

Leadership- Theory and Practice

In this recording we summarise the content of chapter 7 Leadership- Theory and Practice. Studying this chapter should help you review the main theories of leadership; discuss alternative styles of leadership; compare various types of leader; contrast the leader and manager roles; .

Introducing the chapter, the authors start with 1. Every manager and business leader must consider, as a matter of routine, the attainment of organisational goals and superior performance. This presents issues of effectiveness (strategy/goals) and efficiency (the use of resources). This chapter explores the concepts of leadership (and management) and will focus on the leaders' use of power to influence and persuade followers to act in ways which help the organization attain its goals. Chapter 7 describes a number of different ways of looking at leadership, discusses the tensions between concern for the task and concern for people, and summarises a number of important theories of leadership. Leadership is a concept which has fascinated humankind for centuries, but only in recent years has any kind of theory of leadership emerged. This chapter describes and comments on a number of the theoretical and practical aspects of leadership in the work situation. A review of the main theories of leadership is followed by a discussion of the alternative styles of leadership available, in practice, to a person in a management or supervisory position..

The key concepts discussed within this chapter are:

Appointed Leader - A leader who influences others by virtue of their position; Charismatic leadership - The ability to exercise leadership through the power of the leader's personality.; Contingency theory of leadership - a view which argues that leaders must alter their style in a manner consistent with aspects of the context; Functional Leader - A person who leads by action rather than by position; Leadership - "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives"; power - the ability of individuals or groups to persuade, induce or coerce others into following certain courses of action; Situational leadership - an approach to determining the most effective style of influencing; Traits approach to leadership - "assumes leaders are born and not made. Leadership consists of certain inherited characteristics, or personality traits, which distinguish leaders from followers. Attention is focused on the person in the job and not the job itself"; .

Other terms discussed include:

Principle-centred Leader; Styles of leadership; traditional authority; .

Summarising and concluding, the author(s) make the following comments - 20. Organizational leadership is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members.

A comparison between the various leadership theories is shown in Figure 7.6, which concludes this chapter. Leadership appears to be a critical determinant of organisational effectiveness – much of leadership is about influencing the behaviour of others. To be a successful leader, managers are likely to need a variety of cognitive (memory of detail and analytical ability), interpersonal (persuasive/good communicators) and technical skills. The function of the leader is to ensure the organisation does the right thing (effectiveness) whilst that of the manager is to ensure things are done right (efficiency); the leader is concerned with establishing direction, the vision and organisational goals and influencing followers to obtain commitment. Consequently, the leader must be a good communicator and able to influence others-motivating and inspiring.

Leadership behaviours tend to be grouped into those focussing on work (task oriented behaviour) and those considering the follower. Consideration behaviours are based on relationship building (relations-oriented behaviour), supporting, developing, recognising and helping others. Specific task

behaviours include planning work activities, clarifying roles and objectives and monitoring operations and performance - how things get done. The two key orientations (task and relationship building) reflect a concern for people and a concern for production, both of which are important for effective leadership. Subsequent research added a third orientation, behavioural set, based on approaches to change. Power describes the ability to influence others, to get them to do things. In some cases the leader may influence subordinate or follower attitudes and in other cases their behaviour. Scholars have identified several types of power: reward, coercive, referent (Charisma), legitimate (position power), expert, informational, affiliation and group. The type of behaviour used intentionally to influence the attitudes and behaviour of another person is usually called an influence tactic.

Participative leadership involves effort by a leader to encourage and facilitate participation by others in making important decisions. Participative leadership, delegation and empowerment are concepts linking the power and behaviour approaches to leadership..

We have now reached the end of the chapter 'Leadership- Theory and Practice'.

There are a number of references for this chapter where further reading opportunities are identified for you.

Additionally, there are questions or activities to help develop and test your understanding of this chapter