

Perspectives on Leadership

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Leadership

The activity or ability of influencing the thoughts and actions of a group of people or an organization

Leadership shifts



<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/new-leadership-for-a-new-era-of-thriving-organizations>

AUTOCRATIC



Do This!



LAISSEZ-FAIRE



Do this or that
as you see fit



DEMOCRATIC



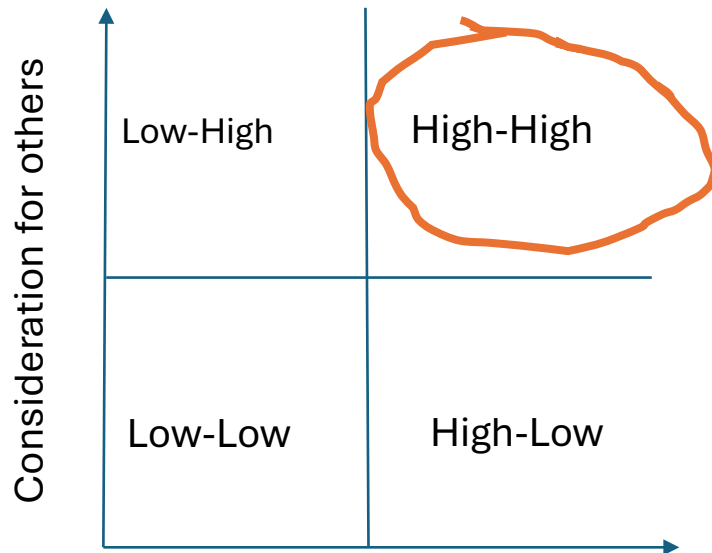
What do you
think we
should do?



Behavioural Theories

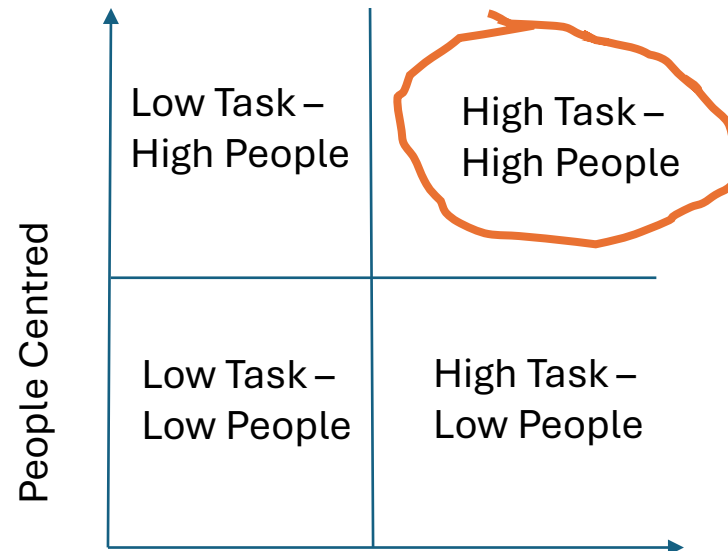
Leadership is defined by how leaders behave with followers

Ohio Studies (1940s) –
Consideration vs Initiating
Structure



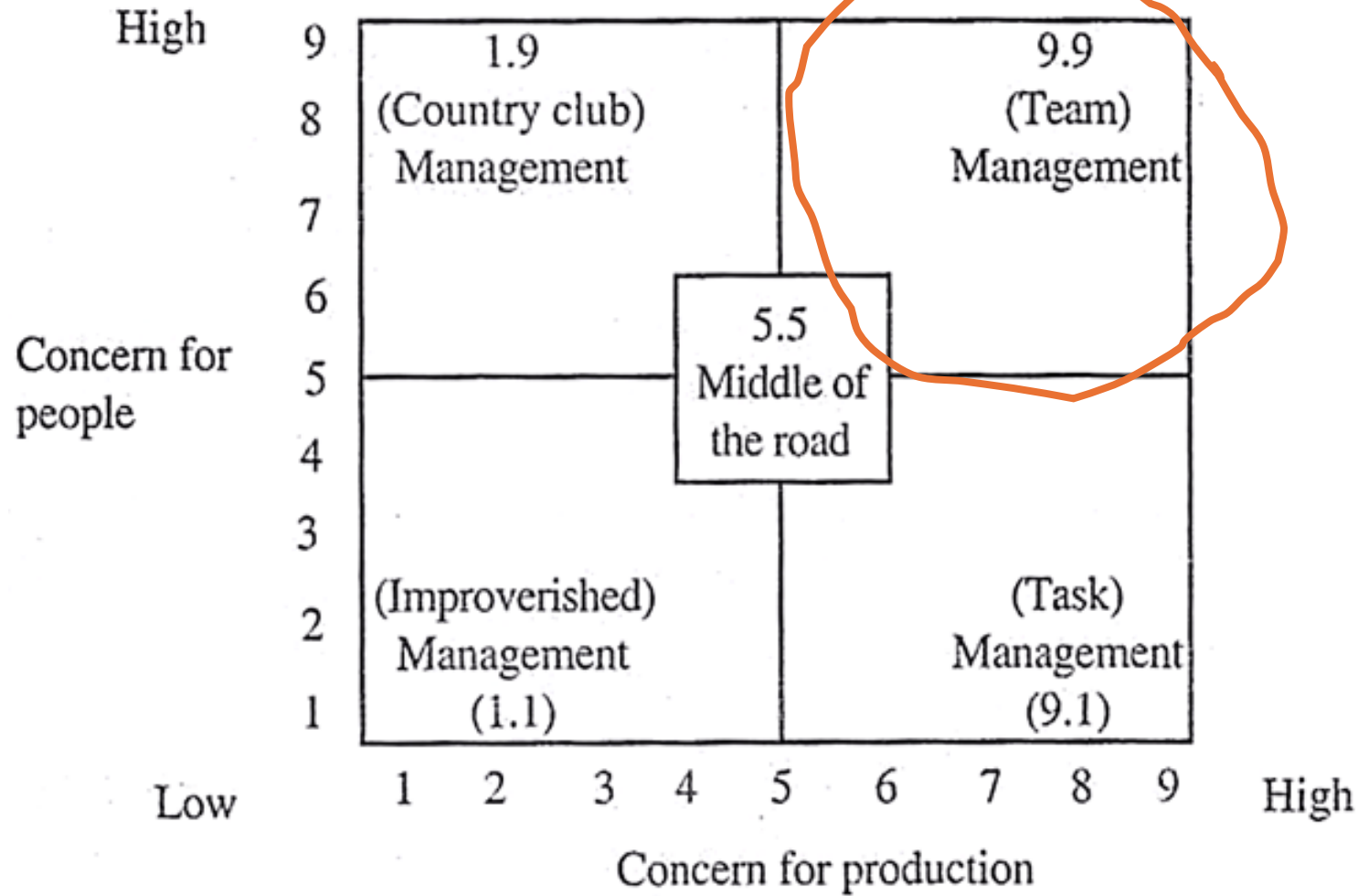
Initiating Structure

Michigan Studies (1950s) –
People-Centred vs Task
Centred



Task Centred

Managerial Grid (Blake & Mouton, 1964)

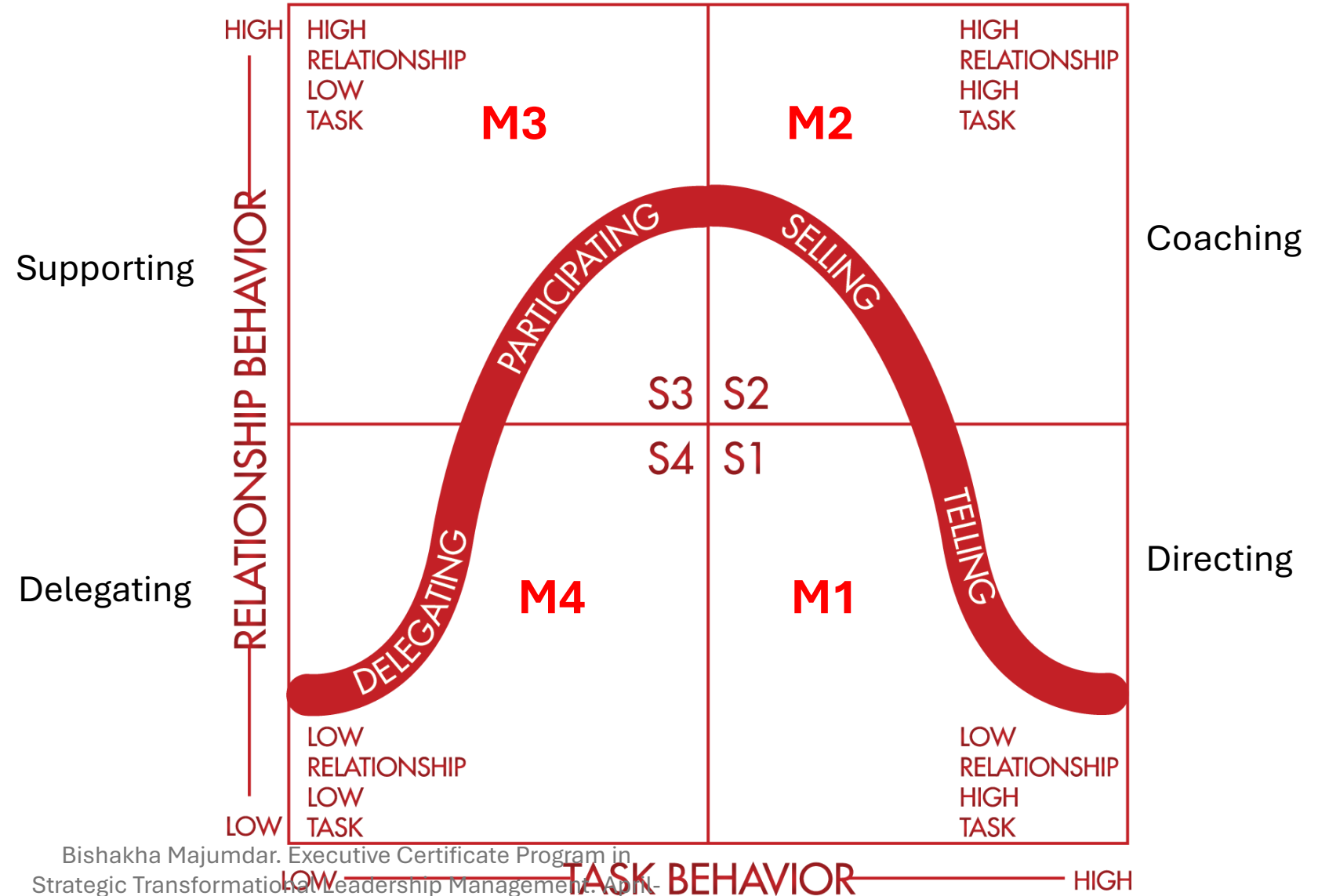


MANAGERIAL GRID

Situational Leadership Theory (Hersey & Blanchard)

SITUATIONAL LEADERSHIP®

Subordinate Maturity	Performance Readiness
M1	Unable and Unwilling
M2	Unable but willing
M3	Able but unwilling
M4	Able and willing



Transactional vs Transformational Leadership

Transactional

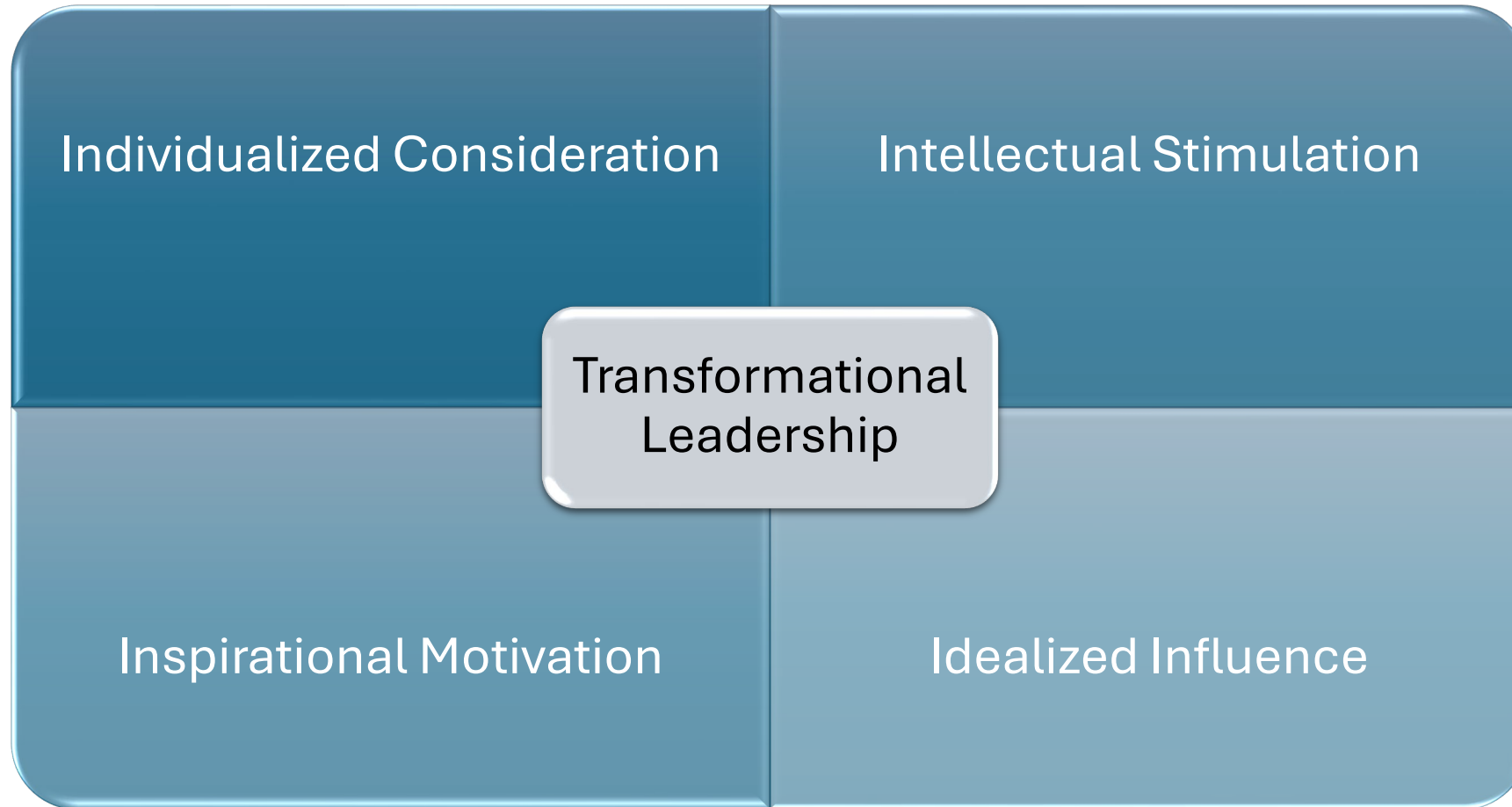
- Reactive
- Management by Exception (rewards/punishment)
- Maintain status quo

Transformational

- Idealized influence
- Inspirational motivation
- Individualized consideration
- Intellectual stimulation

*Concern and empathy for followers;
personal attention*

*Challenges followers to be innovative
and creative*



Popularity as the
source of authority

Long-term approach

Influences
follower's attitude

Supervision is made
redundant with time

*Shows a vision for the future, reaching
beyond the ordinary*

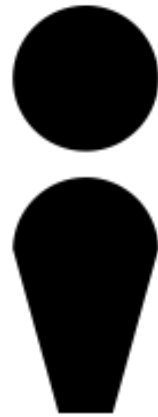
*Walks the talk; is a role model for
others*

Transformational and Charismatic Leaders

- High on charisma; seen as a role model or an aspirational figure
 - Has empathy with the followers
 - Shares limelight
 - Empowers followers to become leaders
- High on charisma; seen as a role model or an aspirational figure
 - More focused on self
 - Seeks limelight
 - Lets followers remain dependent on oneself



Trust in Others
(YOU'RE OK/
YOU'RE NOT OK)



Trust in self
(I'M OK /
I'M NOT OK)



Trust in Others
(YOU'RE OK/
YOU'RE NOT OK)

Trust in self
(I'M OK /
I'M NOT OK)

LIFE POSITIONS

Sticks to here & now.
Depends on reason.
Empowers others

