



Definition of leadership

- "A process of social influence aimed at reaching a common goal within a group or an organization."
- Leadership needs followership
- The leader is the person guiding the process of social influence toward the common goal.
- Shared (joint) leadership is possible

Sources of power

- Referent power (leader as a reference point)
- Expert power
- Reward power
- Coercive power
- Information power
- Influence of a leader: is usually based on a combination of sources of power

Perspectives on leadership development

- Leader's traits
 - Assumption: certain attributes make "natural leaders"
 - Criticism: no "one best way", ignores the role of other social factors, neglects possibility to learn and practice, tends to overlook actual behaviors of leaders
- Leader's behaviors/styles
 - Recurrent types of leadership behavior
 - Lewin: autocratic / participative / delegative
 - Ohio State/Michigan State: task-oriented / relationship-oriented
 - Blake & Mouton: country club, authority-compliance, impoverished, middle-of-the-road, team leadership
 - Criticism: too broadly defined styles, no "one best way"
- Contingency approach
 - Importance of contextual factors: nature of work tasks, type of organization, external environment, follower characteristics
 - Styles and behaviors should be adapted to the situation
 - Situational leadership (Hershey & Blanchard); path-goal theory (Fiedler); six emotional leadership styles (Boyatzis & McKee)
 - Criticism: complexity, potential contingent factors may be overlooked
- Leader-follower relation

Leadership & effectiveness

- Leadership matters for the effectiveness of organizations, especially in complex situations
- Leadership is needed for solving wicked problems (high degree of uncertainty, increased requirement for collaboration)
- Leadership as guiding a process of social influence involving cooperation, shared goals, and joint problem solving

Leadership and management

- Leadership is primarily concerned with future goals and change
- Influencing the context in which people work: organizational climate, organizational culture
- Management: more "technical" aspects of problem solving (planning, organizing, staffing, controlling)
- Organizations need both management and leadership

Leaders' values that appeal to followers ("value-based approach"), e.g. transformational leadership, ethical leadership, servant leadership, authentic leadership ...

Interaction between leaders and followers, e.g. leader-member exchange theory (LMX theory) - in-group/out-group exchange

Leadership as social construction