

Chapter 10

Robbins & Judge

Organizational Behavior

14th Edition

Leadership Theories and Practice

Kelli J. Schutte

William Jewell College

Chapter Learning Objectives

- **After studying this chapter, you should be able to:**
 - Define leadership and contrast leadership and management.
 - Summarize the conclusions of trait theories of leadership.
 - Identify the central tenets and main limitations of behavioral theories.
 - Assess contingency theories of leadership by their level of support.
 - Demonstrate the role mentoring plays in our understanding of leadership.

What Is Leadership?



➤ **Management**

- Deals with the complexity of the organization and works with planning, organizing, leading and controlling to bring about order and consistency in the organization

➤ **Leadership**

- The ability to influence a group toward the achievement of goals

➤ **Both are necessary for organizational success**

Manager Vs Leader

- **A manager is responsible for planning, organizing, directing and monitoring the work of a group of individuals in a business or department, while taking corrective action wherever necessary.**
- **A leader is someone who needs to have the ability to lead others or a team of individuals in achieving goals.**

Theories Of Leadership

Three main theories of leadership:

- **Trait theory**
- **Behavioral theory**
- **Contingency theory**

Trait Theories of Leadership

- **Theories that consider personality to differentiate leaders from nonleaders**
- **An attempt to identify specific characteristics associated with leadership success**
- **Some people are “born leaders”**
- **Leaders are born not made**
- **Essential Leadership Traits**
 - Extroversion
 - Conscientiousness
 - Openness
 - Emotional Intelligence



Behavioral Theories of Leadership

- **Theories proposing that specific behaviors differentiate leaders from nonleaders**
- **Leaders can be made**
- **Generally all leaders of effective groups:**
 - Provide direction and meaning to followers
 - Generate trust
 - Favor action and risk taking
- **Differences between theories of leadership:**
 - Trait theory: leadership is built in, so we must identify the leader based on his or her traits
 - Behavioral theory: leadership is a skill set and can be taught to anyone, so we must identify the proper behaviors to teach potential leaders

Contingency Theories of Leadership

- **Theories proposing that leader's effectiveness does not only depends on his trait or ability – but also depend on the employees and the current situation.**
- **While trait and behavior theories do help us understand leadership, an important component is missing: the environment in which the leader exists**
- **Key theories:**
 - Hersey - Blanchard's Situational Leadership Theory

Hersey - Blanchard's Situational Leadership Theory (SLT)

- **Hersey and Blanchard developed an appealing situational leadership theory**
 - Advocates that managers understand their own behavior
 - Emphasizes followers and their level of maturity
- **A model that focuses on follower “readiness”**
 - Followers can accept or reject the leader
 - Effectiveness depends on the followers' response to the leader's actions
 - “Readiness” is the extent to which people have the *ability* and *willingness* to accomplish a specific task

Hersey - Blanchard's Situational Leadership Theory (SLT)

➤ **Proposed Leadership Styles**

- Telling
- Selling
- Participating
- Delegating

Hersey - Blanchard's Situational Leadership Theory (SLT)

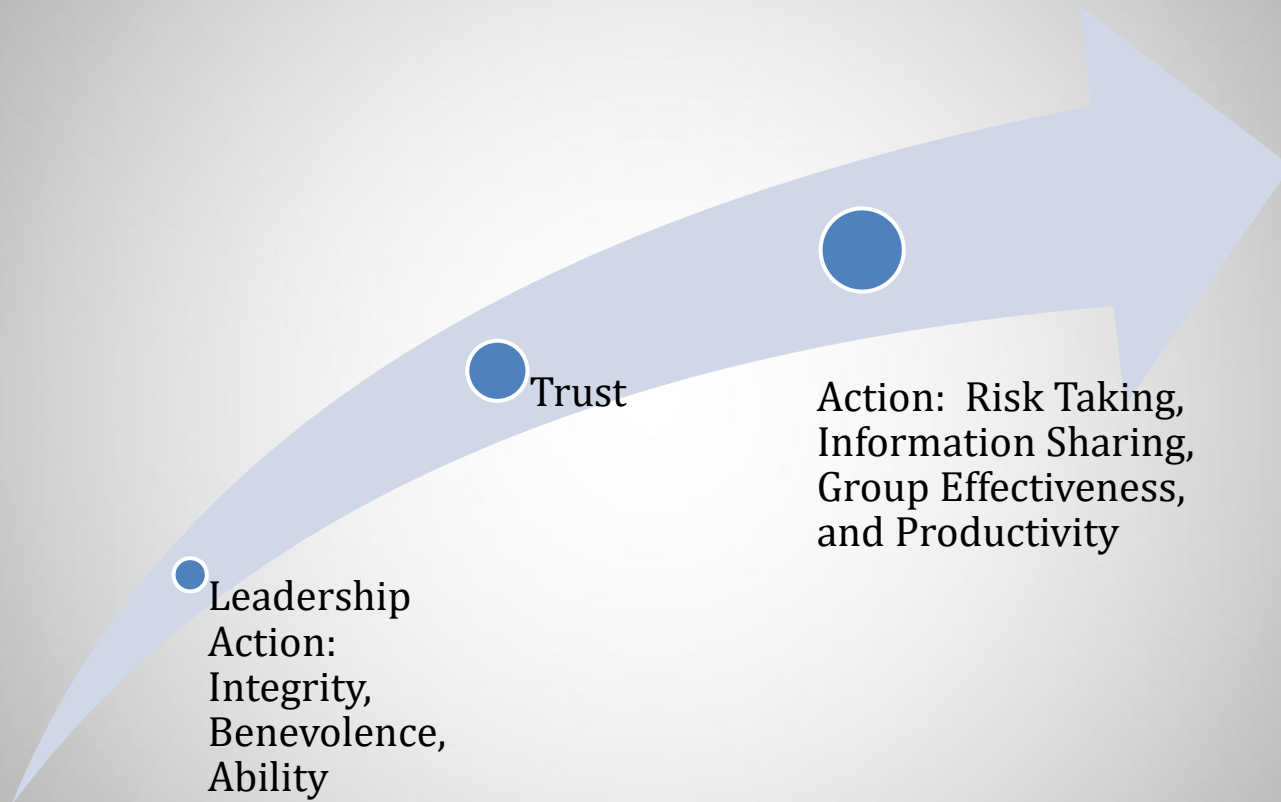
Ability to follow	Willingness to Follow	Leadership Behavior
Able	Willing	Delegating - Doesn't need to do much
Unable	Willing	Selling - Explains decisions in detail and provides opportunities for clarification
Able	Unwilling	Participating - Maintains two-way communication to encourage the follower
Unable	Unwilling	Telling - Provides specific instructions and closely supervises performance

Trust and Leadership

- **Trust – a psychological state that exists when you agree to make yourself vulnerable to another because you have a positive expectation for how things are going to turn out.**
 - Key attribute associated with leadership
 - Followers who trust their leader will align their actions and attitudes with the leader's behaviors/requests



How is Trust Developed?



Summary and Managerial Implications

- **Leadership is central to understanding group behavior as the leader provides the direction.**
- **Extroversion, conscientiousness, and openness all show consistent relationships to leadership.**
- **Behavioral approaches have narrowed leadership down into two usable dimensions.**
- **Need to take into account the situational variables, especially the impact of followers.**
- **Research on charismatic and transformational leadership has made major contributions to our understanding of leadership.**
- **Leaders must be seen as authentic and trustworthy.**
- **Investment must be made in the future through mentoring and training leaders.**

Chapter Questions

- 1. Define management and leadership.**
- 2. How is trait theory and behavioral theory different from each other?**
- 3. List down 10 important qualities that you think a leader should have.**