

Chapter 8

Leadership



What is leadership?

- ***Definition*** of Leadership:
 - Leadership is the ability to influence a group to achieve a common goal or vision.
 - It is an interactive relationship between the leader and followers.

Assigned VS. Emergent Leadership

- **Assigned Leaders:**

- Individuals become leaders because of their formal position that was given to them by an organization.
 - In the public sector, many leaders/managers are considered as assigned leaders/managers.

- **Emergent Leaders:**

- Individuals become leaders because their followers respond to them and admire their character.

Leader VS. Manager

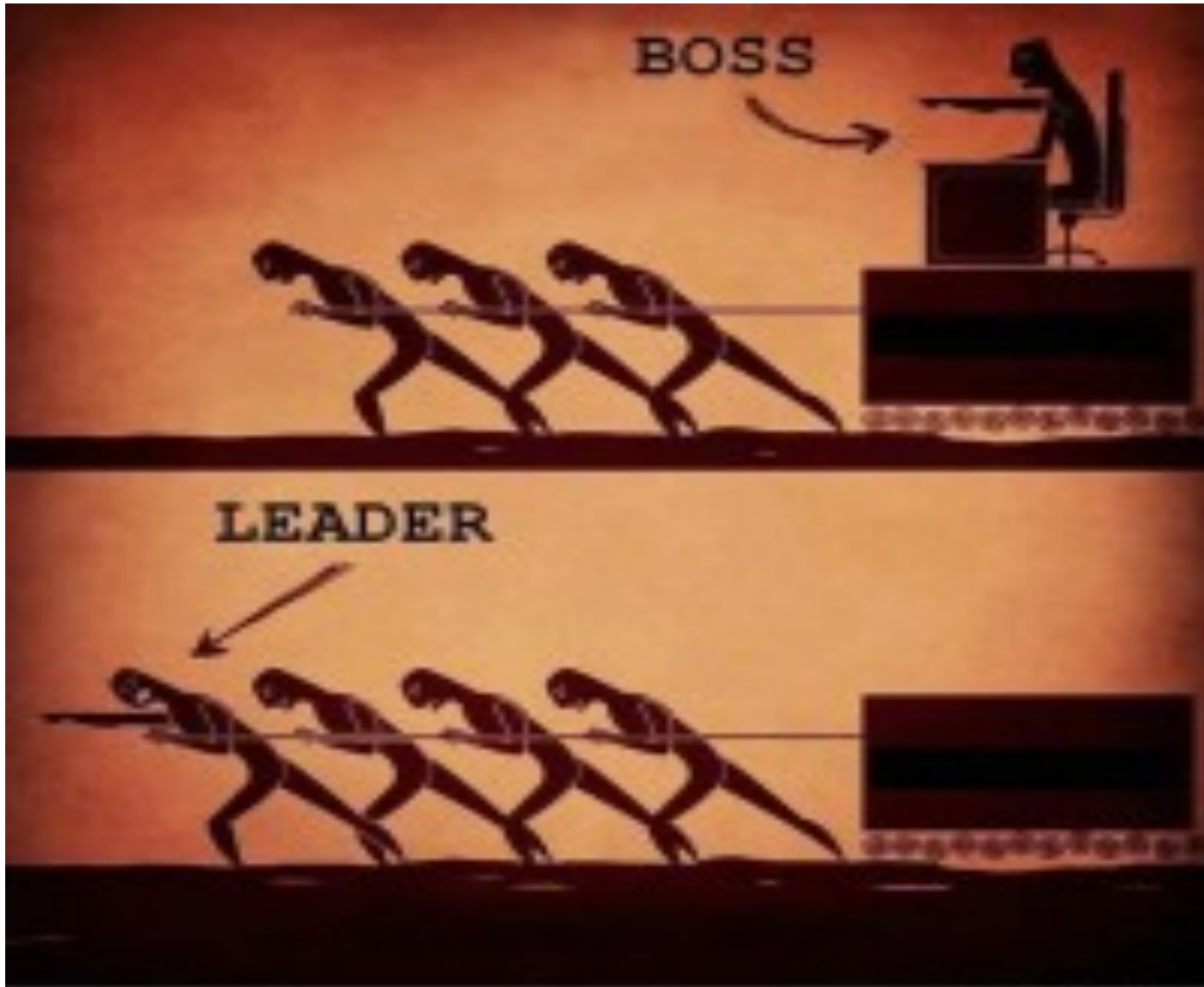
- **Managers:**
 - Use management tools “POSDCORB” (planning, organizing, budgeting etc.) to manage activities and control organizations and its operations.
 - Are concerned with accomplishing tasks.

Leader VS. Manager

- **Leaders:**

- Provide change and creativity.
- Establish the basic vision or purpose of the organization.
- Show a direction to his followers and share them into his vision.
- Motivate, inspire, and influence followers.

Leader VS. Manager



Leadership Theories

- 1- Traits Theory.
- 2- Skills Theory.
- 3- Style/Behavioral Theory.
- 4- Situational Theory.
- 5- Path-Goal Theory.

1- Traits Theory

- It is the oldest theory.
- This Theory shows that:
 - Some People have special characteristics “traits” that make them leaders. (“Leaders are born, not made”).
 - Some important traits:
 - Intelligence, self-confidence, determination, honest, sociable, charismatic.

1- Traits Theory

- Many scientists criticize (Traits Theory) because leaders can be made and develop themselves. It is not true that people must have specific characteristics when they are born in order to be an effective leader.

2- Skills Theory

- This theory shows that:
 - a leader needs abilities in order to be effective leaders.
 - These skills/abilities can be learned and developed.
- Leaders should have several skills:
 - *Technical Skills*: are knowledge and skills in a specific work.
 - *Human Skills*: are skills to work with people.
 - *Conceptual Skills*: abilities and skills to deal with ideas of others.

3- Style/Behavioral Theory.

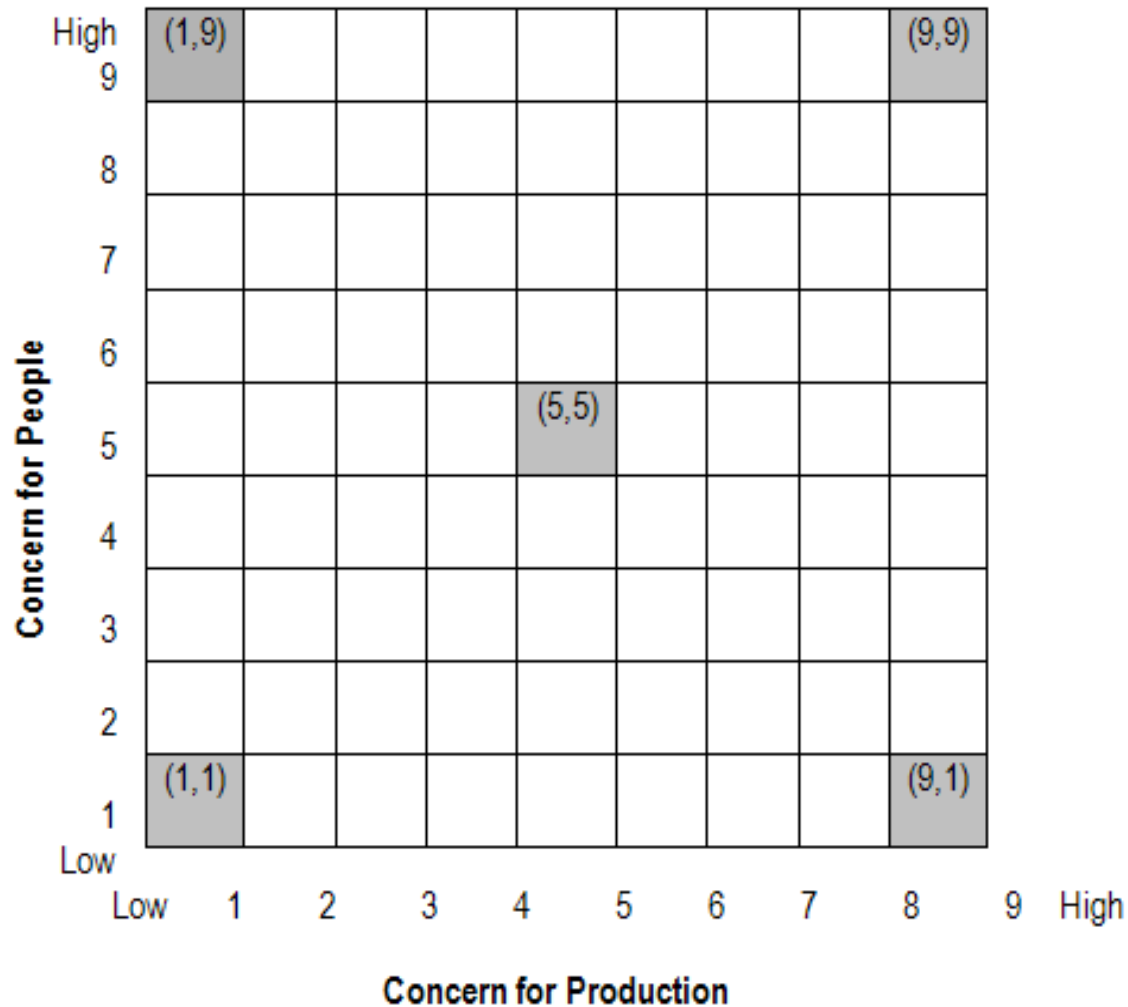
- This Theory shows that:
 - Leaders' behaviors or styles will make an effective leadership.
- There are two styles of leaders:
 - 1) **Task-Oriented Style**: teaching subordinates about how to accomplish their tasks/work.
 - 2) **Relationship-Oriented Style**: concerning employees' social needs and environment.

3- Style/Behavioral Theory.

- Leaders must assess and choose the style (task or relationship) or make the right mix of task and relationship styles.
- Managerial Grid for Leadership Styles:

3- Style/Behavioral Theory.

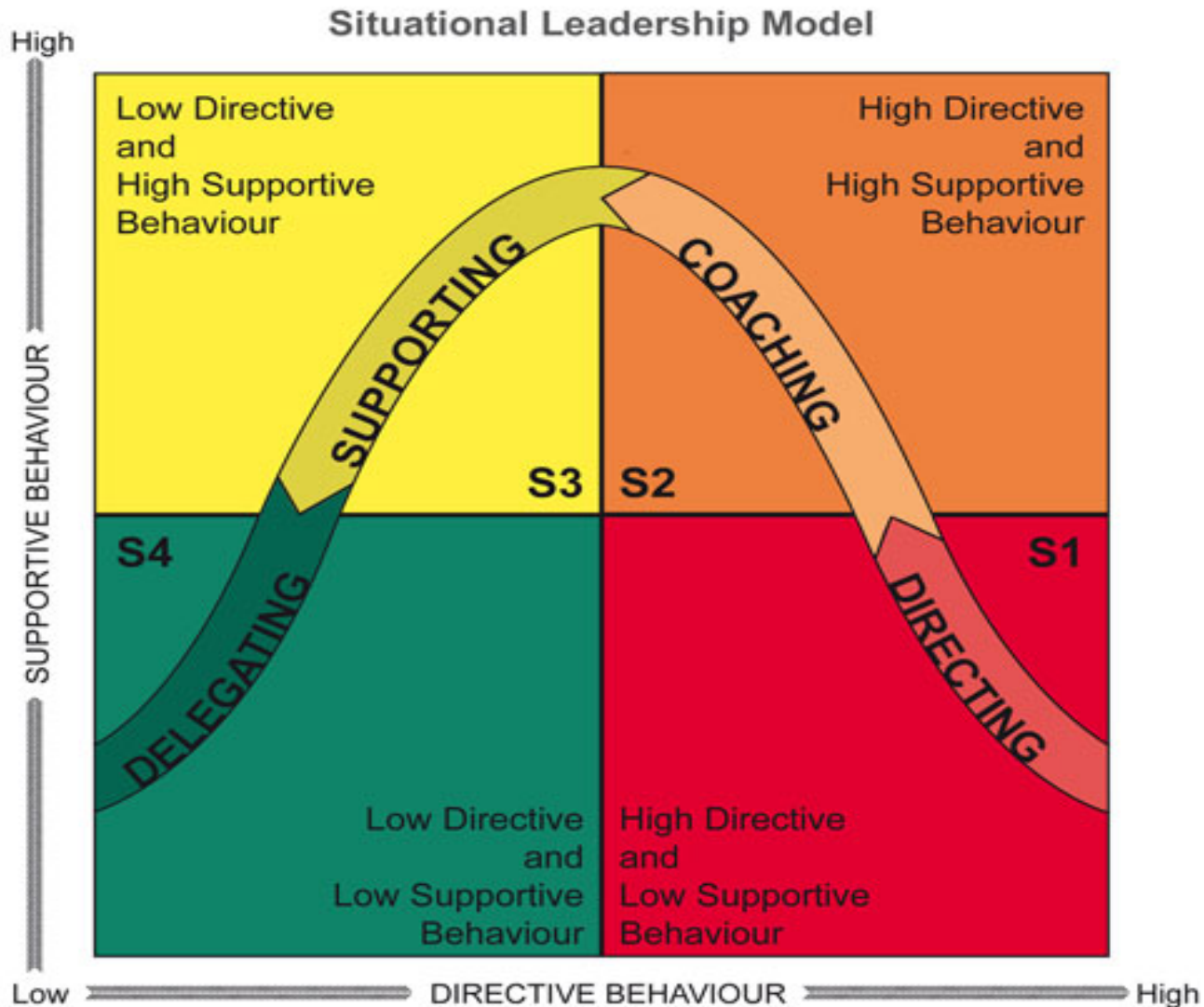
Figure 1: Managerial Grid



4- Situational Theory.

- This theory shows that:
 - Effective leaders depend on the proper fit between: (1) leaders' style, (2) employee readiness/need.
- Leaders assess the readiness/situation of their employees to determine which of four leadership style is suitable:
 - Directing style.
 - Coaching style.
 - Supporting style.
 - Delegating style.

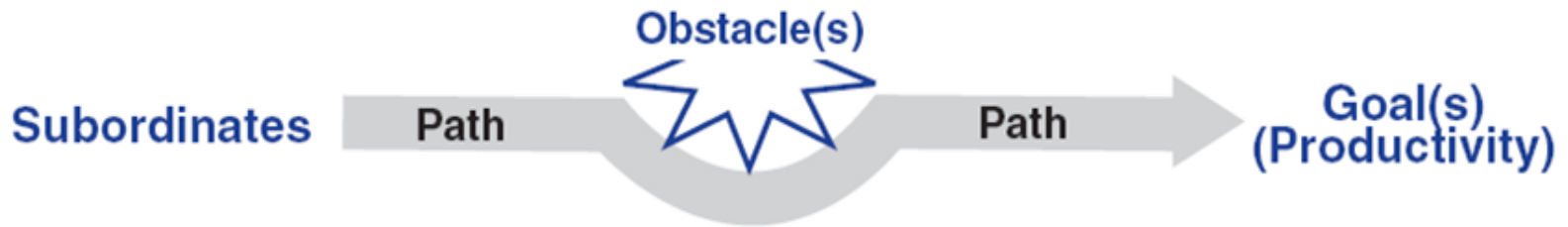
4- Situational Theory.



5- Path-Goal Theory.

- This theory shows that:
 - Effective leaders perform two functions:
 - Identifying the path to employees and showing its direction to achieve their goals.
 - Removing obstacles on the path & providing support.

5- Path-Goal Theory.



Path–Goal Leadership

- Defines goals
- Clarifies path
- Removes obstacles
- Provides support

(Northhouse, 2012)

Transformational Leadership

- ***Transformational Leadership:***
 - Focuses on employees' intrinsic needs in order to inspire them. Transformational leaders share power and responsibility to their employees in order to be a part of the organizational vision.
 - Transformational leadership is a process that transforms and changes subordinates/followers to be effective at the organization.

Transformational Leadership

- **Characteristics of transformational leaders:**

1- Sensitive and good listeners to followers and their needs.

2- Encouraging followers to be innovative.

3- communicating and inspiring employees to be a part of organizational vision.

Transformational Leadership

4- Having charisma that influences followers.

5- Having high moral and ethical aspects.

6- Transformational leaders create an attractive vision of the future that would “transform” their organizations and followers to achieve future demands.

Transformational Leadership

- Criticisms/negatives:
 - Transformational leadership might be used in a negative way (for example: Hitler).

Limitations of Leadership

- There are several aspects that may limit the role of the leader at the organization. Some of these aspects:
 - Organizational and government regulations/rules.
 - The maturity of follower/employee.
 - The clarity of employee's job.

How about followers?

- Followers can be an important factor that might make effective leaders
- In other words, sometimes, leaders might be good or effective because of good followers that leaders lead them.

Conclusion

- Based on several theories of leadership, what is the best leadership theory? And what is the worst leadership theory? Specially in the public sector