

Equal Pay Act of 1963	Requires equal pay for men and women performing equal work in an organization.
Title VII of the Civil Rights Act of 1964 (as amended)	Prohibits discrimination in employment based on race, color, religion, sex, or national origin.
Age Discrimination in Employment Act of 1967	Prohibits discrimination against persons over 40; restricts mandatory retirement.
Occupational Health and Safety Act of 1970	Establishes mandatory health and safety standards in workplaces.
Pregnancy Discrimination Act of 1978	Prohibits employment discrimination against pregnant workers.
Americans with Disabilities Act of 1990	Prohibits discrimination against a qualified individual on the basis of disability.
Civil Rights Act of 1991	Reaffirms Title VII of the 1964 Civil Rights Act; reinstates burden of proof by employer, and allows for punitive and compensatory damages.
Family and Medical Leave Act of 1993	Allows employees up to 12 weeks of unpaid leave with job guarantees for childbirth, adoption, or family illness.

FIGURE 13.1 Sample of U.S. laws against employment discrimination.

Just look around. You're likely to see examples of this in classroom situations between instructors and certain students, and in work teams between leaders and certain team members. The notion of leader in-groups and out-groups seems to make sense and corresponds to working realities experienced by many people. Interestingly, research shows that members of leaders' in-groups get more positive performance evaluations and report higher levels of job satisfaction. They also are more loyal followers and are less prone to turnover than are out-group members.³⁹

Leader-Participation Model

Question—How should leaders make decisions in different types of problem situations?

The Vroom-Jago leader-participation model links leadership success with the use of decision-making methods that best fit problem situations.⁴⁰ An **authority decision** is made by the leader and then communicated to the team. A **consultative decision** is made by the leader after gathering information from team members either individually or as a group. A **group or team decision** is made by the team either on its own or with the leader's participation as a contributing member.⁴¹

Figure 14.6 shows that a leader's choice among alternative decision-making methods is governed by three factors: (1) *Decision quality*—based on who has the information needed for problem solving; (2) *Decision acceptance*—based on the importance of follower acceptance to the decision's eventual implementation; and (3) *Decision time*—based on the time available to make and implement the decision. Each decision method has advantages and disadvantages with respect to these factors. As a consequence, effective leaders continually shift among the methods as they deal with daily problems and opportunities.

Authority decisions work best when leaders have the expertise needed to solve problems and are confident acting alone. They also work best when followers are likely to accept and implement leader's decisions, and when there is little or no time available for group discussion. Consultative and group decisions work best when the leader lacks the expertise or information needed to solve a problem. They also work best when the problem is unclear, follower acceptance is uncertain but necessary for implementation, and adequate time is available.

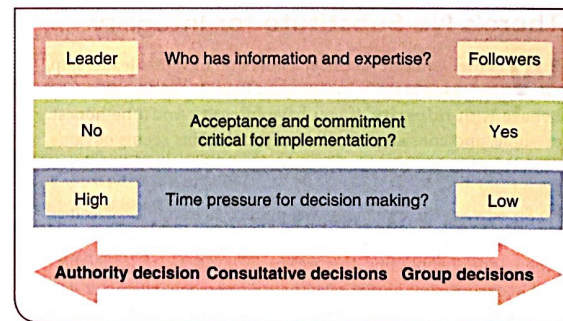
Vroom and Jago believed that consultative and group decisions offer special benefits.⁴² Participation helps improve decision quality by bringing more information to bear on the problem. It helps improve decision acceptance as participants gain understanding and commitment. It also contributes to leadership development by allowing others to gain experience in the problem-solving process. Of course, the lost efficiency of consultative and group decisions is a potential negative. Participative decision making is time consuming and leaders don't always have time available to involve group members in the process. When problems must be resolved immediately, an authority decision may be the only option.⁴³

An **authority decision** is made by the leader and then communicated to the group.

A **consultative decision** is made by a leader after receiving information, advice, or opinions from group members.

A **group or team decision** is made by team members.

FIGURE 14.6 Leadership implications of Vroom-Jago leader-participation model.



Learning Check 3

TAKEAWAYQUESTION 3 What are the contingency approaches to leadership?

BE SURE YOU CAN • contrast the leader-behavior and contingency leadership approaches • explain Fiedler's contingency model • identify the four leadership styles in the Hersey-Blanchard situational model • explain House's path-goal theory • define *substitutes for leadership* • explain LMX theory • contrast the authority, consultative, and group decisions in the Vroom-Jago model

Biculturalism is when minority members display characteristics of majority cultures in order to succeed.

Members of minority cultures may resort to **biculturalism** in attempts to adapt to uncomfortable situations and avoid harassment or discrimination by majorities. This means they try to display majority culture characteristics that seem necessary to succeed in the work environment. For example, gay and lesbian employees may hide their sexual orientation from co-workers out of fear of prejudice or discrimination. Similarly, an African American employee may train herself to not use words or phrases that might be considered to be subculture "slang" when communicating with white co-workers.

Multicultural and Diversity Leadership

There should be no doubt that all workers want the same things everyone wants—respect for their talents and a work setting that allows them to achieve their full potential. It takes

an inclusive organizational culture and the best in multicultural and diversity leadership to meet these expectations.

R. Roosevelt Thomas describes the continuum of leadership approaches to diversity shown here. The first is *affirmative action*, in which leadership commits the organization to hiring and advancing minority and female employees. The second is *valuing diversity*, in which leadership commits the organization to



Managing diversity is a leadership approach that creates an organizational culture that respects diversity and supports multiculturalism.

education and training programs designed to help employees to better understand and respect individual differences. The third and most comprehensive is **managing diversity**, in which leadership creates an organizational culture that allows all members, including minorities and women, to reach their full potential.⁴⁵ Leaders committed to managing diversity build organization cultures that are what Thomas calls "diversity mature."⁴⁶ They have a strong diversity mission that is integrated into the organizational mission as a strategic imperative.

Learning Check 2

TAKEAWAY QUESTION 2 What is a multicultural organization?

BE SURE YOU CAN • define *multiculturalism* and explain the concept of a multicultural organization • identify common organizational subcultures • discuss glass ceilings and employment problems faced by minorities and women • describe the leaking pipeline problem • explain Thomas's concept of managing diversity

Organizational Change

TAKEAWAY 3 What is the nature of organizational change?

LEARN MORE ABOUT Models of change leadership • Transformational and incremental change
Phases of planned change • Change strategies • Resistance to change

What if an organization's culture is flawed, doesn't drive high performance, and needs to be changed? What if organizational subcultures clash and adjustments must be made? What can leaders do if diversity isn't valued on a team or in an organization? We use the word *change* so much that culture changes like these may seem easy, almost routine. But that's not always the case.⁴⁷ Former British Airways CEO Sir Rod Eddington once said that "Altering an airline's culture is like trying to perform an engine change in flight."⁴⁸ Executive coach Ben Dattner says: "Organizations can go on autopilot just as individuals do."⁴⁹

Models of Change Leadership

A **change leader** takes initiative in trying to change the behavior of another person or within a social system.

A **change leader** is someone who takes initiative to change existing patterns of behavior by a person or within a social system. These are managers who act as *change agents* and make