technical**, **conceptual** and **human** skills (Katz 1974)



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Behavioral Theories

- Great leaders are **made, not born**
- Leadership theory focuses on the **actions** of leaders, **not on mental qualities** or internal states
- Ohio state studies: **initiating structure** (define role of his/her and sub-ordinates to achieve goal) vs **consideration** (recognition of individual needs and relationships)
- University of Michigan studies: **Employee oriented** (genuine concern for people) vs **production oriented** (genuine concern for task)

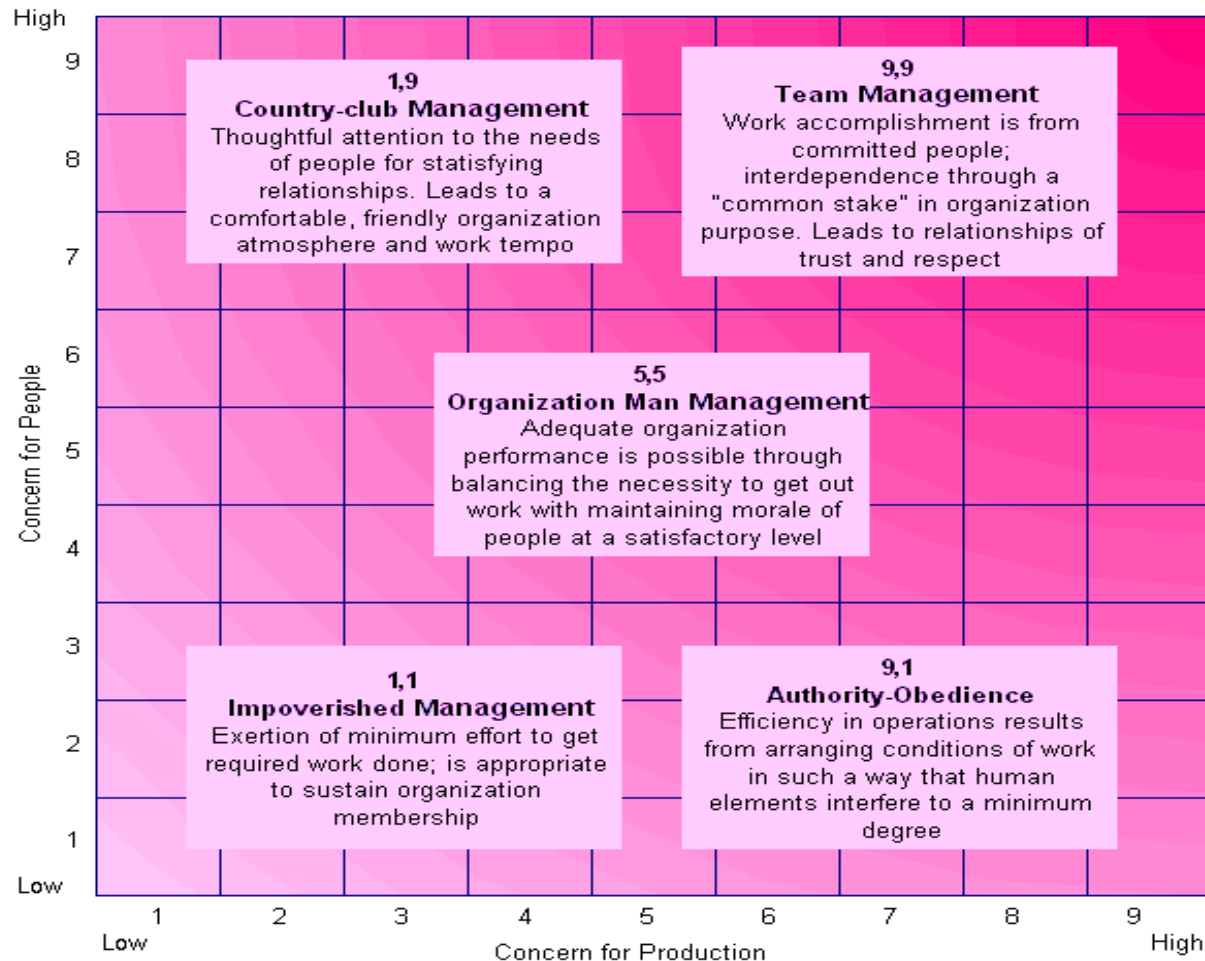


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Managerial Grid

from Blake and Mouton, 1964



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The Managerial Grid

Impoverished management (1,1)

- Minimum effort to get the work done
- A basically lazy approach that avoids as much work as possible

Authority-compliance (9,1)

- Strong focus on task, but with little concern for people.
- Focus on efficiency, including the elimination of people wherever possible

Country Club management (1,9)

- Care and concern for the people, with a comfortable and friendly environment and collegial style
- Low focus on task may give questionable results



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The Managerial Grid

Middle of the road management (5,5)

- A weak balance of focus on both people and the work
- Doing enough to get things done, but not pushing the boundaries of what may be possible

Team management (9,9)

- Firing on all cylinders: people are committed to task and leader is committed to people (as well as task)



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Fiedler Contingency Model

- Effective groups depend upon a proper match between a leader's style of **interacting with subordinates** and the **degree to which the situation gives control** and influence to the leader
- Claims to measure whether a person is **task** or **relationship** oriented



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Fiedler-Defining the situation

- After the individual's basic leadership style has been assessed through the Least Proffered Coworkers (LPC), it is necessary to match the leader with the situation
- **Leader member relations** -the degree of confidence, trust, and respect subordinates have on their leader
- **Task structure** - the degree to which the job alignments to the procedures
- **Position power** -the degree of influence a leader has over power variables such as hiring, firing, discipline, promotions and salary increases

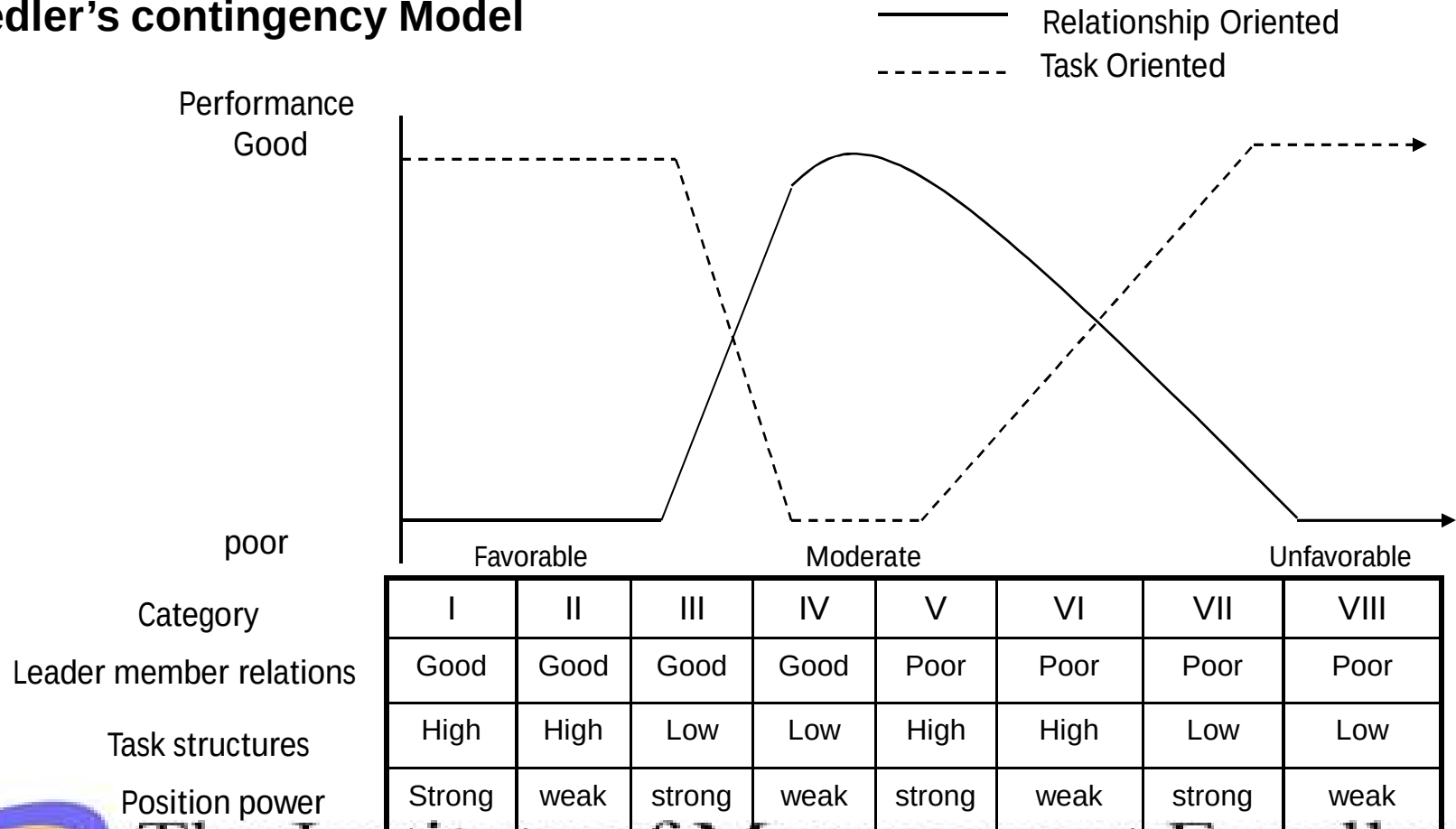


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Contingency Theories

Fiedler's contingency Model

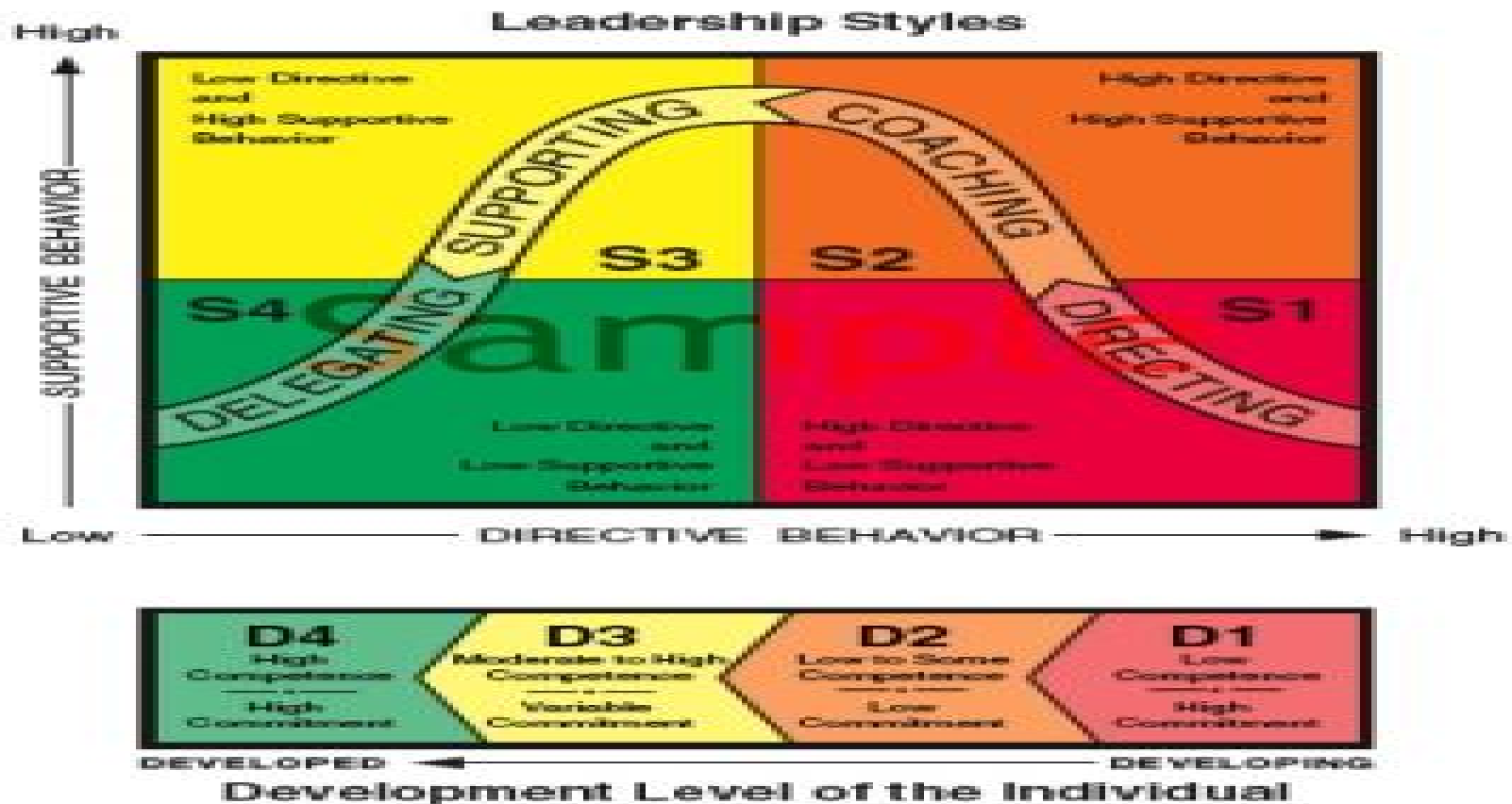


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Hersey and Blanchard's Situational Theory

Situational Leadership® II The Model



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Hersey and Blanchard's Situational Theory

- Managers must use leadership styles depending on the situation
- **S1: Directing/Telling Leaders** define the roles and tasks of the 'follower', and supervise them closely. Decisions are made by the leader and **announced**, so communication is largely **one-way**
- **S2: Coaching/Selling Leaders** still define roles and tasks, but **seek ideas** and **suggestions** from the follower. Decisions remain the leader's prerogative, but communication is much more **two-way**



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Hersey and Blanchard's Situational Theory

- **S3: Supporting/Participating Leaders** pass day-to-day decisions, such as task allocation and processes, to the follower. The **leader facilitates** and takes part in decisions, but **control** is with the follower
- **S4: Delegating Leaders** are still involved in decisions and problem-solving, but control is with the follower. The follower decides when and how the leader will be involved



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Development levels

- **D1: Low Competence, High Commitment** - They generally lack the specific skills required for the job in hand. However, they are eager to learn and willing to take direction.
- **D2: Some Competence, Low Commitment** - They may have some relevant skills, but won't be able to do the job without help. The task or the situation may be new to them.
- **D3: High Competence, Variable Commitment** - They are experienced and capable, but may lack the confidence to go it alone, or the motivation to do it well or quickly.
- **D4: High Competence, High Commitment** - They are experienced at the job, and comfortable with their own ability to do it well. They may even be more skilled than the leader.



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Path Goal Theory

- Developed to describe the way that leaders **encourage and support their followers** in achieving the goals they have been set by making the path that they should take clear and easy

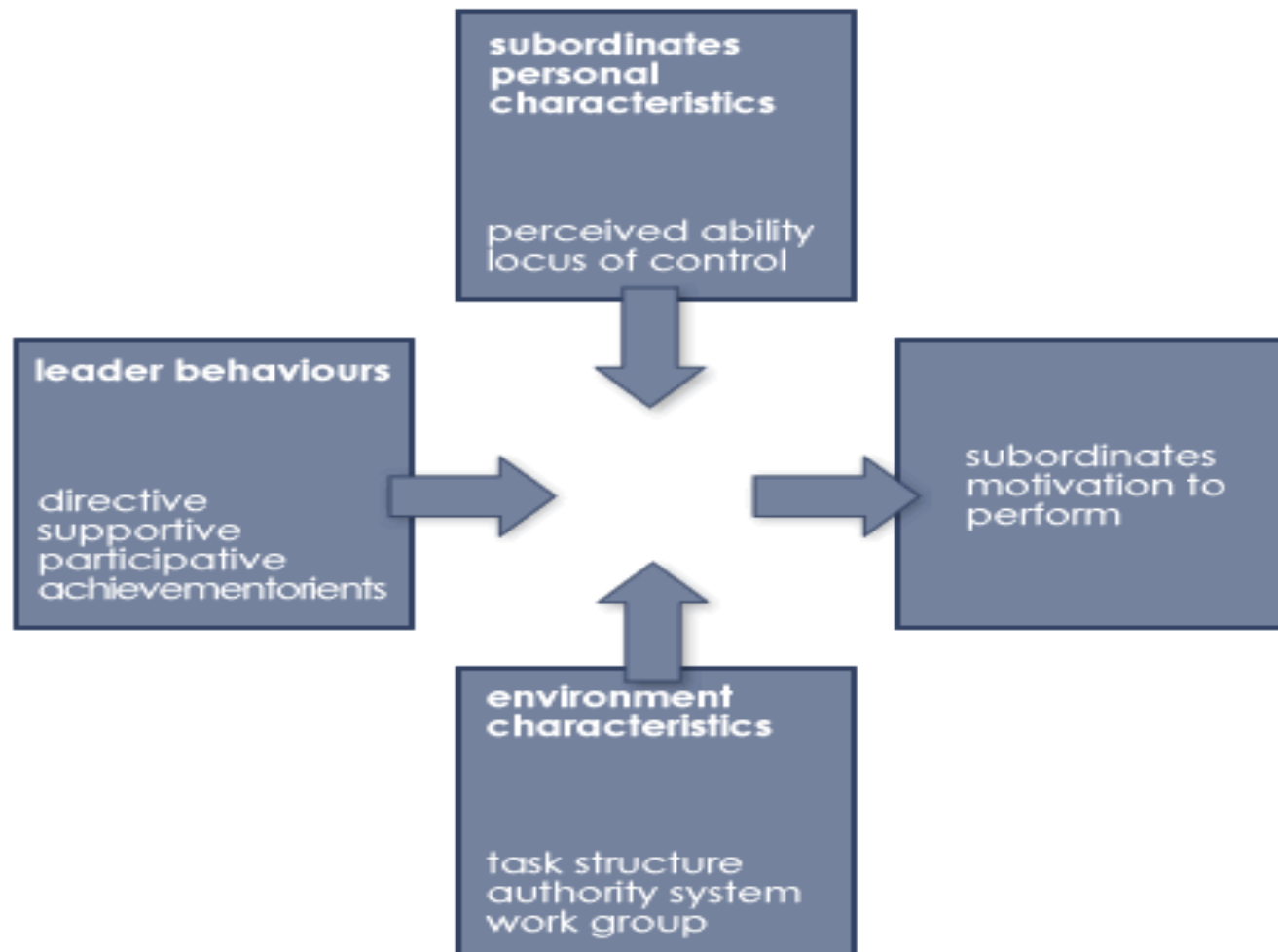
In particular, leaders:

- Clarify **the path** so subordinates know which way to go
- Remove **roadblocks** that are stopping them going there
- Increasing the **rewards** along the route



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Leadership styles

- Bureaucratic leader
- Charismatic leader (Charm and grace are all that is needed to create followers)
- Autocratic leader
- Democratic leader
- People-oriented leader
- Task-oriented leader
- Servant leader (The leader has responsibility for the **followers**)
- Transaction leader (People are motivated by **reward** and **punishment**)
- Transformation leader (People will follow a person who **inspires** them)
- Environment leader



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Leadership Styles

- Authoritarian or autocratic
- Participative or democratic
- Delegative or Free Reign

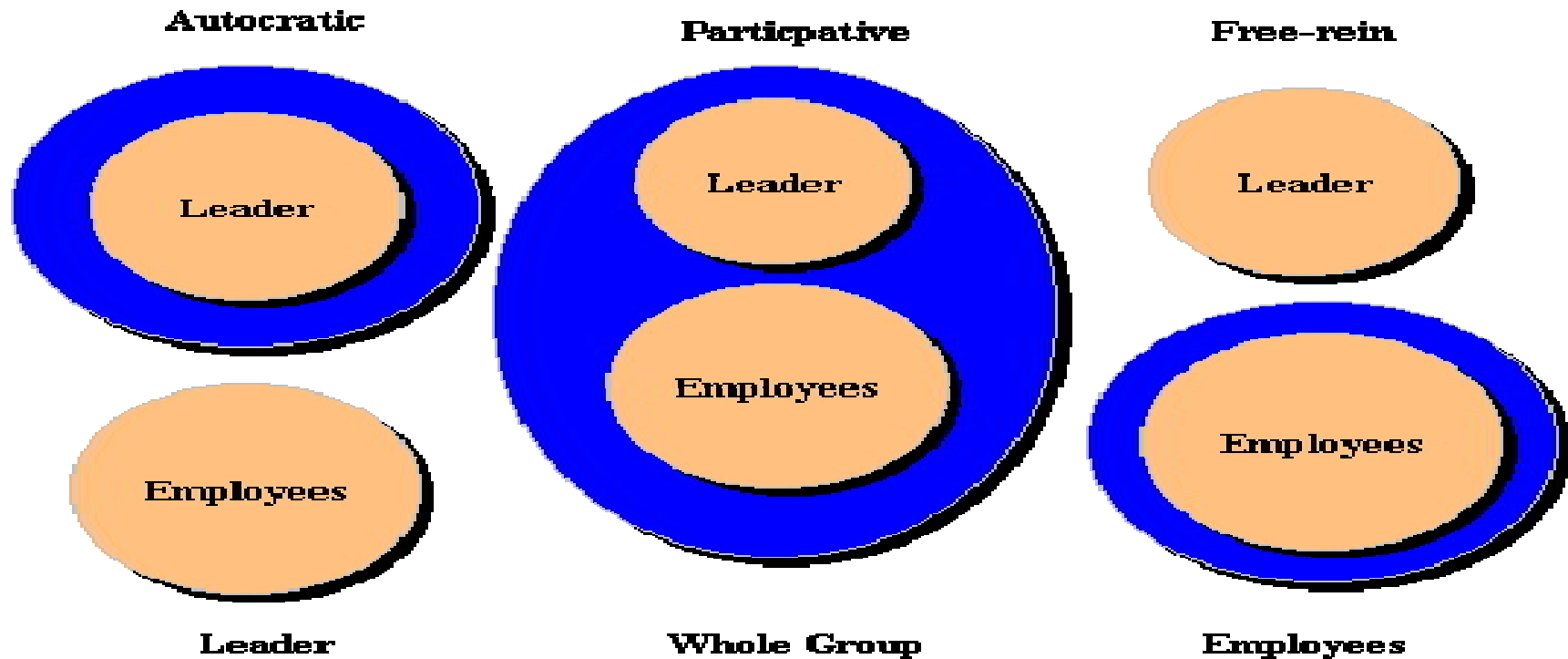


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Leadership styles

POWER STYLE



EMPHASIS



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Authoritarian (autocratic)



I want both of you to. . .



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Participative (democratic)



Let's work together to solve this. . .



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Delegative (free reign)



You two take care of the problem while I go. .



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Charismatic Leadership

Key Characteristics of Charismatic leaders

1. **Self Confidence**
2. **A vision**
3. **Ability to articulate the vision**
4. **Strong convictions about vision-** strongly committed, and willing to take on high personal risk, incur high costs, and engage in self-sacrifice to achieve their vision
5. **Behavior that is out of the ordinary-** engage in behavior that is perceived as being novel, unconventional, and counter to norms. When successful , these behaviors evoke surprise and admiration in followers.



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Charismatic Leadership

- 6. **Perceived as being a change agent-** are perceived as agents of radical change
- 7. **Environmental sensitivity-** able to make realistic assessments of the environmental constraints and resources needed to bring about change



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Transactional vs Transformational leaders

Characteristics of Transactional and transformational leaders

Transactional Leaders

- Contingent Reward: Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishment
- Management by exception (active): Watches and searches for deviations from rules and standards, takes corrective action
- Management by exception (passive): Intervenes only if standards are not met
- Laissez faire: Hand over responsibilities, avoids making decisions



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Transactional vs Transformational leaders

Characteristics of Transactional and transformational leaders

Transformational Leaders

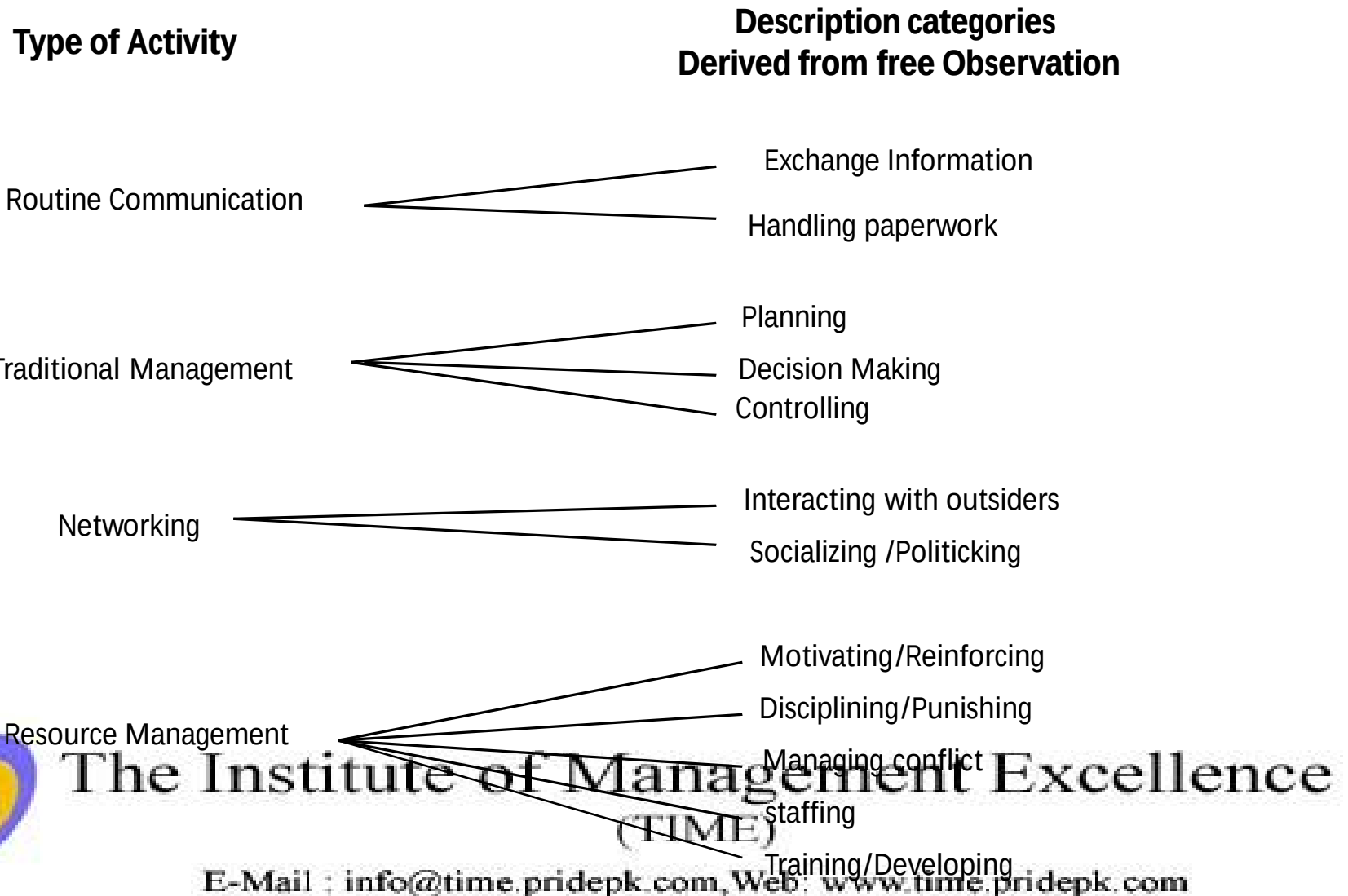
- **Charisma** : Provides **vision and sense of mission**, instills pride, gains respect trust.
- **Inspiration**: Communicates **high expectations**, uses symbols to focus efforts, expresses important purposes in simple ways
- **Intellectual Stimulations**: Promotes **intelligence**, rationality, and careful problem solving
- **Individualized consideration**: Gives **personal attention**, treats each employee individually, coaches, advises



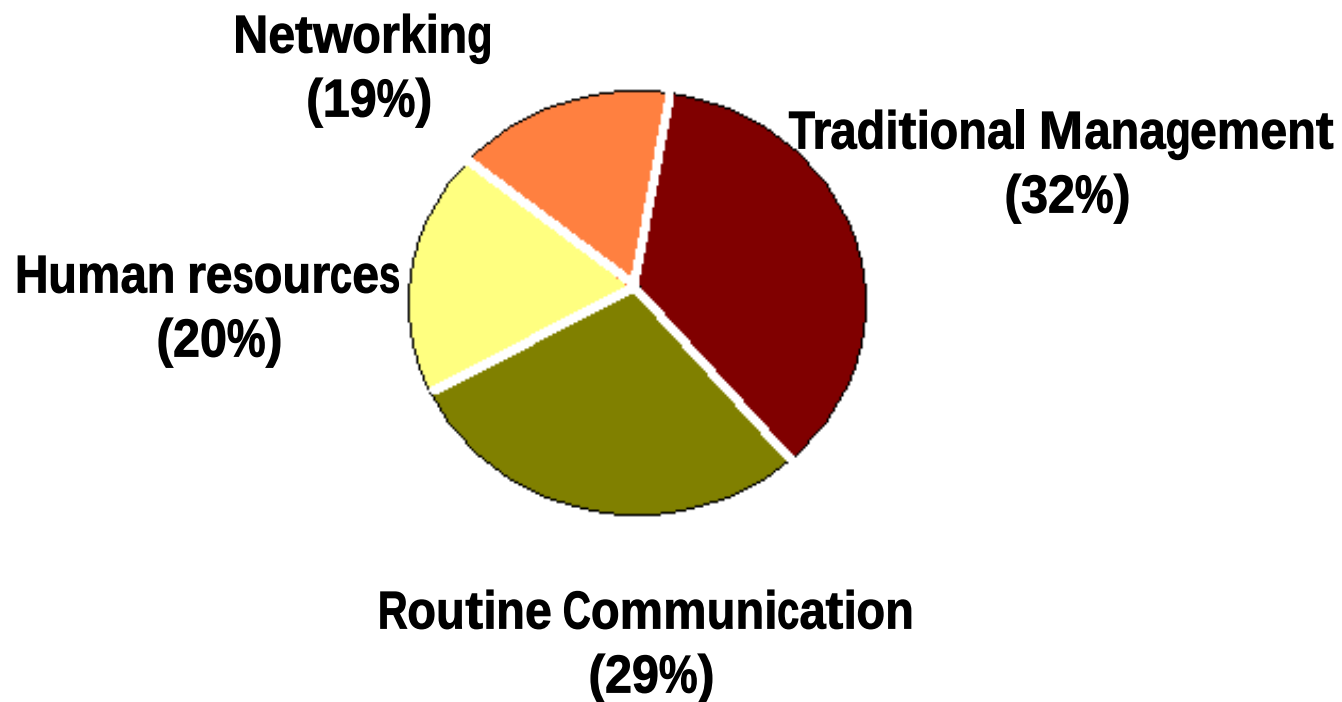
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The Activities of Successful & Effective leaders



Relative Distribution of Manager's Activities



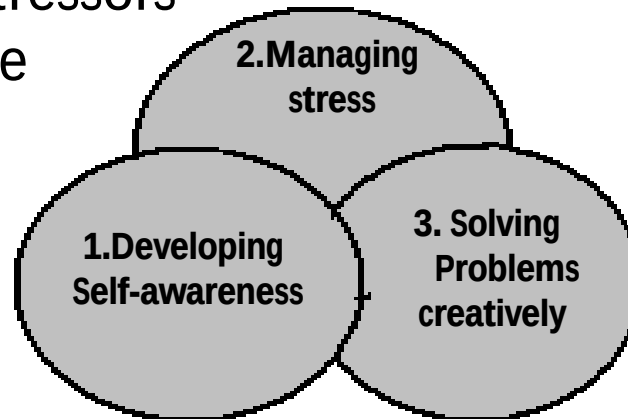
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What skills do leaders need?

- Personal Skills

- Coping with stressors
- Managing time
- Delegating



- Determining values and priorities
- Identifying cognitive style
- Assessing attitude toward change

- Using the rational approach
- Using the creative approach
- Fostering innovation in others



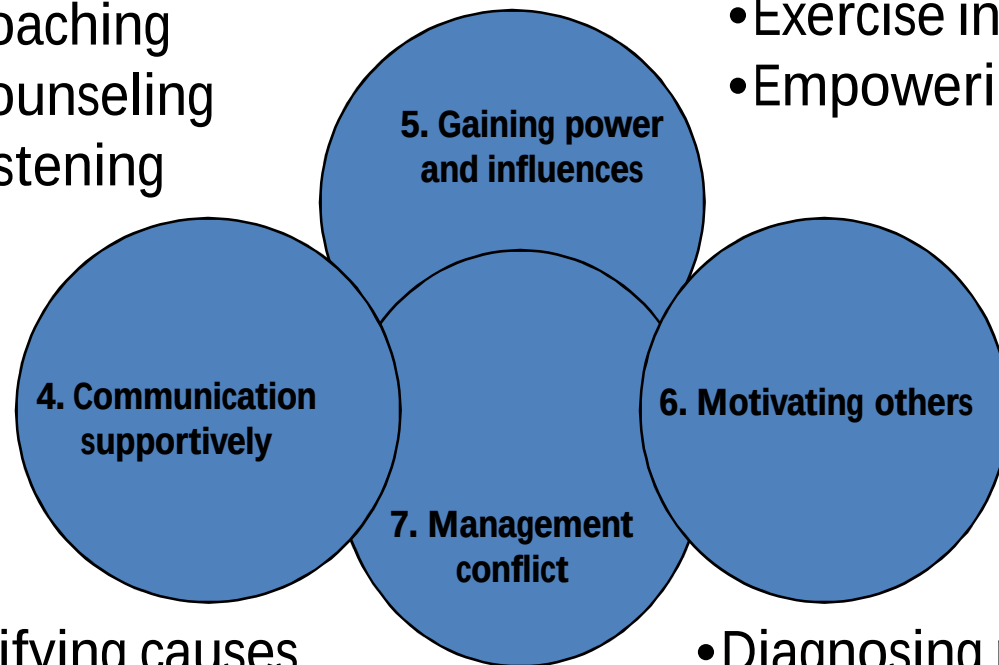
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- Interpersonal Skills

- Coaching
- Counseling
- Listening

- Gaining power
- Exercise influence
- Empowering others



- Identifying causes
- Selecting appropriate strategies
- Resolving confrontations

- Diagnosing poor performance
- Creating a motivating environment
- Rewarding accomplishment



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Managers Vs Leaders

Manager Characteristics

- Administers
- A copy
- Maintains
- Focuses on systems and structures
- Relies on control
- Short range view
- Asks how and when
- Eye on bottom line
- Imitates
- Classic good soldiers
- Does things right

Leader Characteristics

- Innovates
- An original
- Develops
- Focuses on people
- Inspires trust
- Long range perspective
- Asks what and why
- Eye on horizon (scope)
- Originates
- Own person
- Does the right thing



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Four Roles of Leadership

The 4 Roles of Leadership delivers the tools, processes, and context to lead successfully even in a time of turbulent change.

1. Pathfinding: Creating the Blueprint

The Pathfinding role helps you create a blueprint of action and ensure that your plans have integrity before you act

2. Aligning: Creating a Technically Elegant System of Work

As a leader, you must work to change your systems, processes, and structure to align them with the desired results you identified.



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Four Roles of Leadership

3. Empowering: Releasing the Talent, Energy, and Contribution of People

True empowerment yields high trust, productive communication between individuals and teams, and innovative results.

4. Modeling: Building Trust with Others the Heart of Effective Leadership



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