

Traditional vs Emerging leadership theories

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What is a leadership theory?

- ▶ A leadership theory is a conceptual framework that seeks to understand, explain, and predict how leaders behave, what makes someone an effective leader, and how leadership affects the group dynamics and outcomes within an organization.
- ▶ These theories aim to elucidate the characteristics, behaviours, and influences of leaders, providing a basis for training and development in leadership roles.



Examples of leadership theories

Traditional leadership theories

- ▶ The Great Man Theory
- ▶ The Trait Theory
- ▶ The Behavioural Theory
- ▶ The Contingency Theory: Fiedler's Contingency Model
- ▶ The Path Goal Theory

Emerging leadership theories

- ▶ Charismatic Leadership Theory
- ▶ Transactional Leadership Theory
- ▶ Instructional Leadership Theory
- ▶ Transformational Leadership Theory
- ▶ Distributed Leadership Theory
- ▶ Authentic Leadership Theory
- ▶ Servant Leadership Theory
- ▶ Spiritual leadership Theory
- ▶ Ethical leadership theory

Traditional leadership theories: The Great Man Theory by Thomas Carlyle

- ▶ The Great Man theory has been introduced as the earliest theory of leadership.
- ▶ The Great Man theory evolved around the mid 19th century
- ▶ This theory implicit that great leaders are innate/ intrinsic and not made (Kirkpatrick and Locke 1991).
- ▶ This theory sees great leaders as those who are destined by birth to become a leader.
- ▶ Furthermore, the belief was that great leaders will rise when confronted with the appropriate situation.
- ▶ The theory was popularized by Thomas Carlyle, a writer and teacher. Just like him, the Great Man theory was inspired by the study of influential heroes. In his book "On Heroes, Hero-Worship, and the Heroic in History", he compared a wide array of heroes



Great Man Theory

In the 1840s Thomas Carlyle suggests **great leaders are born, not made.**

INTRINSIC LEADERSHIP TRAITS
DEFINING A DESTINED LEADER:



Intelligence



Sociability



Confidence



Charisma



The Great Man Theory:

- ▶ According to (Dowd 1936) this theory exposed that great leaders as heroic, mythic and intended to increase to leadership when is essential.
- ▶ The Great Man Theory of leadership tried to clarify leadership in the view of inheritance. The theory essential concept is that the leader is genetically able with higher qualities that distinguish him from his followers.
- ▶ According to (Cherry 2010) the term “Great Man” was used for the reason that, leadership was accepted of mostly as a male quality, especially in terms of military leadership.
- ▶ Woods (1913) concluded that the leader in accordance with his abilities can makes the nation and shapes it
- ▶ The theory stated that the leaders accomplished great things because fate determined they were great people and they were simply fulfilling their destiny.
- ▶ Eventually the Great Man Theory was abandoned in favor of the theories based on behavioral science

Criticism of great man theory

- ▶ Traits cited as being important to be an effective leader are typical masculine traits
- ▶ Ignore the effectiveness of leader

The Trait Theory by Ralph Stogdill (1930-1940s)

- ▶ The trait leadership theory believes that people are either born or are made with certain qualities that will make them excel in leadership roles.
- ▶ That is, certain qualities such as intelligence, sense of responsibility, creativity and other values puts anyone in the shoes of a good leader.
- ▶ The trait theory of leadership focused on analyzing mental, physical and social characteristic in order to gain more understanding of what is the characteristic or the combination of characteristics that are common among leaders.
- ▶ Leaders inherit certain leadership qualities and traits that make them stand out from the crowd. These leadership abilities propel them to leadership status.
- ▶ The trait theory focuses on these personality traits.
- ▶ For instance, commitment, integrity and confidence are characteristics that are usually associated with a great leader.

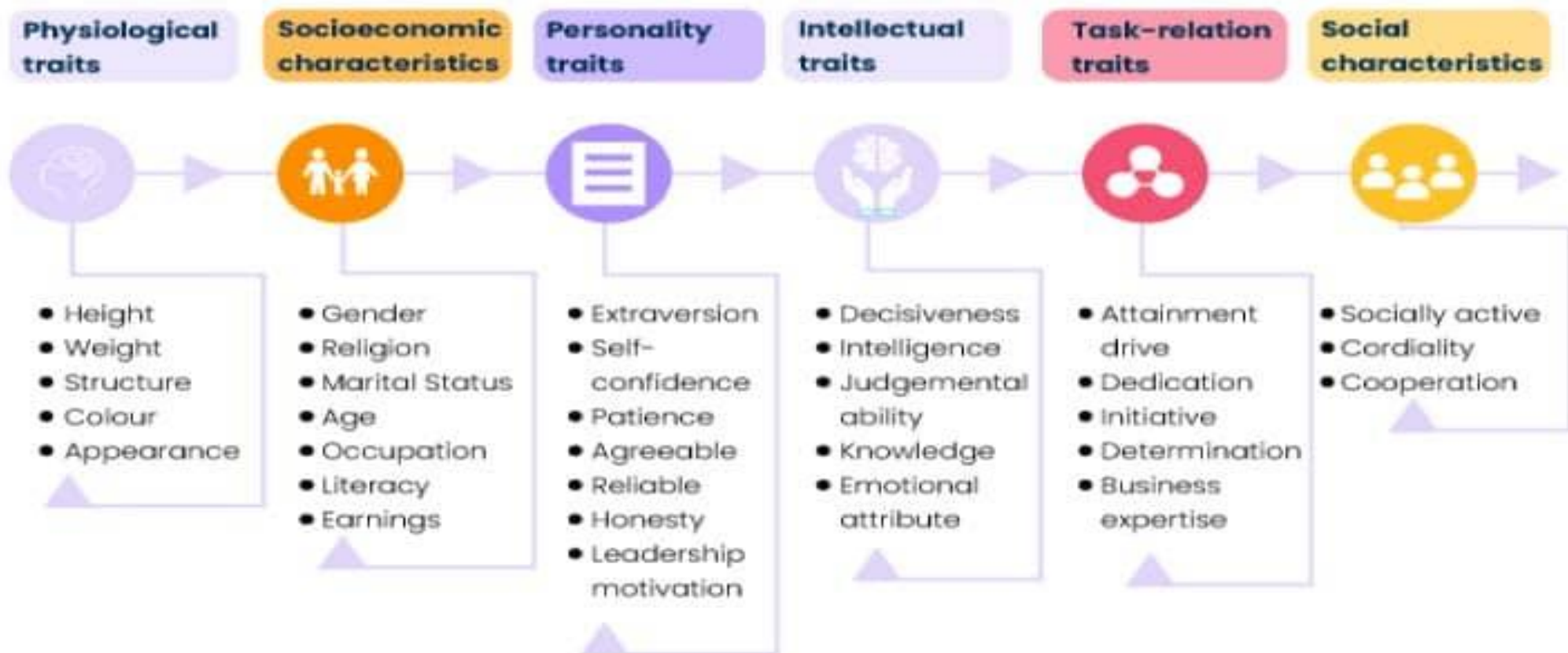
The Trait Theory (1930-1940s)

- ▶ Examples of Traits in effective leaders were:

- ▶ energy,
- ▶ intelligence,
- ▶ honesty,
- ▶ self-confidence,
- ▶ appearance,
- ▶ knowledge,
- ▶ optimism,
- ▶ tolerance of stress,
- ▶ determine when facing problems and
- ▶ result-orientation entirety

(Yukl 1989; Northouse 2015; Yukl 2011).

Trait Theory of Leadership



Criticism of Trait Theory

- ▶ Too simple
- ▶ Ignore other factors that influence the development of leaders
- ▶ Ignore the fact that traits may change over time

The Behavioural Theory (1940-1950s)

- ▶ In reaction to the trait leadership theory, the behavioural theories are offering a new perspective, one that focuses on the behaviours of the leaders as opposed to their mental, physical or social characteristics.
- ▶ Leaders are made not born.
- ▶ Focuses on what the leader does, his/ her actions, not traits
- ▶ The behavioural theories first divided leaders in two categories. Those that were concerned with the tasks and those concerned with the people.
- ▶ You can learn how to act like a leader. It is assumed that behaviour can be learned, and so anyone can be trained to be a better leader.

Behavioural Theory

- ▶ Leadership behavioural theories identify behaviours that differentiate effective leaders from ineffective leaders.
- ▶ Lewin, Lippitt, and White (1939) were the pioneers of the behaviour approach to leadership study.
- ▶ They identified three leadership styles, that are autocratic style, democratic style, and laissez-faire style.
- ▶ In the autocratic style of leadership, a leader tends to dictate work methods, makes unilateral decisions, and limits employee participation.
- ▶ In the democratic style of leadership, a leader tends to involve employees in decision-making, delegate authority, and uses feedback as an opportunity for coaching employees.
- ▶ In the laissez-faire style, a leader generally lets the group make decisions and complete the work in whatever way it sees fit.
- ▶ Out of these three styles, the democratic style of leadership was found to be most effective, although later studies showed mixed results

2 behaviours that emerged as being important for effective leaders:

▶ 1. Initiating structure:

- ▶ The extent to which a leader is likely to define and structure his or her role and those of employees in the search for goal attainment.
- ▶ Establishing formal lines of communication, and determine how tasks will be performed.
- ▶ Specifying the task to be performed by each member of his group, sets down deadlines, gives directions and puts pressure on them for its fulfilment

2 behaviours that emerged as being important for effective leaders:

▶ **2. Consideration**

- ▶ Extent to which a person's job relationships are characterized by mutual trust, respect for employees' ideas, and regard for their feelings.
- ▶ A leader high in consideration helps employees with personal problems, is friendly and approachable, treats all employees as equals, and expresses appreciation and support.

Criticism of behavioural theory

- ▶ Proposed 3 leadership styles but a specific leadership style may not be best in all circumstances
- ▶ Difficult to state which leadership style is significant in enabling a group to work better than another
- ▶ Ignore the time factor

Emerging leadership theories

Charismatic leadership

- ▶ The charismatic leadership style relies on the charm and persuasiveness of the leader.
- ▶ Charismatic leaders are driven by their convictions and commitment to their cause.
- ▶ Charismatic leaders also are sometimes called transformational leaders because they share multiple similarities.
- ▶ Their main difference is focus and audience.
- ▶ Charismatic leaders often try to make the status quo better, while transformational leaders focus on transforming organizations into the leader's vision.
- ▶ What sets charismatic leaders apart is that they are essentially very skilled communicators, individuals who are both verbally eloquent, but also able to communicate to followers on a deep, emotional level
- ▶ Charismatic leaders present inspiring vision
- ▶ Emotional manipulation



Charismatic leadership

Pros

- ▶ inspire people to work together for a common cause
- ▶ Committed to a central mission
- ▶ Prioritise learning from mistakes
- ▶ Organisations under this leadership are very cohesive, clear purpose

Cons

- ▶ Leaders may develop arrogance
- ▶ If leader retires, organisation may paralyse: too dependent on leader
- ▶ Leaders may become unresponsive to subordinates
- ▶ Leader may not learn from mistakes
- ▶ Emotional manipulation may lead followers to abandon rational thinking
- ▶ Leaders may become addicted to unquestioning approval of followers
- ▶ Overconfidence, eccentricity, attention seeking, manipulative behaviour can rise

Authentic leadership

- ▶ Authentic Leadership Theory is a relatively recent concept that focuses on the authenticity of leaders and their leadership roles. It emerged from a societal demand for greater integrity and accountability
- ▶ Authentic leadership is rooted in the idea that a leader should be genuine, transparent, and trustworthy, aligning their actions with their inner values and convictions
- ▶ Draws on both positive psychology and ethical philosophy, emphasizing self-awareness, ethical decision-making, and a balanced processing of information.
- ▶ Authentic leadership theory defines the top most desirable qualities a successful leader can have and breaks these down into actionable behaviours anyone can develop over time.

Four key components of authentic leadership

Self awareness

- Know one's own strengths, weaknesses, values and all

Rational transparency

- Openness, honesty in presenting one self
- Admits mistakes

Balance

- Observe well, analyse and find a balance before taking a decision
- Seek others opinion

Sense of morality

- Fair
- Equitable workplace

Characteristics of authentic leaders

**Purpose tied to
passion**

**Behaviour
based on
values**

**Connectedness
in relationships**

**Consistency
built on self
discipline**

**Compassion
from the heart**

Difference between authentic and traditional leadership

DEFINING AUTHENTIC LEADERSHIP		
AUTHENTIC	VS	TRADITIONAL
Lead with purpose		Lead with goals
Lead with values and principles		Lead with selfish agenda
Lead with heart		Lead with ego
Lead by cultivating long-term relationships		Lead by accumulating transactions
Lead by demonstrating excellence through self-discipline		Lead by imposing power and authority

Criticism

- ▶ Vagueness
- ▶ Overemphasis on individuality
- ▶ Cultural bias

Ethical leadership

- ▶ Ethical Leadership Theory focuses on the importance of ethics in leadership, emphasizing that leaders should act as role models in moral conduct for their followers.
- ▶ This theory argues that ethical leadership is not just about leading effectively but leading in a manner that is consistent with universal moral principles such as fairness, justice, and integrity.
- ▶ Ethical leadership has gained significant attention due to growing demands for transparency and accountability in various sectors, including business, government, and non-profits.

Ethical leadership

- ▶ Ethical leadership is when business leaders demonstrate appropriate conduct - in accordance with recognized principles and values - both inside and outside of the office.
- ▶ Through their words and actions, ethical leadership is about demonstrating strong moral principles that will point out wrongdoings (even when it may not benefit their business) and showing what's right at the core of being an ethical leader.
- ▶ Ethical leaders set the example for the rest of the company and expect that their actions and words are respected and followed with the same convictions from their staff.

Key principles of ethical leadership

Integrity

- Acting consistently with principles, values, and beliefs, even when it's inconvenient

Fairness

- Treating all people justly and giving them what they are due in terms of respect and rights.

Concern with the greater good

- Making decisions that benefit the organization and the community, not just individual leaders.

Transparency

- Conducting oneself and the organization's dealings in a clear and open manner.

Respect for others

- Acknowledging the inherent worth of each individual and their contributions.

Criticism

- ▶ What is considered can widely vary between cultures, countries, organisations
- ▶ Potential for conflicts
- ▶ Varying perceptions among followers

Spiritual leadership

- ▶ Spiritual Leadership Theory integrates concepts of spirituality within a leadership context, focusing on how leaders can inspire self and others through deeply rooted spiritual values and a sense of calling that enhances individual and organizational well-being and performance.
- ▶ This theory explores the interplay between leaders' spiritual values and their influence on organizations and followers.
- ▶ It goes beyond traditional leadership theories by incorporating elements of transcendence, intrinsic motivation, and a focus on the broader purpose.

Spiritual leadership

- ▶ Spiritual leadership comprises the values, attitudes, and behaviours that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership (Fry 2003).
- ▶ It is a sense of calling on the part of leaders and followers as well as the creation of organisational cultures characterised by altruistic love whereby leaders and followers express genuine care, concern, and appreciation for both self and others.

Key components of spiritual leadership

Vision

- A compelling image of a hopeful future that is rooted in a sense of calling and purpose. This vision provides a clear sense of direction and meaning for followers.

Altruistic love

- A culture of compassion, forgiveness, and integrity promoted by leaders.
- It involves caring for the well-being of others and fostering personal connections among team members.

Hope/ faith

- The belief that the vision can be achieved through perseverance and the effort of the group, instilling confidence among followers.



THANK YOU!