D P VIPRA COLLEGE BILASPUR CG

DEPARTMENT OF COMMERCE

Leadership Theories

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Theories

- Trait Approach
- Skills Approach
- Style Approach
- Situational Approach
- Contingency Theory
- Path-Goal Theory

- Leader Member Exchange
- Transformational
- Transactional
- Team Leadership

Style Approach

- Emphasizes the behavior of the leader
- Style approach seeks to explain how leaders combine task and relationship behaviors to influence subordinates in their efforts to reach a goal.
- Style Approach reminds leaders that their actions toward others occur on a task level and a relationship level. Some situations demand more task orientated style and others a more relationship style based orientation.

Style Theory

- Two General kinds of behaviors
  - Task behaviors - facilitate goal accomplishment
  - Relationship behaviors - help subordinates feel comfortable with themselves, with each other, and with the situation they find themselves

Style Approach

- Ohio State

Leader Behavior Description Questionnaire (LBDQ) - composed of 150 questions

Found that there are two general types of leader behavior

Initiating structure - task behaviors

Consideration- relationship behaviors

Style Approach

- University of Michigan Studies

Research identified two types of leadership behaviors

Employee orientation- behavior of leaders who approach subordinates with strong human relations emphasis (similar to consideration)

Production orientation- leadership behaviors that stress the technical and production aspects of a job (similar to production orientation)

Style Approach

Blake and Mouton's Managerial Grid

- **9,1 Authority compliance-** heavy emphasis on task and job requirements and less emphasis on people
- **1,9 Country Club Management-** low concern for task accomplishment coupled with high concern for interpersonal relationships
- **1,1 Impoverished Management-** unconcerned with both task and interpersonal relationships
- **5,5 Middle of the Road Management-** leaders who are compromisers
- **9,9 Team Management-** strong emphasis on both tasks and interpersonal relationships

Style Approach

- Pros
  - Expanded research to include what leaders did and how they acted
  - Research has been validated by several studies and researchers
  - Task and relationship behaviors work together to form the core of the leadership process
  - Leaders can learn a lot about themselves by looking at their behaviors in the light of task and relationship dimensions

Style Approach

- Cons
  - Research has not shown the connection from leader's styles to performance outcomes
  - Theory fails to find a universal style of leadership that could be effective in almost every situation
  - Theory implies that 9,9 is most effective leadership style however that may not be the case in all situations

Situational Approach

Situational Approach

- Focuses on leadership in situations

- Composed of a directive and supportive dimension

- A leader must match his or her style to the competence and commitment of the subordinates.

- Effective leaders are those who can recognize what employees need and then adapt their own style to meet those needs

- Effective leadership occurs when the leader can accurately diagnose the development level of the subordinates in a task situation and then exhibit the prescribed leadership style that matches that situation

Situational Approach

Directive Behavior

- helps group members accomplish goals by giving directions, defining roles, setting time lines, evaluating and showing how goals will be met.

- Explains what is to be done, how it is to be done, and who is responsible for doing it

- One way communication

Situational Approach

Supportive Behavior

- helps coworkers feel comfortable about themselves, their coworkers and the situation.

- Asking for input, praising, listening, sharing information about oneself

- Two way communication

Situational approach

Four Leadership Styles

↑
S
U
P
P
O
R
T
I
V
E
↓

High supportive And low directive Behavior (Supporting)	High Directive and High Supportive Behavior (Coaching)
Low Supportive and Low Directive Behavior (Delegating)	High Directive and low supportive Behavior (Directing)

←Directive Behavior→

Situational approach

Four Development Levels

↑
H
I
G
H

Low competence and some commitment

variable competence and high commitment

High commitment and high competence

High commitment and some competence

L
O
W
↓

←Developed   Developing→

High   Moderate   Low

Situational Approach

- Constructed around the idea that employees move forward and backward along the developmental continuum

- In any situation the leader must first determine the nature of the situation

  – Leader asks him/herself questions like:

  What is the task I need to ask the subordinates complete?

  How complex is the task?

  Are the subordinates sufficiently skilled to complete the task?

Situational Leadership: A Brief Questionnaire

Situation 1:

Because of budget restrictions imposed on your department it is necessary to consolidate. You are thinking of asking a highly capable and experience member of your department to take charge of the consolidation. This person has worked in all areas of your department and has the trust and respect of most of the staff. She is willing to help with the consolidation.

A. Assign the project to her and let her determine how to accomplish it

B. Assign the task to her, indicate to her precisely what must be done, and supervise her work closely.

C. Assign the task to her and provide support and encouragement as needed.

D. Assign the task to her and indicate to her precisely what needs to be done and make sure you incorporate her suggestions

Situational Approach

- Pros
  - Has stood the test of time in the marketplace
    - More than 400 fortune 500 companies use it in training programs
  - It is practical and has straight forward approach
  - It is *prescriptive* – it tells you what you should and should not do in various contexts
  - Emphases leader flexibility – leaders need to find out about their subordinates needs and adapt their style accordingly
  - Forces leader to treat each subordinate differently based on the task at hand

Situational Approach

- Cons
  - Only a few research studies have been completed on this approach
  - Not a clear connection between commitment and competency or how this is determined
  - Why do subordinates who learn a task (become more competent) become less committed?
  - Fails to take into account certain demographics (education, experience, age, and gender)
  - Also fails to address how one on one leadership vs group leadership is taken into account- Should the leader match each subordinate or the overall group

References

Northouse, P.G. (2007) Leadership Theory and Practice. Sage Publications, Inc. Thousand Oaks, CA.