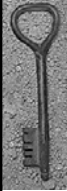
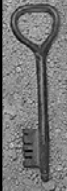
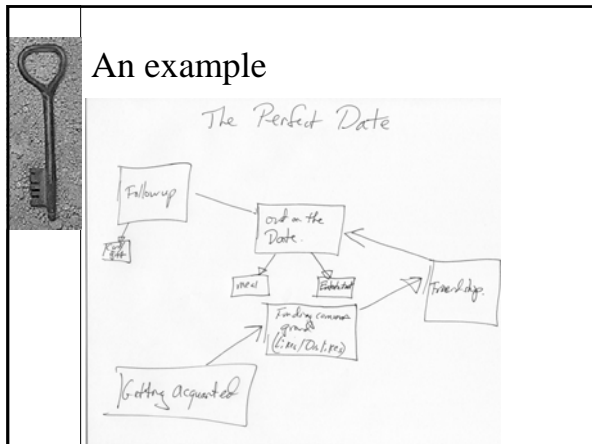
	<h2>Leadership Theory and Models</h2> <p>AEE 303 and AEE 503</p>
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	<h2>A Descartes Moment</h2> <ul style="list-style-type: none">◆ For the next 120 seconds, write down the answers to the following three questions. Don't think, just write.<ul style="list-style-type: none">– What do I know about leadership?– What do I think I know about leadership?– What do I NOT know about leadership?◆ Once you have this completed, put it aside and go to the next slide.
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	<h2>Picasso moment</h2> <ul style="list-style-type: none">◆ On a blank sheet of paper, draw a visual representation of the perfect date.<ul style="list-style-type: none">– Not a calendar date, but a date between two people.– Label each part of the drawing.– When you are finished with the drawing, write a brief explanation of your beliefs about dating.
---	---




Leadership is...

- ◆ Hard to define. Why?
 - Because definitions are often based upon leadership theory.
 - A definition may be uniquely representative of a particular leadership theory.


What is a theory anyway?

- ◆ An explanation of a group of facts or phenomena.
- ◆ The explanation has been repeatedly tested or is widely accepted.
- ◆ The theory can be used to make predictions about natural phenomena.
- ◆ Theories are often visually or verbally represented through "models".




Leadership theory is:

- ◆ An explanation of a group of facts or phenomena associated with leadership.
- ◆ These leadership “facts” have been repeated tested or widely accepted.
- ◆ Leadership theory can be used to make predictions about how individuals respond to leadership experiences.
- ◆ There are many leadership models based on leadership theory (and some are not based on theory).




Go back to your work in slides 2 and 3

- ◆ Hopefully, the Descartes moment got you to think about what you know or believe about leadership.
- ◆ The Picasso moment was an example of a model based upon your personal beliefs about dating. Your written belief statement about dating manifested some clues about your theory of dating.



Reality check


- ◆ So then,
 - A theory is an explanation.
 - A model is a representation of that explanation.
- ◆ By the end of this class, you will begin to develop a leadership theory and model on your own.



Leadership – a working definition

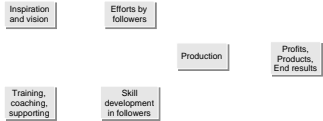
- ◆ Yukl

“Leadership is the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives.”




Leader Effectiveness

- ◆ Types of Leader Behavior (Yukl)




```
graph TD; A[Inspiration and vision] --> C[Production]; B[Efforts by followers] --> C; D[Training, coaching, supporting] --> C; E[Skill development in followers] --> C; C --> F[Profits, Products, End results]
```




Scope of Leadership

- ◆ Leaders influence:
 - The interpretation of external events by members
 - How?
 - Example: How did we end up in Iraq?




Scope of Leadership

- ◆ Leaders influence: The choice of objectives to pursue
 - How?
 - Example: "Give em two choices".




Scope of Leadership

- ◆ Leaders influence:
 - The motivation of members to achieve objectives.
 - How?
 - Example: Mother Teresa




Scope of Leadership

- ◆ Leaders influence:
 - Mutual trust and cooperation
 - How?
 - Example: The Tylenol recall.




Scope of Leadership

- ◆ Leaders influence:
 - Organization of work activities
 - How?
 - Example: the flow of paperwork in an office, delegation, etc.




Scope of Leadership

- ◆ Leaders influence:
 - Development of member skills and confidence
 - How?
 - Example: Delegation



Scope of Leadership

- ◆ Leaders influence:
 - The learning and sharing of new knowledge
 - How?
 - Example: The HealthSouth debacle, What about Coca Cola?

 **Scope of Leadership**


- ◆ Leaders influence:
 - Support and cooperation from people outside the organization
 - How?
 - Example: Jim Oblinger and commodity groups

 **Leadership is...?**

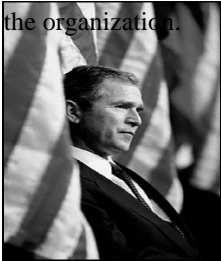



Influence.

 (Maxwell, 1998)

 **General Characteristics of Leaders**


- ◆ Leaders set the tone for the organization. (I.e. G.W. Bush's suit policy)
- ◆ Leaders set the pace for the organization.
- ◆ Use personal values to marshal resources.




 **Power**

Defined as...


The ability, whether exercised or not, to allocate resources; to assign tasks, and to provide, withhold, or withdraw tangible rewards, including the assignment and withdrawal of responsibilities. (Clark and Clark, 1996)

 **LBJ**




 **Power and Leadership**

- ◆ Power and leadership are different.
- ◆ Power is manifested through the ability of an individual or organization to get things done.
- ◆ The person with the power probably has the “real” leadership role.
- ◆ The possession of power is often inflated.




Power and Leadership

- ◆ Followers expect leaders to exercise power in order to achieve agreed-upon goals.
- ◆ The ideal leader uses power to solve problems, gather information and make decisions.




A word about politics

- ◆ Politics is the allocation of scarce resources.
- ◆ Leaders manage to control and influence the flow of resources.



Overview of Leadership Theories

- ◆ Trait
- ◆ Behavioral
- ◆ Contingency
- ◆ Transformational




Jago's Model

Jago's Framework of Leadership Theories

		Approach	
		Universal Approach	Contingent Approach
Focus	Focus on Traits	Type I Theories	Type II Theories
	Focus on Behaviors	Type III Theories	Type IV Theories

- ◆ Arthur G. Jago (1982)
- ◆ Organized leadership theories based on focus and approach to leadership.
- ◆ **"Focus"** refers to whether leadership is viewed as traits or actions.
- ◆ **"Approach"** refers to whether a particular theory or model of leadership takes a universal or a contingent perspective. (Hold that thought!)




Jago's Model

Jago's Framework of Leadership Theories

		Approach	
		Universal Approach	Contingent Approach
Focus	Focus on Traits	Type I Theories	Type II Theories
	Focus on Behaviors	Type III Theories	Type IV Theories

- ◆ **Focus on Traits:** Theories portray leaders as having certain personality traits that distinguish them from followers. (Traits are persistent)
- ◆ **Focus on Behavior:** Theories portray leadership as observable actions instead of personality traits.




Jago's Model

Jago's Framework of Leadership Theories


		Approach	
		Universal Approach	Contingent Approach
Focus	Focus on Traits	Type I Theories	Type II Theories
	Focus on Behaviors	Type III Theories	Type IV Theories

- ◆ **Universal Approach:** There is a universal formula of traits or behavior for an effective leader. ("one best way" to lead in all situations).
- ◆ **Contingent Approach:** Leadership depends on the specific situation.




Trait Theory

- ◆ Initial leadership research (1920-30's)
- ◆ Focused on “what” an effective leader is, not on “how” to effectively lead.
- ◆ Assumes that certain physical, social and personal traits are inherent in leaders.




Trait Theory


- ◆ Key Traits
 - Intelligence
 - Maturity and broad range of interests
 - Achievement drive
 - Honesty
- ◆ Note: Trait theory explains the focus of most leadership training in the 1980's.





Trait Theory

- ◆ Limitations
 - No consistent application of traits and leadership effectiveness
 - Tries to relate physical characteristics to effective leadership
 - Leadership is too complex to explain which such a simple model

	<h3>Behavioral Theories</h3> <ul style="list-style-type: none">◆ Identified determinants of leadership so that people could be trained to be leaders.◆ Developed training programs to influence leadership behavior.◆ Assumed that the best styles of leadership could be learned.
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	<h3>Contingency Theories</h3> <ul style="list-style-type: none">◆ Successful leaders are able to identify clues in an environment and adapt their leadership style to the situation.◆ Environmental influences the type of leadership needed.◆ Exps: Fiedler's Contingency Model, Hersey-Blanchard Situational theory, Path-Goal Theory, and Vroom-Yetton Model
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	<h3>Fiedler's Contingency Theory</h3> <ul style="list-style-type: none">◆ There is no best way for managers to lead. Situations will create different leadership style requirements.◆ Managers were rated as to whether they were relationship oriented or task oriented.
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Path-Goal Theory

- ◆ Leader's job is viewed as coaching or guiding workers to choose the best paths for reaching goals.
- ◆ Achievement-oriented leadership – leader set challenging goals and encourages followers to achieve (appropriate to use when followers suffers from lack of job challenge).
- ◆ Directive leadership – leader let followers know what is expected and tells them how to perform their task (appropriate to use follower has an ambiguous job)




Path-Goal cont.


- ◆ Participative leadership – leaders consult with followers and ask for suggestions before making a decision (appropriate to use when follower is using improper procedures or making poor decisions).
- ◆ Supportive leadership – leader is friendly, approachable and shows concern for followers' psychological well being (appropriate when the follower lacks confidence).





Vroom-Yetton

- ◆ Suggests the selection of a style for making a decision.
 - Autocratic – problem is solved by leader using info. already available.
 - Autocratic 2 – additional information is obtained from the group before leader makes decision.

	<h3>Vroom-Yetton cont.</h3> <ul style="list-style-type: none">- Consult 1 – Leader discusses problem with followers individually, before making a decision.- Consult 2 – Problem is discussed with a group before decision is made.- Group – Groups decides, with leader simply acting as chair.
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	<h3>Leadership Models</h3> <ul style="list-style-type: none">◆ Charismatic Leadership◆ Situational Leadership◆ Transformational Leadership
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	<h3>Other Considerations</h3> <ul style="list-style-type: none">◆ Relationship between power, authority and leadership◆ Characteristics of FFA Leadership
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Charismatic Leadership



- ◆ Having influence over others because of a forceful personality.
- ◆ Presumes to increase the self-esteem of followers.
- ◆ “Great Man Theory”







Charismatic Leader Traits

Height (taller), energy (high), articulate, knowledgeable, intelligent, adaptable, responsible, good decision-maker, extroverted, persistent, ambitious, self-confident, and older than followers.







Charismatic Leaders...

- ◆ Increase the intrinsic value of effort – making it more appealing.
- ◆ Great at building conviction for a cause.
- ◆ Lead by example.


Charismatic leaders fail when..




- ◆ Their charisma masks low effectiveness.
- ◆ They exhibit passive-aggressiveness.
- ◆ They exhibit narcissism – feelings of entitlement, privilege and omnipotence, intolerance of criticism.

Situational Leadership

- ◆ Leadership behavior should be appropriate for the circumstance.
- ◆ Leadership is dependent on the:
 1. Task.
 2. Group characteristics.
 3. Organization's culture.
 4. Interpersonal relationships.
- ◆ The leader must outperform the group.
(Blanchard and Hersey)




Situational Leadership Model



The diagram illustrates the Situational Leadership Model. It features a 2x2 grid of leadership styles based on Supportive Behavior (Y-axis) and Directive Behavior (X-axis). The Y-axis ranges from Low to High, and the X-axis ranges from High to Low. Below the grid, a horizontal axis shows the Development Level of Follower(s) from D4 (Highly Developed) to D1 (Developing).


Supportive Behavior	High Supportive and Low Directive Behavior (S3)	High Directive and High Supportive Behavior (S2)
Low Supportive and Low Directive Behavior (S4)	DELEGATING (S4)	COACHING (S2)
High Supportive and High Directive Behavior (S1)		DIRECTING (S1)

Development Level of Follower(s): D4 (Highly Developed) ← D3 (Moderate) ← D2 ← D1 (Developing)




Hersey-Blanchard

- ◆ Suggests that leadership style should be matched to maturity of the followers.
- ◆ Maturity is the willingness and ability of a person to take responsibility for directing his/her own behavior.
- ◆ Low Maturity – task behavior is seen (telling people what to do, how to do it, when to do it, and who's to do it).
- ◆ High Maturity – relationship behavior is seen (engaging in two-way communication, delegation, and listening)




Transformational Leadership

- ◆ Similar to charismatic leadership.
- ◆ Leaders broaden and elevate the interests of followers.
- ◆ Consider the needs of the individual more.
- ◆ Provide more intellectual stimulation than charismatic leaders.



Transformational leaders...

- ◆ Develop a sense of what the organization can become.
- ◆ Recruit others with similar values.
- ◆ Resolve conflicts in ways that elevate values.
- ◆ Constantly communicate values.
- ◆ Use parables to communicate shared values.
- ◆ Nurture tradition.




Transformational Leadership

Leaders combine theories (trait, behavioral and contingency)


Leaders are usually charismatic and visionary, can inspire followers to transcend their own self-interest for the good of the organization.

Research indicates that transformational leadership is strongly correlated with low turnover rates, high productivity and employee satisfaction.




FFA and Leadership

- ◆ In the curriculum?
- ◆ Maxwell's Law of the Lid – Leadership ability is the lid that determines a person's level of effectiveness.



Hunted Trail Committee



Free Writing Assignment

- ◆ Write a one page paper that describes:
 - What you have learned about leadership today.
 - Topics for which you need additional information.
