Theories of Leadership

- 5 groups are chronological —> 1-5 shifts from more authoritarian to laissez faire
- You can have more than one theory —> e.g. Ghandi both behavioural and charismatic
- The world needs strong leaders: 17 sustainable development goals need strong leadership

1. Great Man/Trait Theories Cluster

- The trait approach to leadership assumes people are born with qualities that are stable across time and situations, and which differentiate leaders from non-leaders.
- Trait theorists would consider a wide range of demographic variables such as age, gender, height, weight, and ethnicity,
- Leaders are born not made - e.g. royalty
- Include:
    - Alert to social environment
    - Ambitious and achievement-orientated Assertive
    - Cooperative
    - Decisive
    - Dependable
    - Dominant (desire to influence others)
    - Energetic (high activity level)
    - Willing to assume responsibility
- E.g. Winston Churchill and Aung San Suu Kyi both had charisma but the context of their time helped them shape who they are
- Is not an explanatory tool that covers all instances
    - Believe that certain physical features and personality characteristics will make you a leader.
    - Little evidence to support the notion that leaders are born with special traits that non-leaders lack.
    - Misses point: many characteristics they believe to be critical to successful leadership have been made important through social norms and culture.
- To try to overcome the objection that many leadership traits that are assumed to be innate are actually based on norms and culture, newer theories have chosen to look at what leaders do rather than what traits they have.

2. Behavioural Theories Cluster

- It's what leaders do that counts
- Implies that if we can observe how leaders act, we can codify and measure this behaviour, find out ways to teach it, and help to develop future leaders.
- Underlying behavioural concepts:
    - Interacting and relating to people
    - Task/job/work
- Not always good: if you shout a lot does not always make you a good leader
- Key models within this cluster include the Managerial Grid or Leadership Grid developed by: Blake & Mouton (1985) Blake & McCanse (1991)
    - The grid is divided into two dimensions: one axis is the concern for production and on the other axis is the concern for people - a person is rated by an accredited psychologist on both dimensions on a scale from 1 to 9 (or low to high).

- o The ideal position is to be high on concern for production and concern for people (9,9) - team management.
- o Very few if any ever score this
- o Leaders that score 1,1 are said to practice impoverished management
- The managerial grid is more a behavioural training tool than a leadership theory: it emphasizes the need to develop a person's ability to manage both people and tasks.

3. Situational/ Contingency Leadership Cluster

- Underlying contingency theories is the notion that leadership is all about being able to adapt and be flexible to ever-changing situations and contexts.
- Resides in its emphasis on the subordinates' readiness and willingness to be led by others —> up to the leader to use the appropriate style after they have established what kind of people work for them.
- 9/11: New York Mayor at the time, Rudolph Giuliani, seemed to be a bigger leader than even the US president at the time George Bush —> he took on a strong leadership role
- Contingency leadership theories have made one of the most important contributions to the evolution of leadership theory because leadership effectiveness is seen as being less dependent on innate traits or observable behavioural styles and more dependent on the context of leading, such as the nature of work, the internal working environment, and the external economic and social environment **(Fiedler, 1964).**

1. House (1971) House & Mitchell (1974) – Path-Goal Theory

- Emphasizes that an ability and commitment to providing employees with the psychological and technical support, information, and other resources necessary to complete tasks is integral to the leader's effectiveness.
- Purple: added —> We believe these will be increasingly important additions to House's original work because they move the leadership theory away from solely being interested in person-to-person relations to include relationships at team, organizational, and interorganizational or network levels.

Directive	The directive leader clarifies goals, what must be done to achieve them, and the outcomes of achieving the goals. They use rewards, discipline, and punishment and are mostly task oriented
Supportive	The supportive leader shows concern for the needs – especially psychological – and the aspirations of people at work. They provide a supportive and enjoyable working environment
Participative	The participative leader actively seeks and encourages the input and involvement of staff in decision-making and other work-related issues
Achievement-oriented	The achievement-oriented leader, as the name suggests, expects from people the highest commitment to excellence both at a personal and an organizational level. This type of leader believes that work should be challenging and that people will strive toward achieving these goals by assuming responsibility
Networking	The networking leader knows how to play the political power games to acquire resources, to achieve goals, and to create and maintain positive relationships
Values-based	The values-based leader is skilled in creating, sharing, and inspiring vision, and in ensuring that the organization and its people are guided by that vision and the values related to that vision

2. Hersey et al (1996) – Situational Leadership
- Readiness and willingness to be led
- Matching styles with readiness
- Combination of emotional support needed and guidance to do the job
- Four leadership roles – known as delegating (S4), participating (S3), selling (S2), and telling (S1) – together with the associated follower readiness (R4 to R1).
- Limited as a rational approach for selecting, measuring, and developing leaders.
- Side note: If you assume incompetence is a form of micro managing - destroys people's confidence if someone doubts your abilities
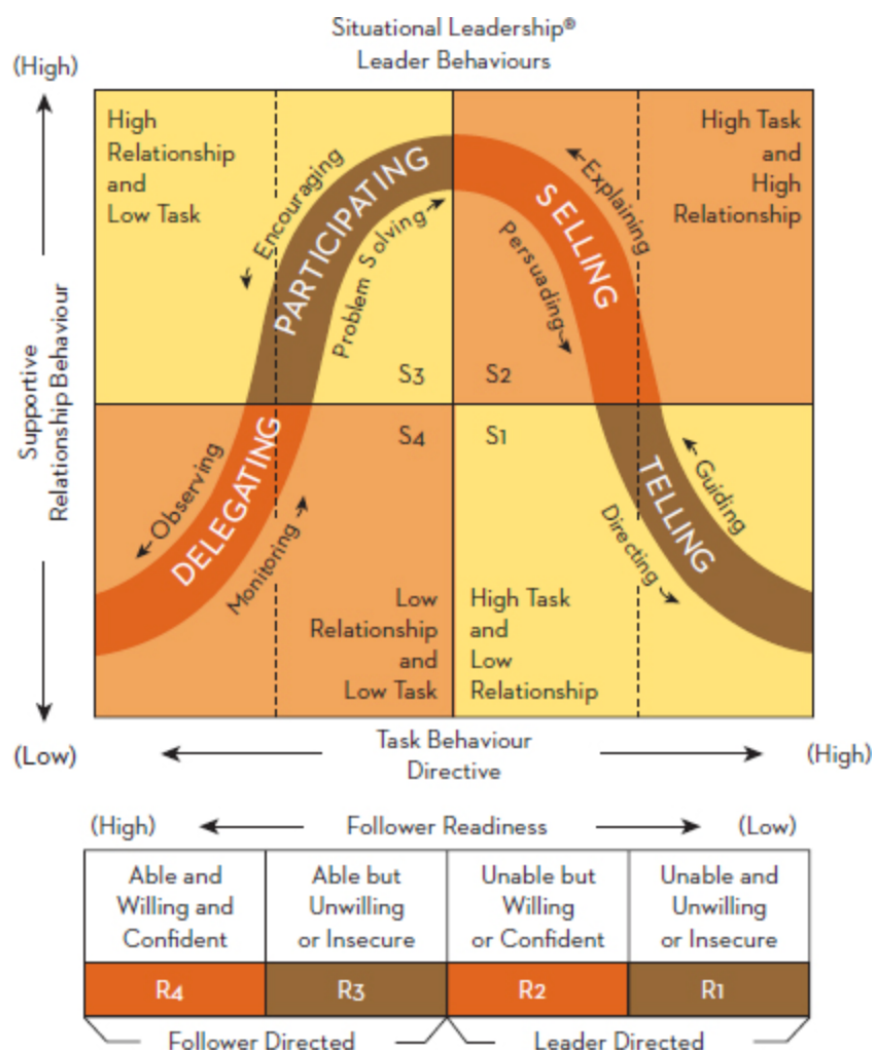

FIGURE 5.2 Situational leadership model

Key points so far: will be tested on this
- Trait theories assume certain measurable characteristics exist that are unique to leaders. E.g. Energetic (high activity level) persistent, self-confident, tall, male. About who you are.
- Behavioural theories attend only to observable behaviours and how leaders act. E.g. Managerial Grid or Leadership Grid developed by Blake & Mouton (1985). About what you do
- Situational and contingency approaches emphasize contextual factors as key to leadership effectiveness. E.g.
- House (1971) House & Mitchell (1974) – Path-Goal Theory; Hersey et al (1996) – Situational Leadership.