

Leadership & Organizational Effectiveness

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Martin M. Chemers

Leadership as Social Influence

- “Leadership is a process of social influence in which an individual (i.e. leader) enlists the aid and support of others in the accomplishment of a task on mission.”
(Chemers, 1997)

Organizational Intelligence

- Knowledge and skills based on experience
- Sensitivity to change (“Gap analysis”)
- Elaboration of knowledge and skills (i.e. learning)
- Routinization of novelty

Functions of Organizational Effectiveness

Organizational

Internal Maintenance
(Stability)

External Adaptability
(Change)

Leadership

Motivation &
Guidance

Problem Solving &
Decision Making

History of Leadership Theory

- Great “Man” & Charisma (19th Century)
- Leadership traits (1920s & 30s)
- Styles & Behaviors (1940s & 50s)
- Contingency models (1960s & 90s)
- Transformational Leadership (1980s & 90s)
- Leadership & Collective Efficacy (2000s)

Three Aspects of Effective Leadership

- **Image Management**
- **Relationship Development**
- **Resource Development**

Three Aspects of Effective Leadership

- **Image Management**
 - Competence
 - Trustworthiness

Three Aspects of Effective Leadership

- **Relationship Development**
 - Judgement
 - Guidance
 - Fairness

Three Aspects of Effective Leadership

- **Resource Deployment**
 - Self-Deployment
 - Strategy/Environment Fit

Projections/Challenges

- **ELECTRONIC FORMS OF**
- **COMMUNICATION**
- Diminished stimulus field
- Disruption of norms & roles
- **GLOBALIZATION & DIVERSITY**
- Cultural differences
- **PACE OF CHANGE**
- Informational Equivocality
- Organizational strategy