## Appendix B: Interview File Cards

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**Card 1: TRAITS THEORY**

Managers are effective because they possess certain traits and attributes (e.g. empathy, integrity, mental agility; decisive; confident etc.) that set them apart from others and thus they lead and others follow. The traits they possess are seen as part of their personality and so they tend not to change. Therefore Traits leadership may have been more effective in past times, which were more predictable and less susceptible to environmental changes. It is considered 'one right way to manage'. Training these managers into people who don't possess those traits may be problematic.

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**Card 2: MANAGERIAL BEHAVIOURAL GRID**

Some managers find it more natural to lead by focusing on the TASKS allocated to the people they lead; others, by focusing on the needs of their PEOPLE as those activities are carried out. As a result, you can identify 5 different leadership behaviours. Some managers show relatively low concern for people and show a high emphasis for the task; others high for people, low for task; others low for both; others show a moderate concern for both; and others a high concern for both. Leadership behaviour is most effective with the last, and managers can be trained towards it. This leadership theory has aspects of 'one right way to manage'.

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**Card 3: SITUATIONAL LEADERSHIP**

Some managers adapt their style according to the situation, which they understand to be based on 2 factors, i.e. how complex or straightforward the task is and how willing/capable the subordinate is. When the manager has decided on the above criteria, he/she uses 1 of 4 possible approaches with the subordinate: Directing; Coaching: Supporting or Delegating. The challenge for the manager is being able to identify the subordinate's ability and willingness and matching this with one of the 4 styles. Managers can adapt their style of leading group members.

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**Card 4: LEADERSHIP CONTINUUM**

Some managers choose a style according to the current circumstances. They decide how much or little to involve group members in problem solving and decision making. The manager can vary his/her power and authority, so he/she must be capable of using a range of styles appropriately. The range of styles are: Autocratic; Paternalistic; Participative; Delegative; or 'Free Reign'. Managers can adapt their style of leading group members.

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**Card 5: PATH GOAL THEORY**

Some managers are flexible and can change their style, as situations require. The central purpose is to help subordinates define and reach their goals in an efficient way as possible so the manager is viewed as guiding workers to choose the best paths to reach their goals, as well as the organizational goals. Managers choose between 4 different style depending on the task type and subordinate/team dynamics, i.e., Directive; Supportive; Participative or Achievement Oriented. This leadership theory requires the manager to know his group members' motivation drivers as well as their ability and preferred work style. Managers can adapt their style of leading group members.

| **Card 6: CONTINGENCY THEORY** |
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| Some managers don't believe that utilizing different styles with their group members make them effective as managers. These managers depend on factors in the environment that ensure they are positioned in the right project (that matches their orientation of being people or task focused). The manager can be successful by predicting which approach is best in which circumstance. The manager may be <u>PEOPLE or TASK</u> oriented. The manager's relations with the team may be good; moderate or bad and the manager's power and authority may vary in degrees of strength. If the manager can't cope with the environmental factors he/she may change some of the factors that make the work situation more favorable to him/her or get assigned to another project more suited to his/her approach, as style is closely linked to personality which is hard to change. |

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| **Card 7: TRANSFORMATIONAL/TRANSACTIONAL LEADERSHIP THEORY** |
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| Some managers have a preference to be <u>transactional</u> and reward / punish subordinates according to their work performance and results. It is a common style of managing and most organizations use it on a daily basis to get things done. Some managers are <u>transformational</u> as they lead by example. They are highly motivating and charismatic. They encourage subordinates to set their own goals that are aligned to organizational success. Some managers work between the two styles according to what they see is relevant.  In contrast<u>, Laissez Faire</u> managers don't interfere or get involved in their subordinates' performance. This approach can arise because the leader has a high level of trust in his/her group members or is indifferent to their performance or is distracted; and this is where this style of leadership can fail as it can lead to abuse of trust. |

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| **Card 8: 5 PRACTICES OF LEADERSHIP** |
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| Some manager lead by example and thus group members emulate this behaviour. The manager communicates the vision and inspires action in the followers; experiments and takes risks; questions the normal way of doing things to find a better more effective way and to find new opportunities; trusts subordinates by delegating power;  recognizes achievements of others and gives praise and recognition. This leadership theory requires managers to have high levels of confidence in group members and to provide them with the 'space' to take risks and provide constructive feedback to the team and manager. |

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| **Card 9: ARAB LEADERSHIP** |
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| Some managers see the organization as a 'family' and operate within a strong 'tribal' networking culture of known and trusted associates. The manager is seen as a father figure of authority and is concerned for employees' wellbeing and cares about the group needs. The manager takes a central role in decision making. Decisions are ethically considered within the national culture. The manager is consultative and encourages participation at appropriate times. |