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**OL600**

## **Snowball Questions**

### **Week Three**

**1. Compare and contrast the "Style Approach" described in Northouse reading to the Trait Theory, which was discussed in Week 2.**

**Answer.**

Common to both the Trait theory and Style approach is the fact both theories primary emphases deal with the character or behaviors of the Leader, not the followers. Second both of these theories have had considerable amount of research into their perspective areas. In both cases the research has been inconclusive, as to what is the best form of leadership. A significant shortfall of each of these theories is both theories fail to show the relationship between, leadership traits/behavior and the results of such leadership.

**2. Take the Style Approach questionnaire on p 49 of Northouse. Interpret your results in light of the Blake and Mouton's Managerial (Leadership Grid) found on P 36. Plot your assessment on the grid and then write your interpretation in light of the reading.**

**Answer.**

Results of the Style Questionnaire.

Task score 35 moderately high range

Relationship score 36 Moderately high range

According to the results of the test, I fall into the team quadrant. As I understand my results, my leadership style fell right about were I

expected it to land. I've always felt like when one is working as a valuable part of a team one's philosophy towards work is just more enthusiastic. I believe I do have many of the characteristics associated with the team style of leadership. I enjoy working with groups who all feel like they are contributing to the enrichment of the task or organization. I've always felt like I needed to bring out the positives within people, so that ultimately they too could contribute to the success of the mission or task. However, I do understand myself enough to know that I only like small groups. In large groups or teams I tend to be more withdrawn. That's probably why I don't score real high in the team management quadrant.

**3. Explain how Path-Goal theory works. How could you use it in your work place?**

**Answer.**

The Path Goal Theory believes that leaders change their leadership behaviors to support the characteristics of the subordinate and the task (goal) achievement. The theory believes there are four basic types of leadership behavior: directive behavior, supportive behavior, participative behavior, and achievement-oriented behavior. The directive leadership is best described, as the leadership style which provides subordinates instructions on the task, tells them how the task is to be completed, and what time frame the task is to be completed. The supportive leadership behavior can be classified as

the friendly approach. In that this style of leader behavior places an emphasis on creating a friendly, caring, equal working relationship between the leader and the follower. The participative leadership style is basically the team concept, in that each individual has a share in the decision making process and the organization structure. The achievement-oriented leadership behavior challenges subordinates to work at high degree of excellence. In this leadership behavior style, it is key that the leader shows a great deal of confidence in the capabilities of followers. The basic concept for the leader is to apply these behaviors at the appropriate time to meet follower's characteristics or desire to accomplish their goal.

The theory goes on to describe that there are certain follower and task characteristics that are inherent to achieving the goal (product). Subordinate or followers characteristics are needs for affiliation, preferences for structure, desires to control, and self-perceived level of task ability. Tasks are characterized in two ways. Tasks, which have a clear definition of authority and organizational structure or tasks that lack formal authority structure and are somewhat ambiguous in nature.

The Path Goal Theory believes that the leaders demonstrate certain leadership behaviors at certain times along the goal path, and that these behaviors serve to inform, influence, or motivate the

subordinates to overcome obstacles along the path to achieving their ultimate goal.

***How can you use this in your work place?***

I believe that by analyzing the problem with your followers, communicating with them, and understanding their desires or needs, leaders can determine the required leadership behavior use at the required time.

***4. After reading the Wren assignment, briefly discuss the question "What is leadership?"***

***Answer.***

It seems that over time and based on ones geographical location the concept of leadership varies greatly. After reading Plato's belief in the philosopher king's idea (world leaders should be great philosophers which stand apart from the common people), and Machiavellis' idea (that leaders should seem merciful, humane, upright, but at the same time be able to change to the contrary), I begin to wonder just what do people think leadership is or is not. I think Tao Te Chings' writings best describe what leadership should be.

" -- be selfless " The leader grows more and last longer by placing the well-being of the all above the well-being of self." Be like water -- " water cleanses and refreshes without distinction and without judgment; water is fluid and responsive." Be unbiased--"mediate emotional issues without taking sides or picking favorites: lead in a nourishing manner; lead without being possessive; learn to help

without taking credit." Be a midwife – " do not intervene unnecessarily; remember that you are facilitating another person's process; if you do not trust a person's process, that person will not trust you; if you must take the lead, lead so the mother is helped, yet still free and in charge." (Tao Te Ching, 465 BC) Even though these ideas were written some 2500 years ago, I feel these are the qualities of true leadership.