

LEADERSHIP THEORIES

Great Man Theory

Trait Theory

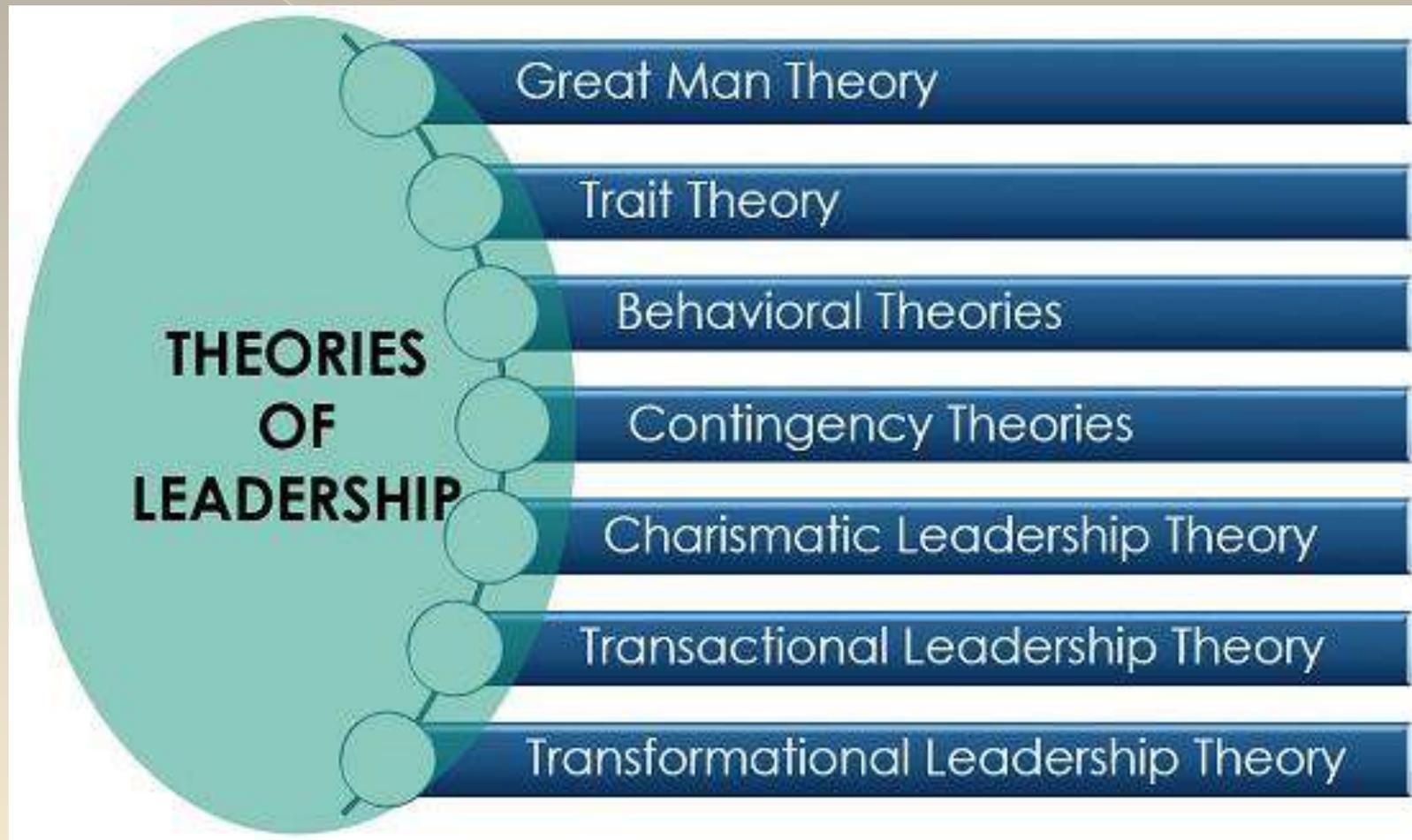
Contingency Theory

Situational Theory

Behavioral Theory

UNIT-IV

Definition: Leadership is the process of channelising the energy of an individual or a group towards the realisation of specific goals, objectives and vision.

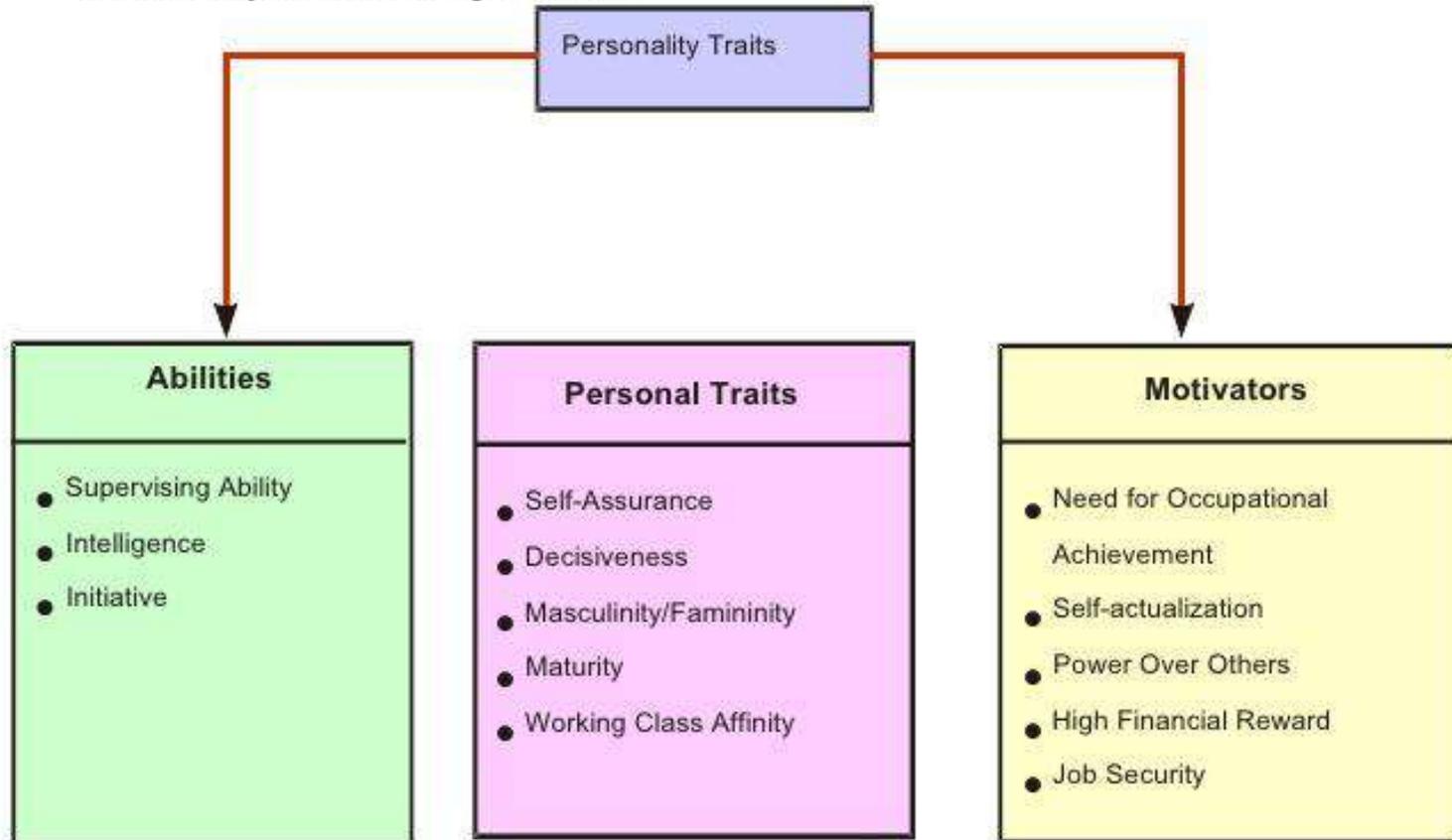


- **The Great Man Theory:** Thomas Carlyle proposed the Great Man Theory in the 1840s, and it merely believes that leadership is an inherent trait of a person who is destined to become a great leader by birth and they prove themselves when the great need arises. In other words, some people are born to become leaders and leadership is a heroic act.:

- **The Trait Theory:** Ralph M. Stogdill proposed the trait theory of leadership in the late 1940s; he explained that an individual must possess the key personality traits and characteristics to be an effective leader and these traits are inherent by birth. Some of the core leadership traits based on this theory can be categorised as follows:

Trait Theory

The trait theory is based on the great man theory, but it is more systematic in its analysis of leaders. Like the great man theory, this theory assumes that the leader's personal traits are the key to leadership success.



- **Physiological traits:** Height, weight, structure, colour, appearance and so forth.
- **Socioeconomic characteristics:** Gender, religion, marital status, age, occupation, literacy and earnings.
- **Personality traits:** Extraversion, self-confidence, patience, agreeable, reliable, honesty and leadership motivation.
- **Intellectual traits:** Decisiveness, intelligence, judgemental ability, knowledge and emotional attribute.
- **Task-related traits:** Attainment drive, dedication, initiative, determination and business expertise.
- **Social characteristics:** Socially active, cordiality and cooperation.
- Some of the other traits being charisma, adaptiveness, creativity, uniqueness.

- **Behavioural Theory:** The behavioural theory of leadership evolved in the 1950s. After understanding that the personal traits of a leader are essential for effective leadership, the researchers were now keen to know that what leaders do to become effective leaders. Thus, they now focussed on the leader's behaviour rather than traits. To study the behaviour of leaders, two major research programs were started by two different universities namely, the Ohio State Leadership Studies and the University of Michigan Studies.

There are two important Behavioral studies

- Task oriented leaders
- The task concerned leaders are focusing their behaviors on the organizational structure, the operating procedures (S.O.P.) and they like to keep control. Task-oriented leaders are still concern with their staff motivation; however it's not their main concern. They will favor behaviors that are in line with:
 - Initiating
 - Organizing
 - Clarifying
 - Information Gathering

- People oriented leaders
- The people oriented leaders are focusing their behaviors on ensuring that the inner needs of the people are satisfied. Thus they will seek to motivate their staff through emphasizing the human relation. People oriented leaders still focus on the task and the results; they just achieve them through different means. Leaders with a people focus will have behaviors that are in line with:
 - Encouraging
 - Observing
 - Listening
 - Coaching and Mentoring

- University of Michigan (1950s)
- Lead by the famous organizational psychologist, Dr. Rensis Likert, the leadership studies at the University of Michigan identified three characteristics of effective leadership; two of which were previously observed in studies that had been conducted at Ohio State
- it was the third observation that introduced a new concept, one of participative leadership!

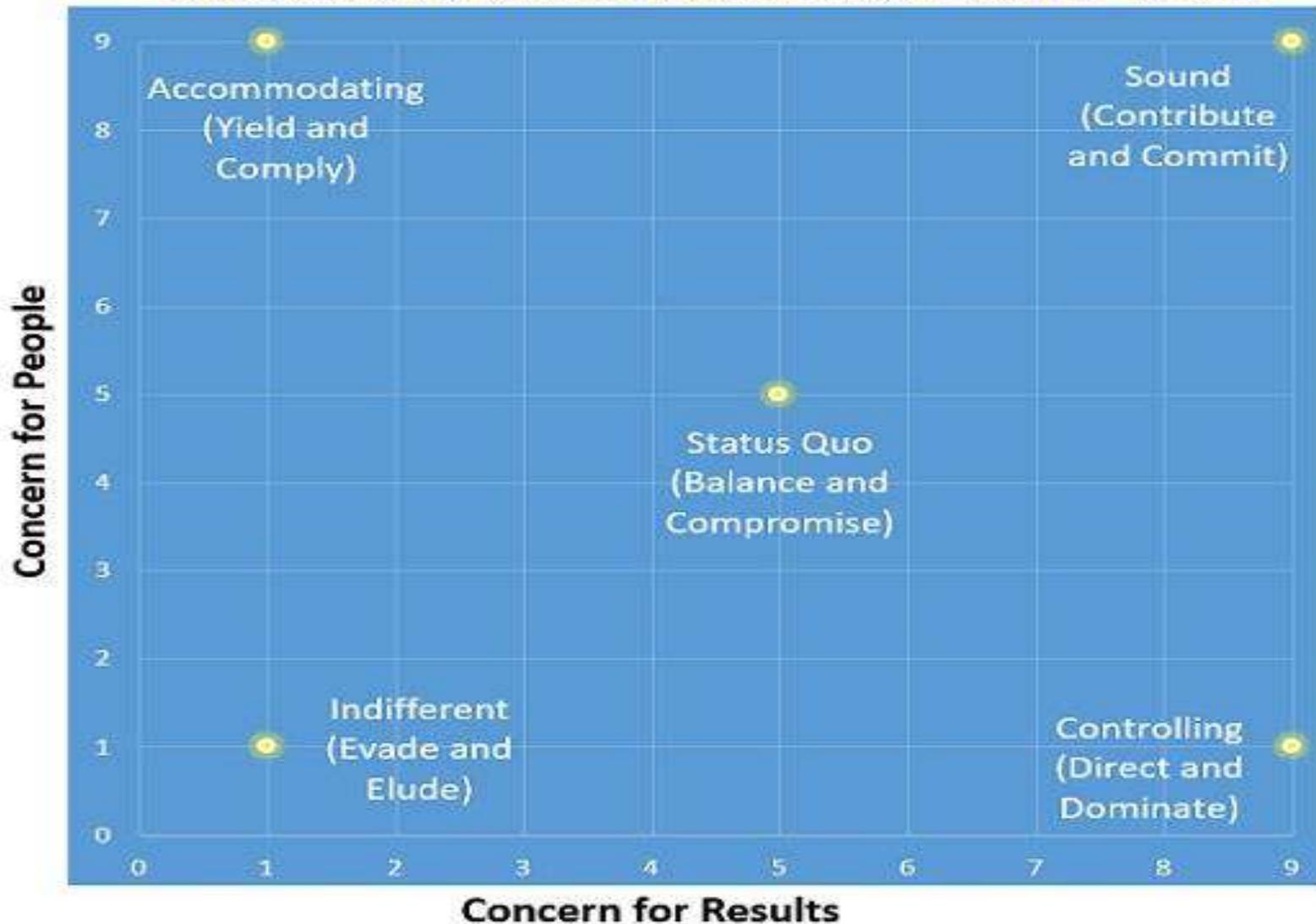
Overview of Participative Leadership Style

- Participative leadership also known as Democratic Leadership Style is a method of leadership that involves all team members in terms of identifying important goals as well as developing strategies and procedures to achieve the goals
- participative style of leadership can be perceived as a leadership style that rely primarily on functioning as facilitator that the one who simply issues commands or orders or making assignment for each member of the team.

◎ **Blake and Mouton's Leadership Grid:**

Robert R. Blake and Jane S. Mouton gave the Leadership/Managerial Grid Theory and discovered the five different styles of leadership by categorising the managers into 81 possible ways arising out of the combination of rating depending on two variables, concern for people and concern for results.

BLAKE AND MOUTON'S LEADERSHIP GRID



- ◉ **Indifferent:** Neither the attention is paid towards the work, nor towards the employees, it is the most ineffective style of leadership.
- ◉ **Controlling or the country club:** All that matters is the well-being of the staff.
- ◉ **Accommodating or task oriented:** All that matters is production and output.
- ◉ **Status Quo or balance:** Moderate and equal importance and attention are given to work as well as employee welfare.
- ◉ **Sound:** A high level of concern is shown towards both, the output as well as the employees, it is the most effective style of leadership.

Contingency Theory: Contingency theories of leadership state that effective leadership comprises of all the three factors, i.e. traits, behaviour and situation. A leader's behaviour varies as per the situation. To support this theory of leadership various models were developed, and multiple studies were conducted in this direction.

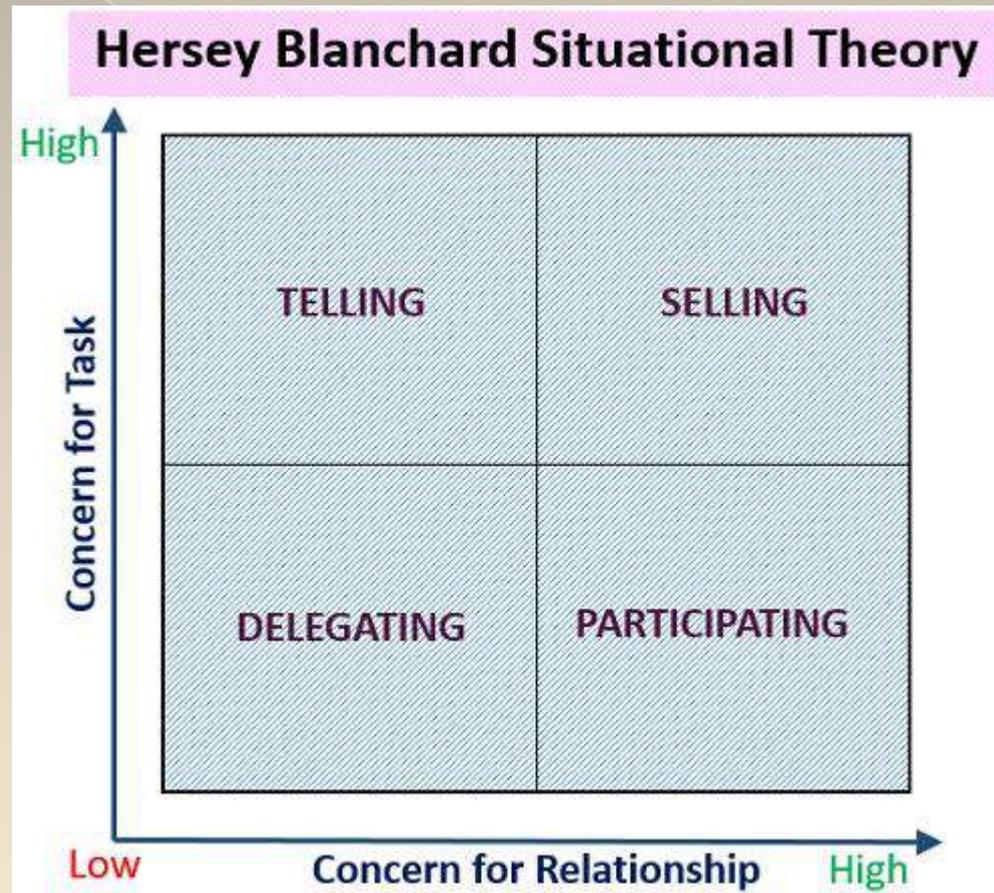


- Following are the models of contingency theory:
- **Fred Fiedler's Contingency Model**: Dr Fred E. Fiedler tried to explain that the performance of a group or team is banked on the pleasant and unpleasant situations and style of leadership. Leadership style can be assessed with the help of Least Preferred Co-worker (LPC) scale. It is a technique in which a leader is asked to think of a person whom they least like to work with and score them on different bipolar scales.
- For instance: Friendly-unfriendly, Efficient-inefficient, Cooperative-uncooperative, etc

- **Fiedler's findings: Leader's Traits:** On the basis of the LPC Scale, a leader's style of leadership can be determined. If a leader scores high on the LPC scale, that means he is highly relationship-oriented and treats even the least preferred co-worker generously. If he scores low on the LPC scale, he is a task-oriented leader prioritising the work and performance.
- **Situational factor:** Leaders manage to perform effectively in the favourable situations. They feel that they have control and command over the group of employees in such situations.
- **Situation Matches:** Fiedler gave a Contingency Model named Leader Situation Matches in which he explained that leadership style could be either task-oriented or people-oriented, based on the favourableness of the situation.

Hersey Blanchard Situational Theory (life cycle

theory): The Hersey-Blanchard Situational Theory states that the style of leadership depends upon the maturity of the subordinates; accordingly the following four styles were developed



- ◉ **Telling:** When a new person enters the organisation, he has to be told everything, i.e. he is given training and orientation to make him understand the task to be performed.
- ◉ **Selling:** The leader leads by providing social and emotional support to the subordinates and convincing the groups to give maximum output.
- ◉ **Delegating:** The leaders are least concerned about and hardly interferes with the execution of the tasks. They are not even concerned about the subordinates and their issues.
- ◉ **Participating:** It is a democratic style where subordinates are allowed to participate in the decision-making process. Here, the leader is less focussed on the achievement of objectives.

- ◎ **Evans and House Path-Goal Theory**: The Path-Goal Theory was proposed by Robert J. House and Martin Evans in 1970s. This theory pro-founded that leader's noticeable behaviour, and the situation in which he is placed are inter-connected. To increase the organisation's effectiveness, the managers should either match the situation with the leader's behaviour or change his behaviour according to the situation in which he is placed. This theory focused on the need for flexibility while adopting different leadership styles in different situations.

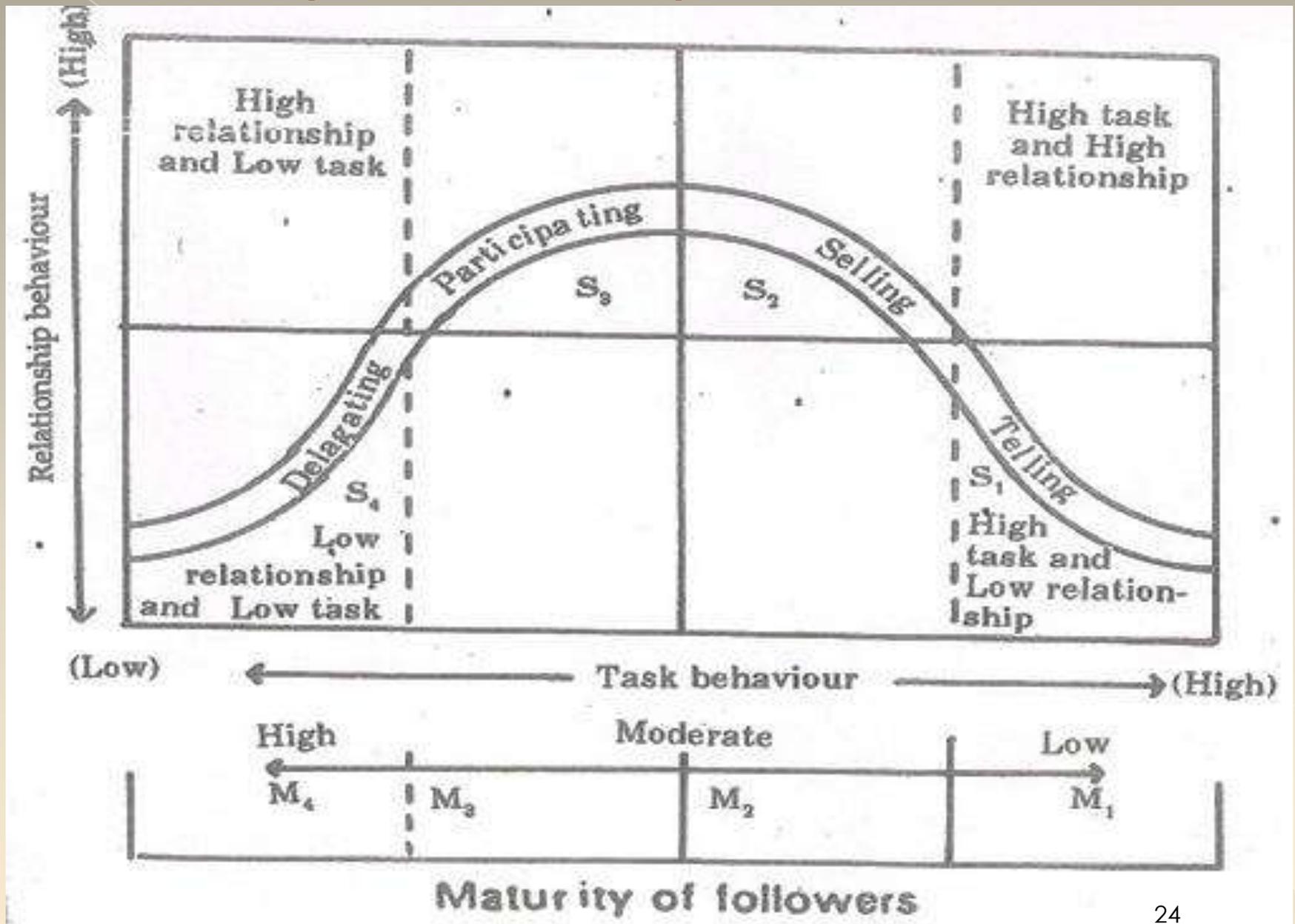
- The situational factors involved are Subordinate characteristics and Organisational environment. This model emphasised four different behaviours of a leader:
- Directive
- Supportive
- Participative
- Achievement-Oriented

- **Vroom-Yetton-Jago Decision-Making Model:** This model suggested that leadership style varies on the basis of the decision-making ability of the leaders in different situations. Leadership style was merely based on the degree of employee's contribution and activeness in the decision-making process. The various aspects taken into consideration were decision timeliness, decision acceptance and the decision quality. Following are the Leadership Styles derived out of this model:

LIFE-CYCLE THEORY

- This life-cycle theory of leadership has been developed by Paul Hersey and Keeneth Blanchard. The model focuses on the “maturity” of the followers as a contingency variable affecting the style of leadership. The “maturity” of the subordinates can be defined as their ability and willingness to take responsibility for directing their own behavior in relation to a given task. The level of such maturity would determine the leader’s emphasis on task behavior. “Task behaviour” can be defined as the extent to which the leader engages in spelling out the duties and responsibilities of an individual or group. These behaviour include telling people what to do, how to do it, when to do it, where to do it and who is to do it. Task behaviour is characterized by one-way communication from the leader to the follower and this communication is meant to direct the subordinate to achieve his goal.
- Similarly, “relationship behaviour” is defined as the extent to which the leader engages in two-way or multi-way communication. The behaviours include listening, facilitating and supportive behaviours.

Life-cycle theory



- These various combinations of leadership styles and levels of maturity are explained in more detail as follows:
- (S1) Telling: The “telling” style is best for low follower maturity. The followers feel very insecure about their task and are unable and unwilling to accept responsibility in directing their own behaviour. Thus, they require specific direction as to what, how and when to do various tasks so that a directive leadership behaviour is more effective.
- (S2) Selling: The “selling” style is most suitable where followers have low to moderate maturity. The leader offers both task direction and socio emotional support for people who are unable to take responsibility. The followers are confident but lack skills. It involves high task behaviour and high relationship behaviour.

- (S3) Participating: This leadership approach involves high relationship behaviour and low task behaviour and is suitable for followers with moderate to high maturity where they have the ability but are unwilling to accept responsibility requiring a supportive leadership behaviour to increase their motivation. The leader has open door policy with open channels of communication and encourages his followers to perform their tasks well.
- (S4) Delegating: Here the employees have both, the high job maturity and high psychological maturity. They are both able and willing to be accountable for their responsibility towards task performance and require little guidance and direction. It involves low relationship and low task behaviour.