

Leadership Theories and Styles

IAAP

2009 Administrative Professionals Week
Event

April 28, 2009

Development of Leadership Theory

- Until approximately 1930, there was not much academic interest in the area of leadership
- Fredrick Taylor –Scientific Management (time/motion studies of productivity) (late 1800's)
- Max Weber –(writing on bureaucracy) a leader possessed power by virtue of his position (1922)
- Mary Parker Follett – participatory management in “power with” as opposed to “power over” (1926)

Luther Gulick

Notes on Organization -- 1937

- Work of the Executive
- POSDCORB
 - Planning
 - Organizing
 - Staffing
 - Directing
 - Coordinating
 - Reporting
 - Budgeting

Leadership – a new definition

- Chester Barnard – 1938 new definition of leadership

*The ability of a superior to influence the behavior of subordinates and persuade them to follow a particular course of action.
(Barnard 1938)*

Power – French and Raven (1960)

- ***Legitimate power*** – comes solely from the position the superior holds in an organization
- ***Reward power*** – comes by means of promotion, salary increases and interesting assignments
- ***Expert power*** – comes from the leader possessing superior knowledge of the matter under discussion
- ***Referent power*** – comes from the fact that subordinates identify with the leader and respect him/her
- ***Coercive power*** – comes from forced actions and potential for punishment

Nature of Leadership

Effective leadership is a key factor in the life and success of an organization

Leadership transforms potential into reality.

Leadership is the ultimate act which brings to success all of the potent potential that is in an organization and its people.

Leaders propose new paradigms when old ones lose their effectiveness.

Leadership is a major way in which people change the minds of others and move organizations forward to accomplish identified goals.

Theories of Leadership

Over time, a number of theories of leadership have been proposed, including:

- Great Man Theory
- Trait Theory
- Behavioral Theories
 - The Managerial Grid
 - Theory X and Theory Y
- Participative Leadership
 - Lewin's leadership styles

Theories of Leadership (con't)

- Situational Leadership
- Contingency Theory
- Transactional Leadership
- Transformational Leadership

Theories of Leadership: Trait

- Trait Theory/Great Man (Woman) – assumes the leader is different from the average person in terms of personality traits such as intelligence, perseverance, and ambition
- **Assumptions**
 - People are born with inherited traits.
 - Some traits are particularly suited to leadership.
 - People who make good leaders have the right (or sufficient) combination of traits.

Trait Theory

- Early research on leadership was based on the psychological focus of the day, which was of people having .
- Attention was given to discovering these traits, often by studying successful leaders.
- Underlying assumption that if other people could also be found with these traits, then they, too, could also become great leaders.

Stodgill's (1974) Traits and Skills

Traits	Skills
<ul style="list-style-type: none">•Adaptable to situations•Alert to social environment•Ambitious and achievement-orientated•Assertive•Cooperative•Decisive•Dependable•Dominant (desire to influence others)•Energetic (high activity level)•Persistent•Self-confident•Tolerant of stress•Willing to assume responsibility	<ul style="list-style-type: none">•Clever (intelligent)•Conceptually skilled•Creative•Diplomatic and tactful•Fluent in speaking•Knowledgeable about group task•Organized (administrative ability)•Persuasive•Socially skilled

Behavioral Theories

- Assumptions
 - Leaders can be made, rather than are born
 - Successful leadership is based in definable, learnable behavior
- Description
 - Behavioral theories do not seek inborn traits – they look at what leaders actually do
 - Success can be defined in terms of describable actions
- Implication:
 - Leadership capability can be learned

Behavioral Theories

Two general types of behavior exhibited by leaders:

- Concern for People
- Concern for Production

Early Research on Leader's Behavior

While a leader can exhibit both types of behavior, early research on the two dimensions indicate that generally:

- As a leader's consideration increased, employee turnover and absenteeism declined
- As a leader's task orientation increased, employee performance rose.

But, the findings were sometimes contradictory.

The Managerial Grid

Concern for People	<i>High</i>	Country Club management		Team management
	<i>Medium</i>		Middle of the road management	
	<i>Low</i>	Impoverished management		Authority-compliance
		<i>Low</i>	<i>Medium</i>	<i>High</i>
		Concern for Production (Task)		

Blake and Mouton (early 1960's)

McGregor's Theory X and Theory Y (1960)

Theory X Leaders Assume:	Theory Y Leaders Assume:
<ol style="list-style-type: none">1. Employees inherently dislike work and, whenever possible, will attempt to avoid it.2. Because employees dislike work, they must be coerced, controlled, or threatened with punishment to achieve desired goals3. Employees will shirk responsibilities and seek formal direction whenever possible4. Most workers place security above all other factors associated with work and will display little ambition	<ol style="list-style-type: none">1. Employees can view work as being as natural as rest or play2. Men and women will exercise self-direction and self-control if they are committed to the objectives3. The average person can learn to accept, even seek, responsibility4. The ability to make good decisions is widely dispersed throughout the population and is not necessarily the sole province of managers

Participative Leadership

Assumptions

- Involvement in decision-making improves the understanding of the issues involved by those who must carry out the decisions.
- People are more committed to actions where they have involved in the relevant decision-making.
- People are less competitive and more collaborative when they are working on joint goals.
- When people make decisions together, the social commitment to one another is greater and thus increases their commitment to the decision.
- Several people deciding together make better decisions than one person alone.

Participative Leadership

- A Participative Leader, rather than taking autocratic decisions, seeks to involve other people in the process, possibly including subordinates, peers, superiors and other stakeholders.
- Most participative activity is within the immediate team.

Continuum of Participatory Style

< Not participative				Highly participative >
Autocratic decision by leader	Leader proposes decision, listens to feedback, then decides	Team proposes decision, leader has final decision	Joint decision with team as equals	Full delegation of decision to team

You should also know:

- This approach is also known as consultation, empowerment, joint decision-making, democratic leadership, Management By Objective (MBO) and power-sharing.
- Participative Leadership can be a sham when managers ask for opinions and then ignore them. This is likely to lead to cynicism and feelings of betrayal.

Lewin's Three Participatory Leadership Styles (1939)

Autocratic

- In the autocratic style, the leader makes decisions without consulting with others. In Lewin's experiments, he found that this caused the greatest discontent.
- An autocratic style works best when:
 - there is no need for input on the decision
 - where the decision would not change as a result of input
 - where the motivation of people to carry out subsequent actions would not be affected whether they were or were not involved in the decision-making.

Lewin's Styles (con't)

Democratic

- In the democratic style, the leader involves the people in the decision-making, although the process for the final decision may vary from the leader having the final say to them facilitating consensus in the group.
- Democratic decision-making is usually appreciated by the people, especially if they have been used to autocratic decisions with which they disagreed.
- Democratic style can be problematic when there are a wide range of opinions and there is no clear way of reaching an equitable final decision.

Lewin's Styles (con't)

Laissez-Faire

- The laissez-faire style minimizes the leader's involvement in decision-making.
- Laissez-faire works best when:
 - people are capable and motivated in making their own decisions, and
 - where there is no requirement for a central coordination

Lewin's Conclusions

These experiments were actually done with groups of children, but were early in the modern era and were consequently highly influential.

- Lewin discovered that :
 - The most effective style was Democratic
 - Excessive autocratic styles led to revolution
 - Laissez-faire resulted in less coherent work patterns and exertion of less energy than when

Situational Leadership

- **Assumptions**

The best action of the leader depends on a range of situational factors.

When a decision is needed, an effective leader does not just fall into a single preferred style.

Factors Influence Situational Leadership

- Tannenbaum and Schmidt (1958) identified three forces that led to the leader's action:
 - the forces in the situation
 - the forces in the follower
 - the forces in the leader

This recognizes that the leader's style is highly variable, and even such distant events as a family argument can influence decisions made in the work place.

Contingency v. Situational Theory

Both assume that there is no simple one right way:

- Situational theory tends to focus more on the behaviors that the leader should adopt, given situational factors (often about follower behavior).
- Contingency theory takes a broader view that includes contingent factors about leader capability and other variables within the situation. (Leaders who are very effective at one place and time may become unsuccessful either

Transactional Leadership

Assumptions

- People are motivated by reward and punishment.
- Social systems work best with a clear chain of command.
- When people have agreed to do a job, a part of the deal is that they cede all authority to their manager.
- The prime purpose of a subordinate is to do what their manager tells them to do.

Transactional Leadership Style

- Transactional leader works through creating clear structures
 - Work requirements are clear
 - Reward structure is clear
 - Punishments are not always mentioned, but they are also well-understood and formal systems of discipline are usually in place
 - Negotiate the contract whereby the subordinate is given a salary and other benefits, and the company (and by implication the subordinate's manager) gets authority over the subordinate.
 - When work is allocated to subordinates, they are

Transactional Considerations

- The transactional leader often uses *management by exception*, working on the principle that if something is operating as expected then it does not need attention.
- In the Leadership vs. Management Spectrum, transactional leadership is very much towards the management end of the scale.
- Relies strongly on principle of “rational man” and reaction to rewards and punishment.

Transactional and Transformational (Burns -- 1978)

- Transactional – leader engages others in the reciprocal activity of exchanging one thing for another. (participatory/dynamic)
- Transformational – leader examines and searches for the needs and motives of others while seeking a higher agenda of needs. (visionary/change agent)

Transformational Leadership

Assumptions

- People will follow a person who inspires them.
- A person with vision and passion can achieve great things.
- The way to get things done is by injecting enthusiasm and energy.

Components of Transformational Leadership

Develop the vision

- Starts with the development of a vision, a view of the future that will excite and convert potential followers. (This vision may be developed by the leader, by the senior team or may emerge from a broad series of discussions. The leader must buy in completely.)

Sell the vision

- Sell the vision immediately and continually.
- Create trust
- Rely on personal integrity

Transformational leaders are selling themselves as well as

Finding the Way

Find the way forwards:

- Path may be clear – others simply need to follow
- Path may need to be explored together
- Direction will not always be known
- Leader guides along the course

Transformational Leader will accept that there will be failures and blind canyons along the way. As long as they feel progress is being

Leading the charge

- Transformational Leaders are always visible
- Will stand up to be counted rather than hide behind their troops.
- They show by their attitudes and actions how everyone else should behave.
- They make continued efforts to motivate and rally their followers, constantly doing the rounds, listening, soothing and energizing.
- Their unswerving commitment keeps people going, particularly through the darker times when some may question whether the vision

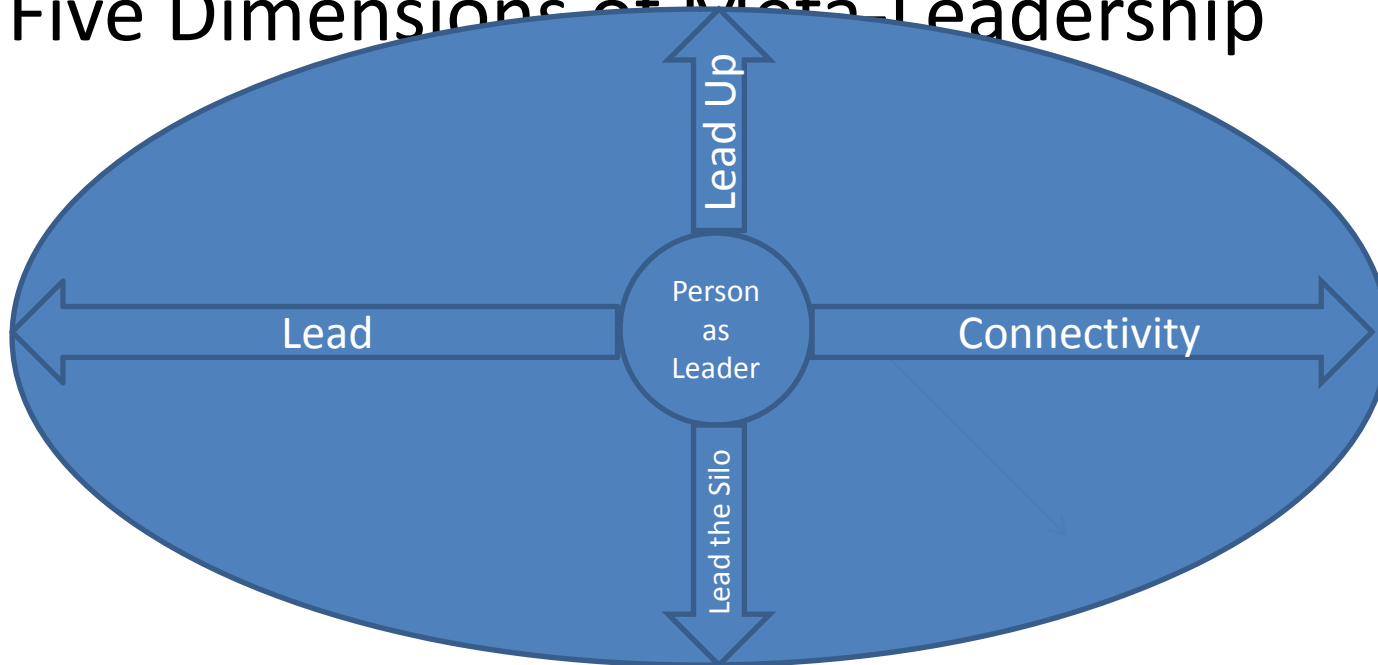
Transformational Leadership

- One of the methods the Transformational Leader uses to sustain motivation is in the use of ceremonies, rituals and other cultural symbolism. Small changes get big hurrahs, pumping up their significance as indicators of real progress.
(Culture Creators)
- Overall, they balance their attention between action that creates progress and the mental state of their followers.

are people-oriented

Meta-Leadership

- Working across organizations
- Five Dimensions of Meta-Leadership



Women's Leadership Style

Effectiveness most often depends upon the fit between the setting and the management gender.

- Women's typically more mentoring, coaching style is more favorably received in female-dominated professions.
- Men's more typically "command and control" style is well received in male-dominated

What the "studies" show:

- Male and female leaders are equally effective
- Women were perceived to be more success in female-oriented settings and males in male-oriented settings
- Women have been found to be more democratic, encouraging participation, and men more autocratic, directing performance. (Eagly and Johnson, 1990)

Studies -- In 2003:

- Women have been shown to be slightly more likely than men to have the transformational leadership style, in which the manager acts more like a good teacher or coach and encourages creative solutions to problems.
 - Especially suited to the contemporary work place
- Women also appear to reward good performance more than men
- Men are more likely to criticize subordinates and be less “hands-on”

Words of Caution

Psychologists suggest that there may *not* be an innate management style...

- Women may soften their approach to avoid the “bossy” woman syndrome
- Research only shows average tendencies—any one man or woman may have more feminine or masculine styles

Research in the Workplace

- Bureau of Labor Statistics

- Nearly one of four chief executives is now a woman – reflects the # of women who own their own businesses. In Fortune 500 – women hold only about 1 out of 20 top management positions.

Researchers are interested in the question of whether a management style more associated with women – less authoritarian, more nurturing approach – will “click” as the workplace generally shifts to more team-oriented structures that thrive under a less directive approach.

Leadership Practices Inventory

James Kouzes and Barry Posner developed a survey (The Leadership Practices Inventory) that asked people which, of a list of common characteristics of leaders, were, in their experiences of being led by others, the seven top things they look for, admire and would *willingly* follow.

75,000 people over 20 years

Kouzes/Posner's Leadership Inventory

(In order of priority)

- Honest
- Forward-looking
- Competent
- Inspiring
- Intelligent
- Fair-minded
- Broad-minded
- Supportive
- Straightforward
- Dependable

Kouzes/Posner's Inventory (con't)

- Cooperative
- Determined
- Imaginative
- Ambitious
- Courageous
- Caring
- Mature
- Loyal
- Self-controlled
- Independent

Keys to Successful Leadership

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable others to Act
- Encourage the Heart

A good leader...

Is a person with integrity who is committed to the organization and the people who work together to accomplish the organization's mission; this person leads by example, communicates without ceasing, and shows care, concern, and consistency in all dealings.

Resources:

http://changingminds.org/disciplines/leadership/theories/leadership_theories.htm

<http://psychology.about.com/library/quiz/bl-leadershipquiz.htm>

The Leadership Challenge, 4th Edition

James M. Kouzes, Barry Z. Posner

August 2007 , Jossey-Bass