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Leadership

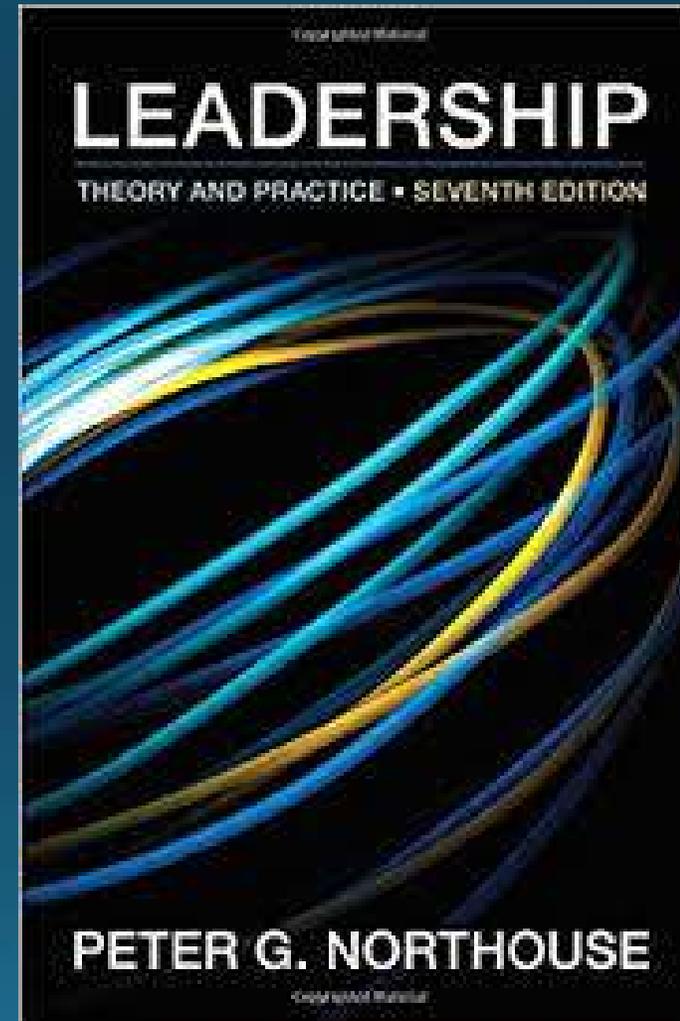
Leadership: Theory and Practice

Peter G. Northouse

Treats leadership as a complex process having multiple dimensions

Based on research literature

Emphasis on how theory can inform the practice of leadership



Northouse, P. G. (2015). Leadership: theory and practice. Seventh edition. Los Angeles: SAGE Publications, Inc.

Evolution of Leadership Definitions

“There are almost as many definitions of leadership as there are people who have tried to define it.”

- 1900-1929
 - Control, centralized power, and domination
- 1930's
 - Traits and influence
- 1940's
 - Group approach
- 1950's
 - Relationship with shared goals and effectiveness
- 1960's
 - Behavior that influences people toward shared goals
- 1970's
 - Organizational behavior approach
- 1980's
 - Do as the leader wishes, influence, traits, and transformation
- 21st Century
 - Authentic, spiritual, servant, and adaptive

Different Leadership Styles

- Trait Approach
- Skills Approach
- Behavioral Approach
- Situational Approach
- Path-Goal Theory
- Leader-Member Exchange Theory
- Transformational Leadership
- Authentic Leadership
- Servant Leadership
- Adaptive Leadership
- Psychodynamic Leadership

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Transformational Leadership

“The process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower”

- Part of the “New Leadership” paradigm
- More attention to the charismatic and affective elements of leadership
- Emphasis on intrinsic motivation and follower development
- Process that changes/transforms people

Charismatic leadership

Personality Traits

- Dominant
- Desire to influence
- Self-confident
- Strong moral values

Behaviors

- Sets strong role model
- Shows competence
- Articulates goals
- Communicates high expectations
- Expresses confidence
- Arouses motives

Adaptive Leadership

- Focuses primarily on how leaders help others do the work they need to do by adapting to the challenges they face
- Makes a distinction between leadership and authority
 - Leadership revolves around work and how people are mobilized to do work
 - Authority allows leaders to do what followers expect them to do providing a sense of security and protection
- Goal is to encourage people to change and learn new ways of living so they can do well and grow

Adaptive Leadership Behaviors

- Get on the balcony
 - Remove yourself from the situation/take a step back
- Identify adaptive challenges
- Regulate distress
- Maintain disciplined attention
 - Focus on the tough work they need to do
- Give the work back to the people
- Protect leadership voices from below
 - Has to listen and be open to ideas

Gender and Leadership

- Research ignored issues related to gender and leadership until the 1970's
- Increasing number of women in academia and leadership brought about research
- Started asking
 - "Can women lead?"

Not so much a glass ceiling, but a labyrinth

- Glass ceiling implies everyone has equal access to lower positions until all women hit single impassable barrier
- Labyrinth conveys a journey riddled with challenges along the way, not just at the top
- Also, the labyrinth can and has been navigated by women

“One important developmental experience that affects career success is effective mentor relationships, and women confront greater barriers to establish informal mentor relationships than men do.”

Gender Differences in Leadership Styles

- There are gender differences in leadership style
 - Female leadership is more effective in contemporary society
- Women lead in a more interpersonally oriented and less task-oriented manner than men
- Democratic, participative, transformational, contingent rewards
- devalued when leading in masculine manner, occupied a typically male position, or were evaluated by men
- No differences in relative effectiveness

Gender Differences in Leadership Styles

- Less likely than men to promote themselves
 - Take on informal roles, serve as social facilitators
- Men are more likely to ask for what they want

Prejudice

- Can't be too feminine, but also not "too manly"
 - Harsh evaluations of effective female leaders not being "female enough"
- Price Waterhouse v. Ann Hopkins
 - Would not make Hopkins a partner because she was too masculine
- Homosocial reproduction
 - The tendency for a group to reproduce itself in its own image
 - People give the most positive evaluations of people who are most like them
 - Disadvantage for when a leader is looking for replacements
- Female leaders are seen as tokens representing all women

“We’ve begun to raise our daughters more like sons...but few have the courage to raise our sons more like our daughters.”

--Gloria Steinem