

Leadership-II

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Theories of Leadership



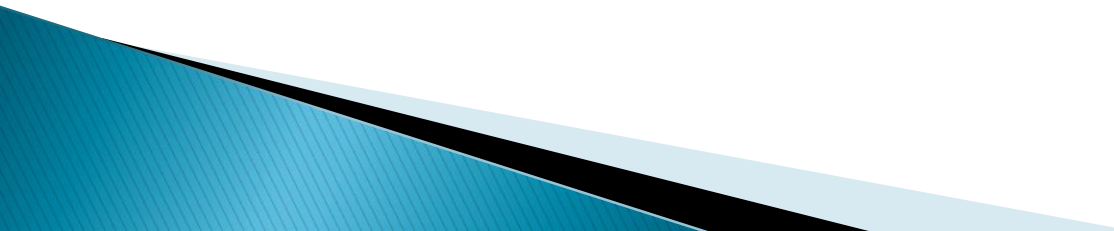
Trait Theory

- ▶ Classical Approach
- ▶ Theories that consider personality, social, physical, or intellectual traits to differentiate leaders from nonleaders
- ▶ Importance has been given to personal traits
 - innate characters
 - Good personality, intelligent, creative, imaginative, Extraversion, honesty, sincerity, Conscientiousness, Openness, integrity, responsibility, courage, self-confidence, etc.
- Traits can predict leadership, but they are better at predicting leader emergence than effectiveness.

▶ Weaknesses

- No universal traits found that predict leadership in all situations
- No unanimity on the traits
- Difficult to measure the traits
- Unclear evidence of the cause and effect of relationship of leadership and traits

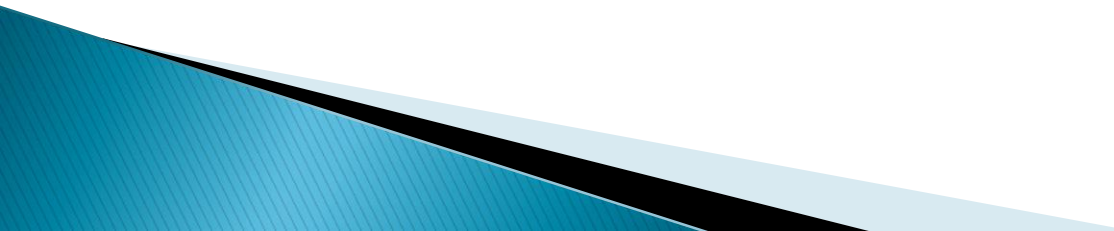
Behavioural Approach

- ▶ Theories proposing that specific behaviors differentiate leaders from nonleaders
 - ▶ Emphasis on the acts rather than traits
 - ▶ Leadership behavior can be taught
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Ohio State Studies

- ▶ Used the Leader Behavior Description Questionnaire (LBDQ)
- ▶ To identify independent dimensions of leader behavior
- ▶ **Initiating Structure:**
 - Defines his/her role
 - Defines each employees role
 - Formulation of Groups and assigning task
 - Standard of performance
- ▶ **Consideration:**
 - People oriented, cooperation, consensus, trust
- ▶ **Favors high– high**

Michigan Study

- ▶ Employee Oriented
 - Emphasis on interpersonal relations
 - Needs satisfaction of employees
 - ▶ Production Oriented
 - Task oriented
 - Emphasizes technical aspect
 - ▶ Favors employee oriented
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Managerial Grid

- ▶ Developed by Blake and Mouton
- ▶ Concern for People
- ▶ Concern for Production
- 9,9: Best team managers
- 9,1: Authoritative
- 1,9: laissez-faire (country club)
- 1,1: Impoverished manager
- 5,5: Adequate

