Academic Perspectives on Leadership

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What is leadership?

- *To an extent leadership is like beauty; it's hard to define, but you know it when you see it' (Bennis, 1989)*

What is leadership?
How does it differ from management?

What are the differences between leadership and management?

Leadership

- Instigate change
- Sets direction/vision
- Strategically align people
- Motivate people

Management

- Deal with complexity
- Organize staffing
- Control the day to day organization
- Solve problems

Adapted from (Kotter 1990)

EXHIBIT 1.3 Comparing Management and Leadership

	Management	Leadership
Direction:	• Plan and budget • Minimize risk for sure results • Focus on bottom line	• Create vision and strategy • Maximize opportunity • Keep eye on horizon
Alignment:	• Organize and staff • Direct and control • Create structure and order	• Create shared culture and values • Provide learning opportunities • Encourage networks and flexibility
Relationships:	• Invest in goods • Use position power • Focus people on specific goals	• Invest in people • Use personal influence • Inspire with purpose and trust
Personal Qualities:	• Emotional distance • Expert mind • Talking • Conformity • Insight into organization	• Emotional connections (Heart) • Open mind (Mindfulness) • Listening (Communication) • Nonconformity (Courage) • Insight into self (Character)
Outcomes:	• Maintain stability; create a culture of efficiency	• Create change and a culture of agility and integrity

Sources: Based on John P. Kotter, *A Force for Change: How Leadership Differs from Management* (New York: The Free Press, 1990) and ideas in Kevin Cashman, "Lead with Energy," *Leadership Excellence* (December 2010), p. 7; Henry Mintzberg, *Managing* (San Francisco: Berrett-Koehler, 2009); and Mike Maddock, "The One Talent That Makes Good Leaders Great," *Forbes* (September 26, 2012), www.forbes.com/sites/mikemaddock/2012/09/26/the-one-talent-that-makes-good-leaders-great/ (accessed March 7, 2013).

Sensitiv

Academic views on leadership….

- 1900's - 'Great Man' – natural 'heroes' born, not made..
- 1920's - Trait theories - 'leadership characteristics/traits'
- 1930's - Style - behaviour approach – 'its not who a leader is but what they do and how they do it'
- 1960's Contingency Theories – 'its not what a leader does but how they respond to the situation/context..
- 1980's onwards: New leadership theories – leadership as a process affecting individuals and organisations (e.g. transformational)
- 1980's Influence Theories – 'charismatic, visionary leader'
- 1990's Relational Approach - 'quality of the relationship between the leader and person'
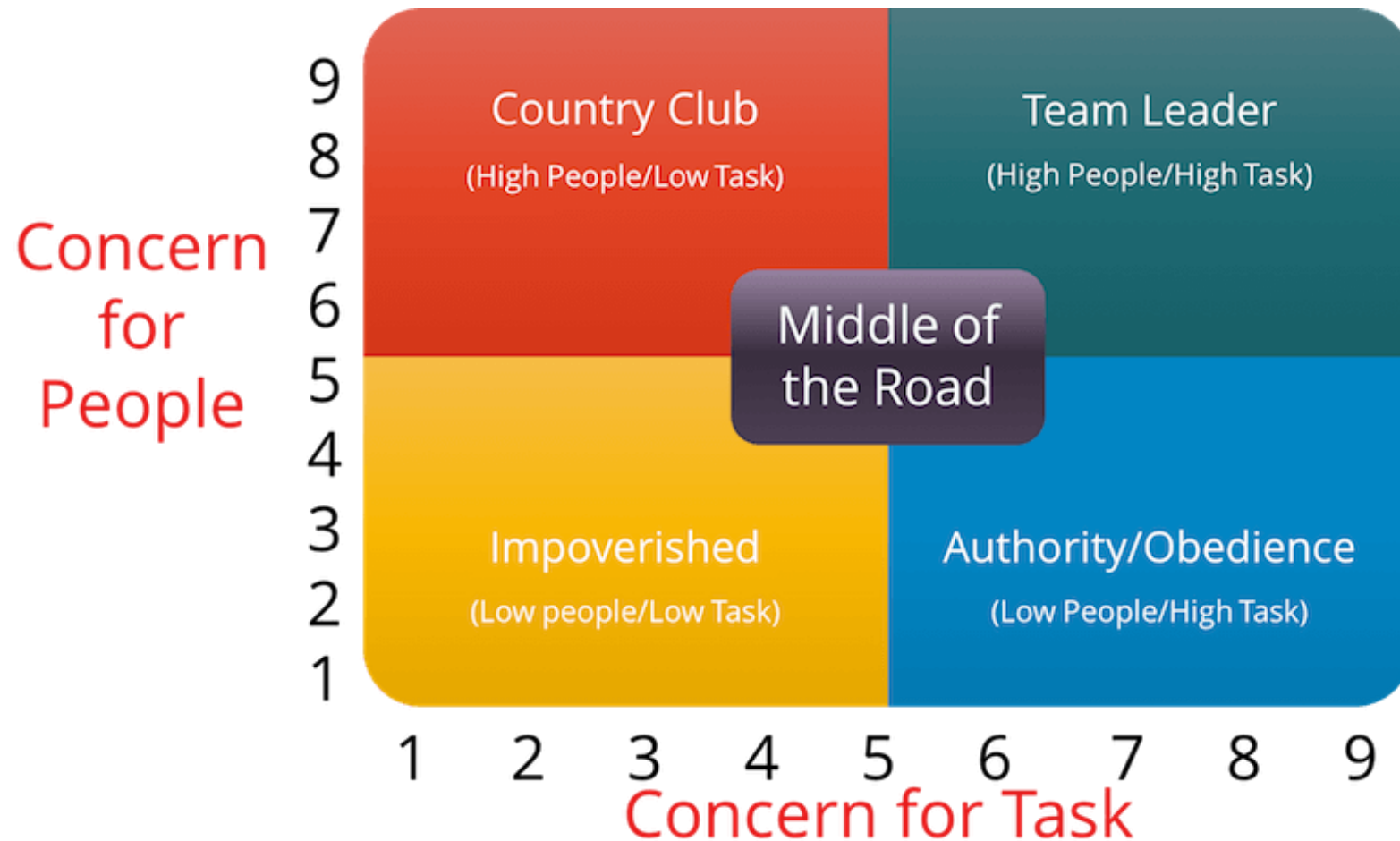
Academic views on leadership

21st Centrury - Emerging Leadership approaches

- Authentic Leadership – 'authenticity and passion'
- Ethical Leadership – 'core values, vision with service'
- Servant Leadership – 'Servant first vs leader first'
- Spiritual leadership – 'values and calling'

Style - behavioural approach

- How managers use task and relationship behaviours in the organisational setting (Blake and Moulton, 1964)

The Blake and Moulton Managerial Grid. The vertical axis labelled "Concern for People" ranges from 1 to 9, and the horizontal axis labelled "Concern for Task" ranges from 1 to 9. Four quadrants are shown: Country Club (High People/Low Task), Team Leader (High People/High Task), Impoverished (Low people/Low Task), and Authority/Obedience (Low People/High Task), with Middle of the Road in the centre.

Situational Approach (1960's - ..)

Contingency theory focuses on the match between the leader's style and specific situational factors

Hershey & Blanchard, 1969

Situational Leadership Model

High

S3 Low Directive and High Supportive Behaviour

S2 High Directive and High Supportive Behaviour

SUPPORTING

COACHING

S4 Low Directive and Low Supportive Behaviour

S1 High Directive and Low Supportive Behaviour

DELEGATING

DIRECTING

SUPPORTIVE BEHAVIOUR

Low — DIRECTIVE BEHAVIOUR — High
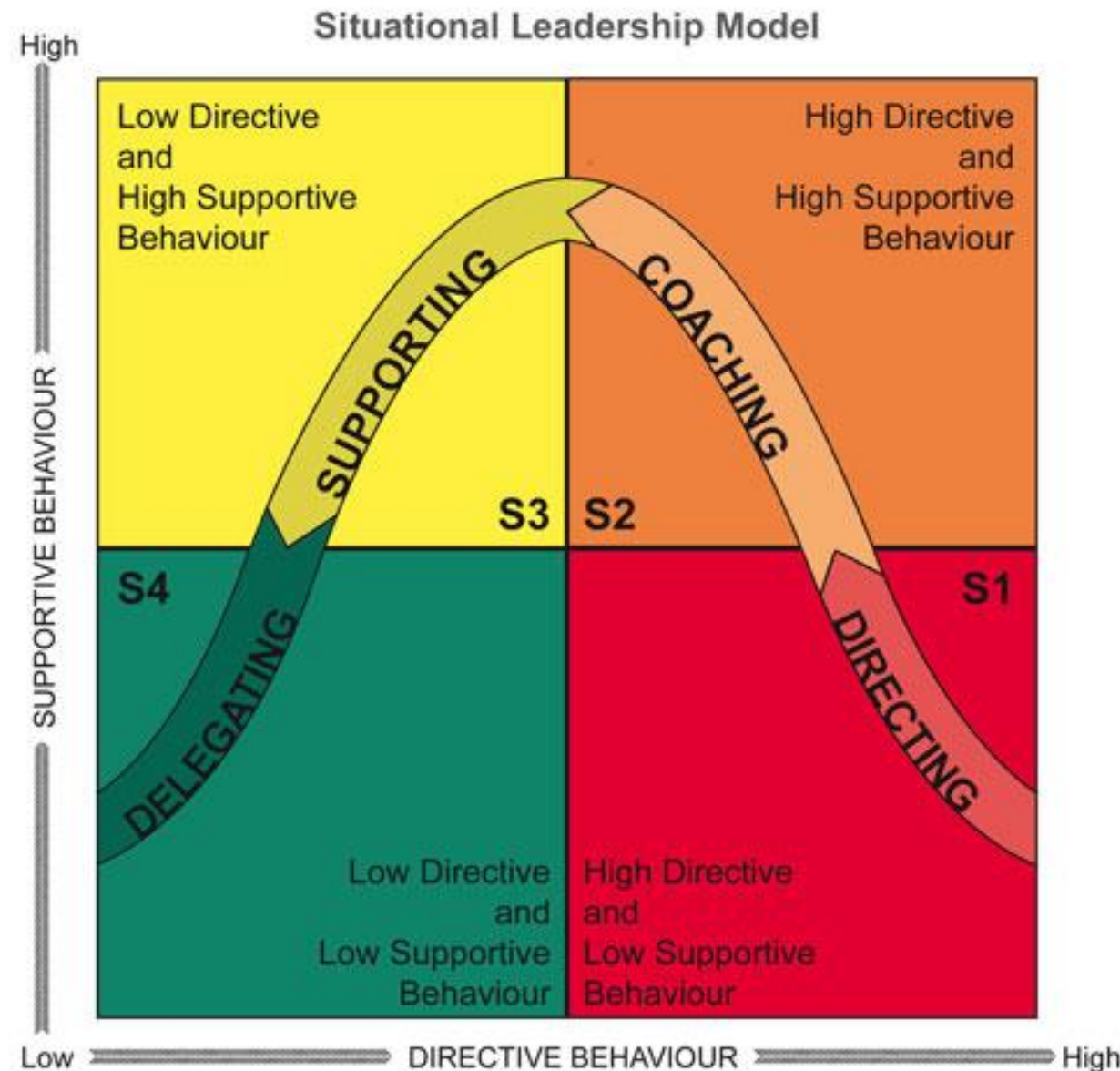
New Leadership in 21st Century

- Appeared in mid-1980's 'new leadership approaches' (Bryman, 1992)

- Describing *'leadership as a process that changes people and organisations'*

- Growing recognition of the role of informal leadership at all levels

- Leadership studies focusing on *'Visionary or Charismatic'* leadership theory

- Transactional vs Transformational leadership (Burns, 1978, Bass & Avolio, 1994-2004)

Transformational Leadership

- Able to inspire and motivate people to do more than they would normally do, despite obstacles and personal sacrifices
- Have an inspiring vision of an imagined future that people identify with
- Ability to empathise and understand, empower and trust people to accomplish results
- Special ability to bring about innovation and change by recognising people's needs and concerns, bring meaning,
- Challenging people to look at old problems in new ways, and act as role models for new values and behaviours
- Typically, emotionally stable and positively engaged with the world

Authentic Leadership (George, 2003)

- Leaders who know and understand themselves
- Who espouse and act consistent with higher order ethical values
- Who empower and inspire others with their openness and authenticity.
- Key characteristics of authentic leaders
  - Pursue their purpose with passion
  - Practice solid values
  - Lead with their heart as well as their hearts
  - Establish connected relationships
  - Demonstrate self-discipline

The Top 10 Leadership Competencies, Grouped Into Five Themes

When 195 global leaders were asked to rate 74 qualities, these rose to the top.

PERCENTAGE OF RESPONDENTS

Theme		%	Quality
Strong ethics & safety		67%	Has high ethical and moral standards
Self-organizing		59	Provides goals and objectives with loose guidelines/direction
		56	Clearly communicates expectations
Efficient learning		52	Has the flexibility to change opinions
Nurtures growth		43	Is committed to my ongoing training
Connection & belonging		42	Communicates often and openly
		39	Is open to new ideas and approaches
		38	Creates a feeling of succeeding and failing together
		38	Helps me grow into a next-generation leader
		37	Provides safety for trial and error

SOURCE SUNNIE GILES

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Competencies of Leadership?

Harvard Business 2016 Review of 195 global leaders in 15 countries over 30 global organisations.
https://hbr.org/2014/12/research-10-traits-of-innovative-leaders

EUROPEAN ATHLETICS
YOUR SPORT FOR LIFE

Leadership revisited?

- *Role*
- *Focus*
- *Capability*
- *Profile*
- *Team*

Action Centred Leadership and STRAP
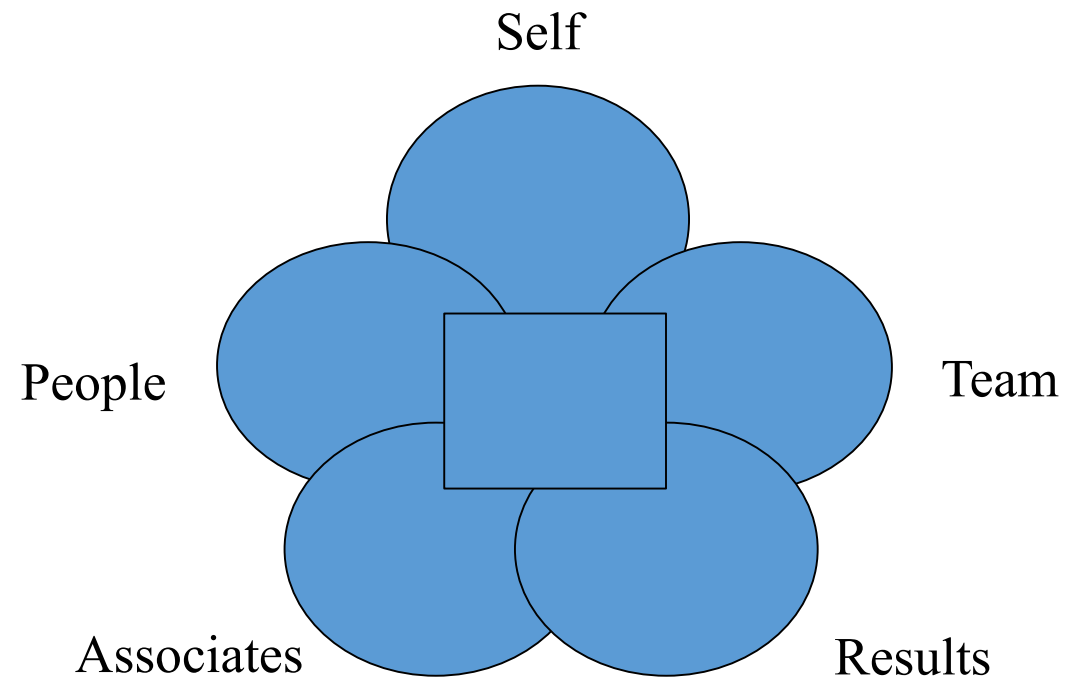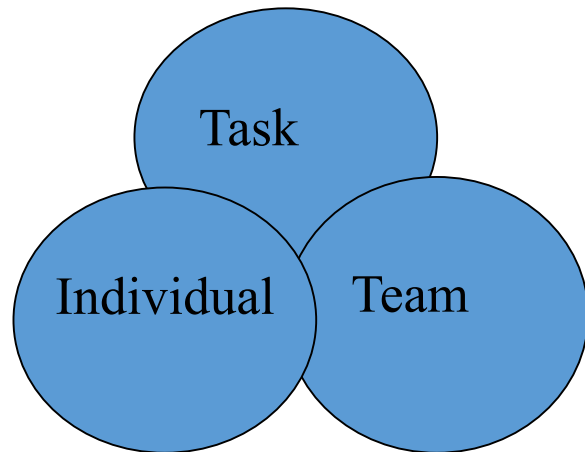
Leadership as problem solving

- Leaders are problem solvers; strategy problems, commercial problems, structural problems, cultural problems, growth problems, maintenance problems, survival problems, succession problems etc. etc.

- Cognitive problems

- Coordination problems

- Cooperative problems

'The wisdom of crowds' James Surowiecki

Profiling 1

Seeks to identify the knowledge and skills needed to be a capable leader

Profiling 2

Knowledge

- The organisation
- The network
- The regulatory environment
- Specialism/technical
- Leadership concepts and technics

Skills

- Self
- Team
- Results
- Associates
- People

Exercise

Working in groups construct a leadership profile for a young leaders participant.