

Early Leadership Theories

Trait Theories (1920s-30s)

- Research focused on identifying personal characteristics that differentiated leaders from non-leaders was unsuccessful.
- Later research on the leadership process identified seven traits associated with successful leadership:
 - Drive, the desire to lead, honesty and integrity, self-confidence, intelligence, job-relevant knowledge, and extraversion.

Behavioural Theories

- University of Iowa Studies (Kurt Lewin)
 - Identified three leadership styles:
 - **Autocratic style:** centralized authority, low participation
 - **Democratic style:** involvement, high participation, feedback
 - **Laissez faire style:** hands-off management
 - Research findings: mixed results
 - No specific style was consistently better for producing better performance.
 - Employees were more satisfied under a democratic leader than an autocratic leader.

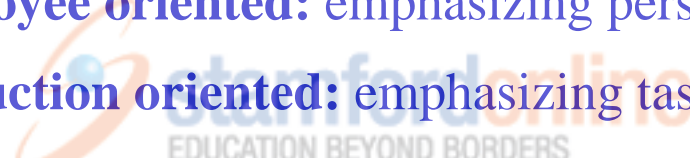
Behavioural Theories (cont'd)

- Ohio State Studies
 - Identified two dimensions of leader behaviour
 - **Initiating structure:** the role of the leader in defining his or her role and the roles of group members
 - **Consideration:** the leader's mutual trust and respect for group members' ideas and feelings.
 - Research findings: mixed results
 - High-high leaders generally, but not always, achieved high group task performance and satisfaction.
 - Evidence indicated that situational factors appeared to strongly influence leadership effectiveness.

Behavioural Theories (cont'd)

– University of Michigan Studies

- Identified two dimensions of leader behaviour
 - **Employee oriented:** emphasizing personal relationships
 - **Production oriented:** emphasizing task accomplishment
- Research findings:
 - Leaders who are employee oriented are strongly associated with high group productivity and high job satisfaction.



The Managerial Grid

Managerial Grid

- Appraises leadership styles using two dimensions:
 - Concern for people
 - Concern for production
- Places managerial styles in five categories:
 - Impoverished management
 - Task management
 - Middle-of-the-road management
 - Country club management
 - Team management



Contingency Theories of Leadership

The Fiedler Model (cont'd)

- Proposes that effective group performance depends upon the proper match between the leader's style of interacting with followers and the degree to which the situation allows the leader to control and influence.
- Assumptions:
 - A certain leadership style should be most effective in different types of situations.
 - Leaders do not readily change leadership styles.
 - Matching the leader to the situation or changing the situation to make it favourable to the leader is required.

The Fiedler Model (cont'd)

- Least-preferred co-worker (LPC) questionnaire
 - Determines leadership style by measuring responses to 18 pairs of contrasting adjectives.
 - High score: a relationship-oriented leadership style
 - Low score: a task-oriented leadership style
- Situational factors in matching leader to the situation:
 - Leader-member relations
 - Task structure
 - Position power

Hersey and Blanchard's Situational Leadership Theory (SLT)

- Argues that successful leadership is achieved by selecting the right leadership style which is contingent on the level of the followers' readiness.
 - **Acceptance:** leadership effectiveness depends on whether followers accept or reject a leader.
 - **Readiness:** the extent to which followers have the ability and willingness to accomplish a specific task.
- Leaders must relinquish control over and contact with followers as they become more competent.

Hersey and Blanchard's Situational Leadership Theory (SLT)

- Creates four specific leadership styles incorporating Fiedler's two leadership dimensions:
 - **Telling:** high task-low relationship leadership
 - **Selling:** high task-high relationship leadership
 - **Participating:** low task-high relationship leadership
 - **Delegating:** low task-low relationship leadership

Hersey and Blanchard's Situational Leadership Theory (SLT)

– Posits four stages follower readiness:

- R1: followers are unable and unwilling
- R2: followers are unable but willing
- R3: followers are able but unwilling
- R4: followers are able and willing

Contingency Theories... (cont'd)

Leader Participation Model (Vroom and Yetton)

- Posits that leader behaviour must be adjusted to reflect the task structure—whether it is routine, non-routine, or in between—based on a sequential set of rules (contingencies) for determining the form and amount of follower participation in decision making in a given situation.

Contingency Theories... (cont'd)

Leader Participation Model Contingencies:

- Decision significance
- Importance of commitment
- Leader expertise
- Likelihood of commitment
- Group support
- Group expertise
- Team competence

