We have a dominant leadership style:

Task-motivated

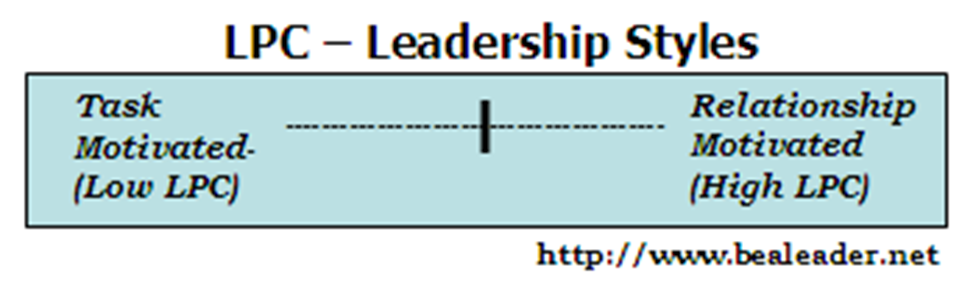
Satisfaction gained from task accomplishment

Relationship-motivated

Satisfaction from forming and maintaining relationships

To determine, you must use the Least Preferred Coworker (LPC) scales

There is no wrong style, use the style that best fits the situation



Situational Favourableness

Matching the LPC style to the situation

How much a situation allows the leader to exert influence over the followers

There are three variables in situational favourableness:

Leader Member-relations-

Most powerful determinant

The better the relations, the more favourable the situation

Task Structure-

Second importance

Is the task structured or unstructured?

Leaders in structured situations have more influence

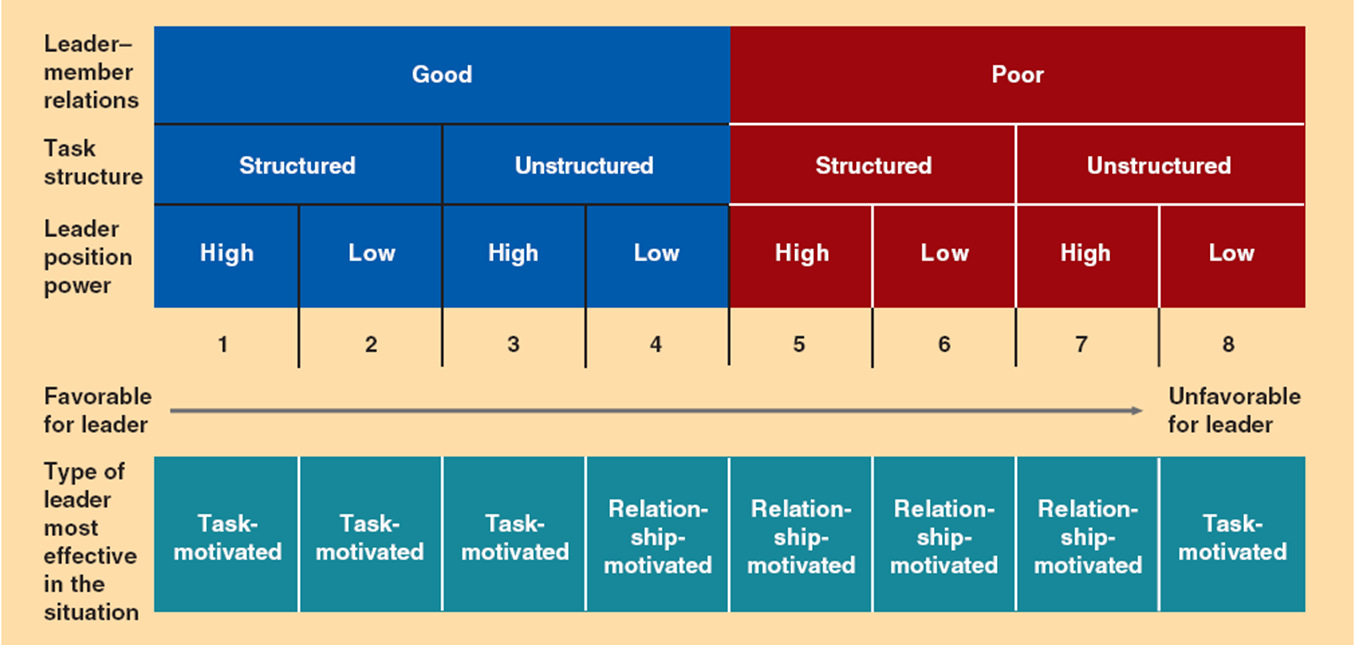
The more structured  
 the job, the more   
favourable the situation

Position Power-

Does the leader have power to assign work, reward and punish, hire and fire, give raises and promotions?

The more position power,  
 the more favourable the situation

The weight of these three factors together create a continuum of situational favourableness of the leader (Fiedler developed 8 levels: 1 highly favourable to 8 very unfavourable)



Lussier, Robert N., and Christopher F. Achua. Leadership: Theory, Application, & Skill Development,. Mason, OH: South-Western Cengage Learning, 2010. Print.

After answering the questions, if the LPC leadership style matches, the user does nothing since they may be successful in the situation

To change certain situations:

Poor relations?

Take interest in followers and spend more time listening to them and getting to know them

A task can be more or less structured by:

Stating more or less specific standards and procedures for completing a task

Leader with strong position power:

Can downplay his power

Leader with weak position power:

Ask for more power from their manager and play up the power

Research, Criticisms and applications:

Fielder believes we should change the job context as appose to style

It is easier to change style than job context

Fielder doesn’t show how to change job context

Doesn’t explain how a leader’s LPC score affects group performance

The model neglects medium LPC scores It only considers High and Low LPC leaders, while most of the leader exhibit a medium LPC score

Path-Goal Leadership theory and model:

Definition:

“The path-goal leadership model is used to select the leadership style (directive, supportive, participative, or achievement oriented) appropriate to the situation (subordinate and environment) to maximize both performance and job satisfaction.”

The leader is responsible for increasing the followers’ motivation to reach personal and organizational goals

Motivation is increased by:

Clarifying the follower’s path to the rewards available

Increasing the rewards that the follower wants

Situational Factors:

Subordinate

Environment

Subordinate:

**Authoritarianism**

How much employees want to be told what and how to do the job

**Locus of control**

How much employees believe they control their goal achievement or if it’s controlled by others

**Ability**

Extent of the employee’s ability to perform tasks to achieve goals

Environment:

Task structure

Extent of repetitiveness of the job

Formal authority

Extent of the leader’s position power

Work group

The extent to which coworkers contribute to job satisfaction or the relationship between followers

Leadership Styles:

Once the situation is determined, the Path-goal model is used to determine employee objectives and clarify how to achieve them using one of four leadership styles

Directive

Supportive

Participative

Achievement-oriented

Directive:

Leader provides high structure

Appropriate to use:

When followers ability is low

When environmental task is complex

Formal authority is strong

Supportive:

Leader provides high consideration

Appropriate to use:

When follower ability is high

When followers do not want a lot of leadership

When environmental task is simple

Formal authority is weak

Participative:

Leader includes employee input into decision making

Appropriate to use:

When follower ability is high

When followers want to be involved

When environmental task is complex

Authority is neither weak nor strong

Achievement oriented:

The leader sets difficult but achievable goals

Expects followers to work their hardest and rewards them when they do

Leader provides both high directive (structure) and high supportive (consideration) behavior

Appropriate to use:

When follower ability is high

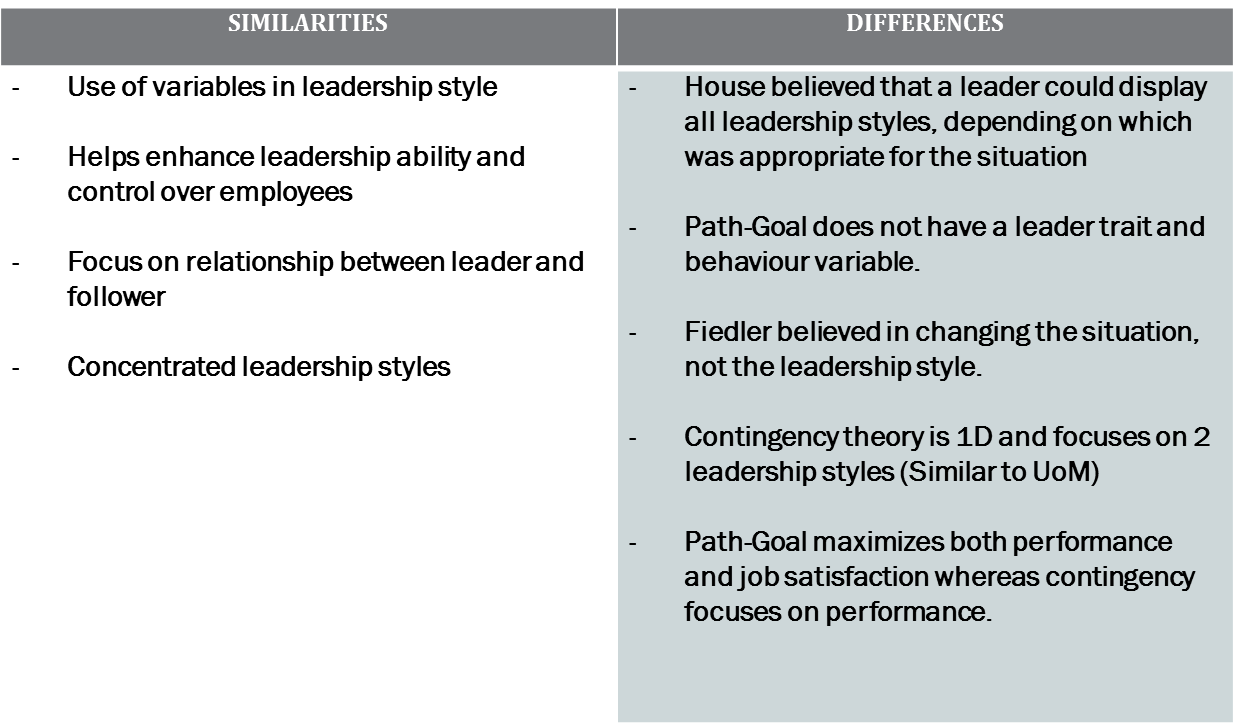
When the environmental task is simple

Authority is strong

Research, criticism & applications:

It is difficult to know which style to use when

Path-goal is an effective way for leaders to think about motivating followers



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