



# Public Management

Session 8: Public Leadership

# Session Overview

- What is the Role of Leadership?
- Leadership Competency
- In Search of Great Leaders & Related Issues



# Meaning of Public Leadership

- The ability to influence, motivate, and enable others to contribute toward the effectiveness of the organizations of which they are members.
- Leadership is formed by dynamic interaction of the leader and the subordinates to achieve mission or vision of the organizations.
- Influence → lead to changes in attitudes, beliefs, value, or behavior of employees (c.f. manager).

Leader

Leader

Leader

Power

Manager  
er

Position

# Leadership **Competencies** (Traits, Qualities)

- Public and Private organizations always seek 'authentic' leadership having the following qualities (McShane and von Gilnow, 2015)

Leadership Traits		Leadership effect (performance)
Quality	Content	
Emotional intelligence	Perceiving, assimilating, understanding, and regulating emotions	
Integrity	Trustfulness, translate words into deeds	
Drive	Inner-motivation to pursue goals, need for achievement	
Leadership motivation	High need for socialized power to accomplish team's goal	
Self-confidence	Strong belief in one's ability to lead others	
Intelligence	Above average cognitive ability / analyze and solve problems	
Knowledge of business	Familiar with environments, knowing public affairs, etc.	

# Question

- You agree with leadership trait argument? – traits that define a natural leaders. Are they different from ordinary people?
- Or can we cultivate the characteristics and skills necessary to call ourselves a leader?

# Leadership Importance

- Seven (or more) competencies are likely the most important leadership competencies
- Assumption linear relationship: Leadership → Good performance (Y / N)
- Limits – **Not a universal rule**. Alternative factors might work well. Some traits (competencies) are subjective (hard to measure).



# Different Types (example)

- Robert Kreitner (1989), Leadership Styles – authority, responsibility, participatory, flexibility, promptness, etc.

Authoritarian



Democratic



Laissez-faire



# Model of Leadership Grid

- Not all leaders have the leadership traits.
- Alternative view, Leader Behavior Perspective: Blake and Mouton (1989), Model of Leadership Grid.
- People-oriented vs. Task-oriented



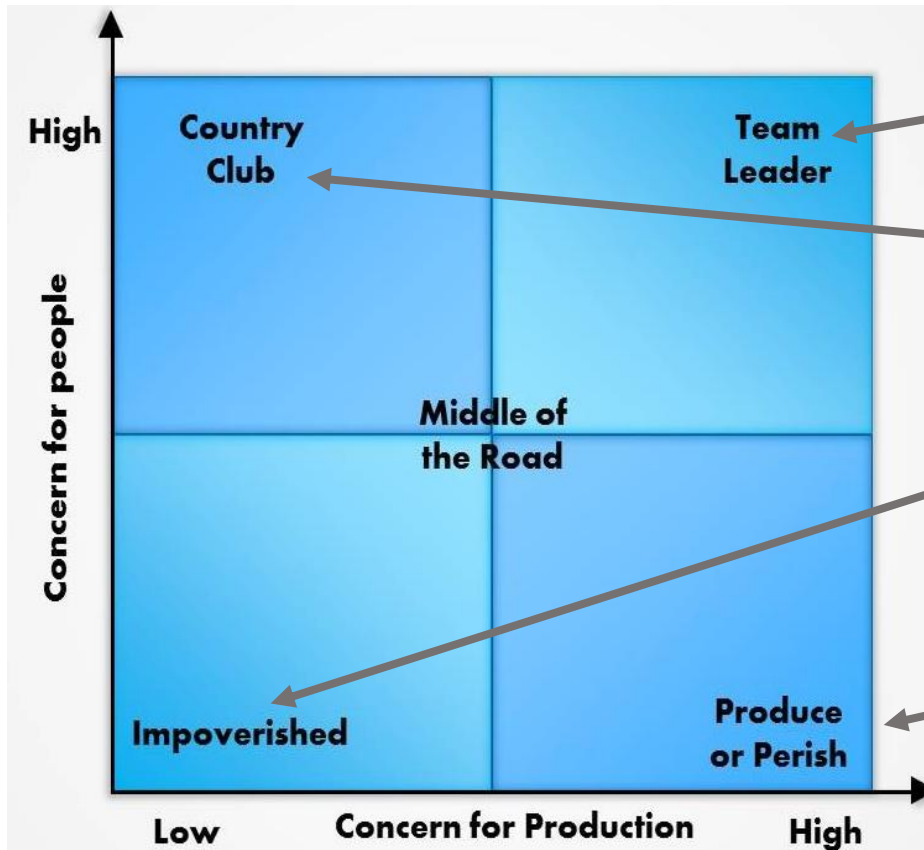
“My boss look out for employee well-being”



“My boss always ensures employees follow rules”



# Continued...



(9, 9) Staff closely involved in decision-making and feel valued

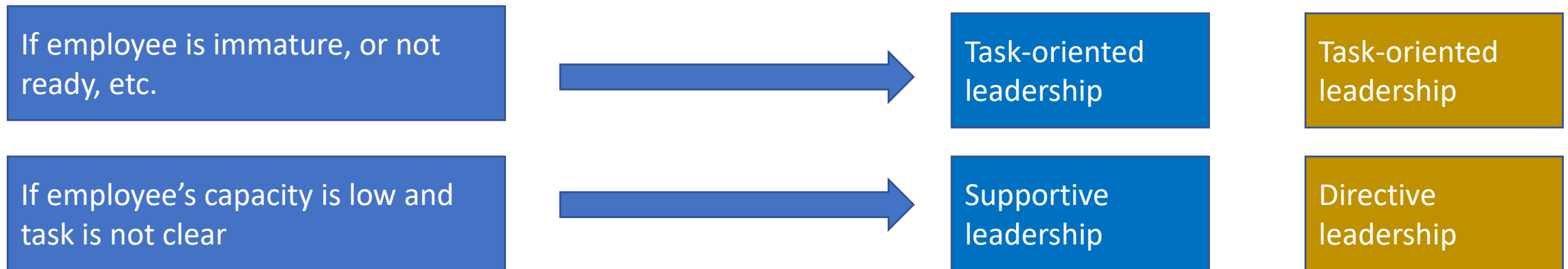
(9, 1) Focus on creating safe, comfortable working environment, minimal conflict

(1, 1) Laissez-faire style. Minimal effort on management, hoping to avoid blame for errors



# Situation Theory

- Trait & behavior theory – assume that there is one best way, but in reality...
- **Situation** limits or make a leader's influence (or leadership style) – Hersey and Blanchard (1982 – 'maturity')



Question: *Can training and experience replace task-oriented leadership?*

Question: *Can cohesive team culture replace supportive leadership?*



Lee Iacocca - Chrysler



Jack Welch - GE

## *New Perspectives on Leadership*

- Traditional leadership theories (traits, behavior, situation) have not provided clear answers to the leadership studies.
- Rise of IC revolution, knowledge society, global change → organizational change has become an important agenda.
- Several cases that new leadership transformed companies.

# Transformational vs. Transactional Leaders

- Recent development
- **Transformational leadership** – lead changes in organizations to fit environment. Change the system. Maximize teams' capacity and capability.
- Transactional leadership – manage linking job performance to reward. Ensure employees have necessary resources. Change within the system.



- Higher employee satisfaction
- Better performance
- Creativity
- Clear strategic vision
- Building commitment

# Transformational and 'Charismatic'

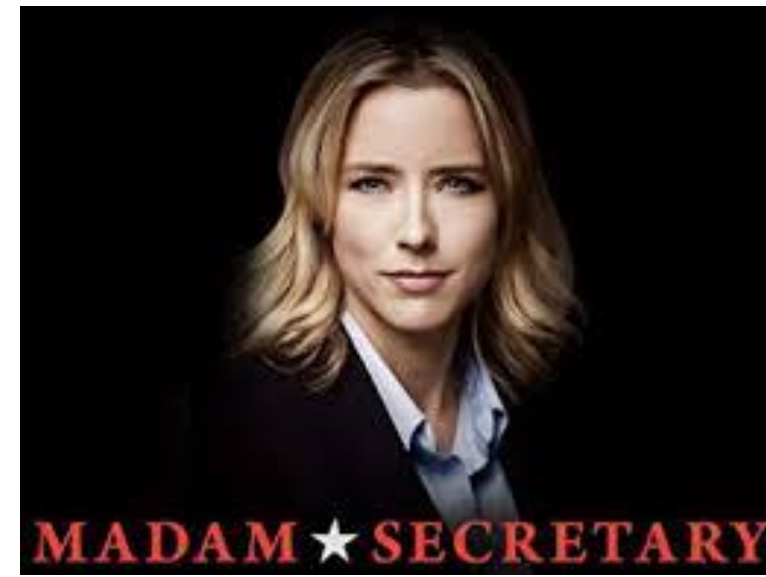
- Is charismatic leadership essential for transformational leadership? Y/ N
- Yes? – Some transformational leaders certainly have charisma
- Not no but not necessarily – charisma is distinct from transformational leadership. Personal trait (charisma) might help transform or just help the leader
- No – opposite effect. Create dependence (e.g. if the charismatic leader dies?). Not empowering followers.

# Question: Female Leadership



Fulbright

- Do male and female leaders share similar leadership style (task-oriented vs. people-oriented leadership)? What are strengths of having female leaders? What are stereotypes about female leaders (e.g. lack of charisma)? Share your view ([link](#))



# In-Class Discussion

- Prior to the session, please read the assigned reading (Kaufman, 1981) & discussion material carefully and discuss the following questions in class.
- 1) Do you agree with what Kaufman (1981) mentioned about the bureau chief's leadership quality? If so (or not), what else you think it is important in Vietnam's context.
  - 2) Have you ever experienced the bosses described in discussion paper?