

Lecture 34, Apr 5, 2023

Leadership Theories

- Trait theories: theories based on characteristics – leaders are born; focuses on personality traits, social traits, physical characteristics
 - Leadership depends on the personal qualities (traits) of the leader
 - Based on the assumption that those who become good leaders have a special set of traits that distinguish them from everyone else
 - * e.g. intelligence, energy and drive, confidence, dominance, motivation to lead, emotional stability, honesty and integrity, need for achievement, sociability
 - Personality dimensions can be directly related to leadership emergence and success
 - * Extraversion and conscientiousness are most consistent predictors
 - Narcissism is often linked to leadership
 - Limitation: difficult to determine whether traits make the leader or whether the opportunity for leadership produces the traits
- Exchange relationship-based theories
 - Transactional leadership: contingent reward-based behaviour
 - * Manage by exception – if followers do well, reward them; if followers don't do well, let them know about it
 - Use transactional leadership to build the relationship, then transformational leadership to take that relationship further – invest in the follower
 - Transformational leadership: helping and motivating subordinates to grow
 - * Increase subordinates awareness of the importance of tasks and performing well
 - * Make aware of their needs for development and accomplishment
 - * Motivate them to work for the good of the organization, rather than their own benefit
 - 4 dimensions of transformational leadership:
 - * Charisma (idealized influence): leaders should be someone that people look up to; taking legitimate power to referent power
 - * Individualized consideration: being empathetic and caring of others
 - * Inspirational motivation: the ability to articulate a vision to create intrinsic motivation
 - * Intellectual stimulation: giving follower challenges and motivating them; making them go past their comfort zone; allowing independence
 - Transformational leadership is the most consistent predictor of effective leadership
 - Transformational leadership builds self-efficacy
- Situational/contingency theories: conditions affect leadership
 - Leadership depends on the situation and context that's involved
 - House's path-goal theory: using goal setting as a leadership approach
 - The leader helps employees achieve their goals and in doing so achieve organizational goals
 - A leader's behaviour in interacting with their followers and the environment contributes to how the employee feels, how much effort they put in and how receptive they are of the leader
 - 4 different path-goal styles:
 - * Directive: instructive, coaching, guiding; being hands-on and giving guidance
 - * Supportive: coaching but without telling them what do to
 - * Participative: consulting with subordinates, asking and taking suggestions
 - * Achievement oriented: sets challenging goals and expecting high performance; pushing employees past their limits to build self-efficacy
 - A leader has to first understand who their followers are before choosing a style
 - Leaders assess their followers' needs and attributes with the context, and use appropriate behaviours to guide followers to actions that lead to need satisfaction
 - Issues with perceived fairness, too much effort involved with using different styles for different subordinates

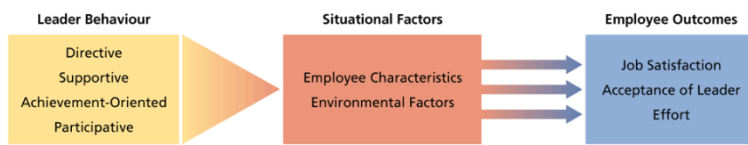


Figure 1: House's path goal theory