

# Effective Leadership

## Applied to Different Types of Small Groups in an Organization

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### 1. Introduction

In some situation, for example, in classroom, sports team, business, small groups are inevitably generated in the organization. I realize that, as a class leader and a member of the baseball team, we have little research about effective leadership styles to make some small groups work effectively. So I have wanted to explore that Path- Goal theory work between leader and small groups.

### 3. Method

**My hypothesis:** Path-Goal Theory works on the relationship between a leader and its small groups, as it has already been proved between a leader and its follower.

To find out how it works and get some hints for data collection to lead to quantitative research, I interviewed the two people.

**Yung-Hsiu Lin:** One of the staff from Reach Cambridge programme.

**Jon Roozenbeek:** Department of Slavonic studies, Darwin College, University of Cambridge.



### 2. Fundamental

**Johari Window:** The Johari Window model is a simple and useful tool for illustrating and improving self-awareness, and mutual understanding among individuals or within a group. (Light, 2018)

**Path-Goal Theory:** The Path-Goal model is a theory based on specifying a leader's style or behavior that best fits **the follower** in order to achieve a goal. (House, 1971) ※not group ↑

**Small groups:** People are likely to make a group in an organization. The longer they stay in a small group, the stronger the small group's character becomes. (depending on personally, generation, gender, nationality or area)



↑ Johari Window

Path-Goal Theory ↑

### 4. Result

#### Questions

For Yung-Hsiu

**Q1:** Do you have any hard time with small groups?

※Those small groups are in a setting of international students from different background regarding politics, religion or ethnicity.

**Q2:** Students make groups based on gender, nationality, or personality. As a Reach Cambridge Staff, how do you manage and support those groups?

**Q3:** What do you think about the relationship between Path-Goal theory (4 types of leaderships) and small groups?

For Jon

**Q1:** For data concerning my research (Q1, Q2, Q3), what type of data collection is available?

#### Answers

From Yung-Hsiu

**A1:** Students from different cultural backgrounds have conflicts only on political topics. If students are immature, directive support is necessary.

**A2:** It is natural for them to make some groups. We encourage them to interact with one another through some activities like team sports or field trips.

**A3:** From my personal experience as a follower and a leader(A1), it is largely true but it is difficult to reach a definite conclusion. As a follower, my supervisors use the achievement-oriented style. So we could freely share our opinions.

From Jon

**A1:** To get a large number of samples (around 200) Questionnaire by Google form, an e-mail, or social media are the best tool.

### 5. Discussion

Yung-Hsiu

Path-Goal theory seems to work effectively to some small groups in a setting where international students at a global leader level gather from all over the world.

Toward senior staff managing global level international students (including Maggi), achievement oriented leadership style is applied. Therefore, people in a mature small group can share their opinions freely.

Jon

He is interested in my hypothesis.

A questionnaire was given for my further research.

### 6. Conclusion

Both interviewees (Yung-Hsiu and Jon) gave positive answers to my hypothesis. However, this was not a quantitative enough to verify my hypothesis.

Using the questionnaire via Google forms, e-mail or social media suggested by Jon Roozenbeek, I could collect a number of samples.

### 7. Acknowledgement

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