

WHAT IS LEADERSHIP?

- *Major Resource: Peter G. Northouse, Leadership: Theory and Practice, (Thousand Oaks: Sage Publications, 1997).*

Trait Theories (“Great Man” Theories)

- *Focuses solely on leaders.*
- *Studies attempted to define leader traits.*

10 Traits of leaders(Stodgill survey):

- *1. Willing to take responsibility and complete tasks.*
- *2. Pursues goals.*
- *3. Likes problem solving.*
- *4. Exercises initiative in social situations.*
- *5. Self-confident.*

10 Traits of leaders(Stodgill survey cont'd.):

- *6. Willing to accept consequences.*
- *7. Ready to absorb interpersonal stress.*
- *8. Willing to tolerate frustration and delay.*
- *9. Able to influence behavior of others.*
- *10. Able to structure social interactions for group purposes (Northhouse, 15).*

Style Theories:

- *Emphasize the behavior of the leader, focusing on how they act and what they do.*
- *Leadership includes two types of behaviors: task behaviors and relationship behaviors.*
- *Task behaviors help group members to achieve their objectives.*
- *Relationship behaviors make group members feel comfortable and secure in their group environment.*

Situational Theories:

- *Focus on leadership in situations: different situations need different kinds of leadership.*
- *Leaders direct and a support.*
- *Group competence and commitment determines necessary skill mix.*

Contingency Theories

- Right leader's style needs to be matched to the right setting.
- Two major styles – Task motivated and relationship motivated.
- Three situation variables:
 - Leader-member relations
 - Task structure
 - Position power

Path-Goal Theories

- *Emphasize ability of leader to motivate followers to succeed.*
- *Leaders define the goal, clarify path to goal attainment, remove obstacles to goal attainment, and provide support.*
- *Leaders increase the amount and kinds of payoffs followers receive from their work.*

Leader-Member Exchange Theories

- *Leadership is an interactive process between leaders and followers.*
- *Exchange develops through three stages:*
 - Stranger phase is structured, low trust, goal focused.
 - Acquaintance phase involves tests of trust, new goal and relationship orientation.
 - Mature partnership phase has negotiated levels of responsibility, higher trust and obligation levels.

Transformational Leadership

- Leadership is a process that changes and transforms leaders and followers, particularly their values and ethics.
- James MacGregor Burns is key advocate.

Transformational Leadership (cont'd.):

- *Two types of leadership:*
 - Transactional leadership: followers do will of leader in order to have specific needs satisfied.
 - *Transformational leadership:* followers motivated by transformed morality.

Team Leadership Theories

- *Teams share goals, coordinate activities.*
- *Four types of Group Leadership Functions (Hackman & Walton, 1986)*
 - Diagnose group problems (monitoring/internal)
 - Correct problems (corrective acting/internal)
 - Forecast environmental change (monitoring/external)
 - Take advantage of changes (acting/external)

Psychodynamic Theories

- **Key Psychological themes:**
 - Family of Origin determines personality.
 - Maturation from child to adult affects traits, behaviors.
 - Dependent, rebellious, or independent responses to leadership
 - Relationship development and maturation in family influences leader/follower ability.
